



**PROVIDENCE PUBLIC LIBRARY
2020 – 2025 STRATEGIC PLAN**

WHAT WE LEARNED

POWER OF PLACE

In 2015, Providence Public Library developed a Strategic Plan, entitled “Think Again.” In part, this bold, ambitious plan set in motion a massive undertaking - transforming the downtown location. The renovated facility includes innovative spaces for education, learning, and exchange for teens, small businesses, families, and adults.

Through our information gathering, we learned that the next chapter of the Library is also linked to online and statewide networks, where Library programming is offered in digital formats as well as communities across the state. We learned that ensuring equitable, welcoming access to all of the places where we have presence, in-person and online, will continue to be critical as we move ahead.

STAFF AS A CRITICAL STRENGTH

The planning process reinforced the powerful relationship between Library staff and those they serve. Their skills, welcoming nature, helpfulness and interest in serving the community rang out loud and clear in the listening effort. The construction project, as it comes to end, also challenged the staff to continue their efforts under difficult circumstances. As we look ahead, the opportunity to continue to invest in the staff of the Library and ensure that they are well-equipped and supported is critical to ensuring that staff is prepared to positively maximize their impact on the community.

OPPORTUNITY TO STRENGTHEN COHESION ACROSS PROGRAMS AND SERVICES

Libraries across the country are in the process of reinvention, reimagining, and redesigning their approaches, being responsive to both community needs and changes in technology. In addition, libraries are increasingly creating intentional spaces for convening for learning, dialogue, and enrichment. The information gathering and reflection efforts of the planning process yielded a recognition of the opportunity to strengthen the alignment and cohesion of the Library’s programs and services in order to increase our positive impact and better direct our resources and efforts.

COLLABORATION MATTERS

Through our listening with partners and community members, we continue to recognize the critical nature of collaborative partnerships to support our aspirations. We learned more about what matters to our partners and what types of shared, collective ways that we could work together in order to collaboratively have a deeper and more significant impact on our community. We also learned that there remain opportunities to clarify how the Library is partnering with the Providence

Community Library and others to bring programming and opportunities to the city of Providence and beyond. The transformed space and innovative programs also increase our opportunity to both cultivate and strengthen our relationships with our partners.

OPPORTUNITY TO STRENGTHEN DIVERSITY, EQUITY, INCLUSION (DEI)

PPL has recognized the opportunity to strengthen our practices and invest in DEI throughout our organization. The Board and staff recognized that the institution is in the early stages of the journey to more deeply focus on DEI across the work of the Library. Although individual staff and Board members may be in different places in their personal DEI journey, the institution is in the early stages. We learned that increasingly partners and collaborators are also undertaking these efforts and there is an opportunity to create opportunities for shared learning and evolution. There is also the opportunity to develop an organization-wide approach to this work moving forward.

OPPORTUNITY TO INCREASE AWARENESS AND OUTREACH

We learned that increasing awareness of the opportunities and resources available with target audiences as well as creating deeper opportunities for co-creation and engagement will better inform our work and decision-making going forward. Beyond traditional marketing, there is an opportunity to create customized messaging strategies for communication channels that work best for our service communities. The Library can also consider innovative strategies to build awareness of the Library’s offerings.

ROLE OF OUR BOARD OF TRUSTEES

We learned that our Board of Trustees has the opportunity to more actively engage in the work of the Library. Increasing cohesion and engagement, strengthening Board education, and monitoring progress against key organizational goals are opportunities for the Board moving forward.

IMPORTANCE OF FUTURE FINANCIAL SUSTAINABILITY

The transformation of our physical space required a substantial investment of our resources and will require a range of new staff roles to support both expanded programming and administrative infrastructure. We have recognized building a diverse, portfolio of revenue sources will be needed to ensure the future financial sustainability of the institution.

MISSION, VISION, AND VALUES

OUR MISSION & TAGLINE

Providence Public Library inspires Rhode Islanders to be lifelong learners by engaging their curiosity and offering access to extraordinary experiences, resources, and ideas.

Engage. Learn. Thrive.

OUR VISION

OUR VISION FOR OUR IMPACT

All Rhode Islanders are engaged, informed, enriched, and thriving. Libraries across our state are viewed as essential catalysts in increasing opportunities for all.

OUR VISION FOR OUR ORGANIZATION

PPL will...

CATALYZE the aspirations and dreams of our community.

RESPOND to our community by engaging them in our decision making and creating innovative approaches to respond to changes and opportunities.

BE AN ACCESSIBLE, WELCOMING HUB of activity, offering innovative educational offerings and cultural experiences.

CONNECT our community to information, knowledge, and resources...and each other.

PARTNER with organizations and systems across the state and be known for our collaborative culture.

BE A JOYOUS SPACE for our community and our staff, who are supported with opportunities for continuous learning.

DIVERSIFY and celebrate our engaged and committed staff, volunteers and Board of Trustees.

Be a **FINANCIALLY SUSTAINABLE** institution able to deliver on our mission for decades to come.

OUR VALUES

ACCESS: We believe in removing barriers to information and service access and creating spaces that are open to all, with a focus on those who traditional systems have failed to reach.

AGENCY: We believe all people can create positive change in their own lives through the power of connection and knowledge.

EQUITY: We believe inequities, specifically racial inequities, in our systems and society keep people from reaching their full potential. To address these inequities, we incorporate a deep and holistic focus on diversity and racial equity in both our work and our workplace.

CURIOSITY: We believe that inspiring curiosity sits at the foundation of nurturing learning and developing new skills. We believe continuous, lifelong learning enriches people's lives and increases opportunities.

EXTRAORDINARY: We believe that enacting our mission requires us to provide welcoming, outstanding customer service, to bring bold new ideas to fruition, and to deeply listen and respond to community needs.

JOY: We believe in sharing joy and happiness in all of our interactions. We love our work and share our positive energy.



OUR GOALS 2020 – 2025

GOAL 1: EVOLVE THE PPL EXPERIENCE BY EXPANDING PATHWAYS FOR OPPORTUNITY, LEARNING AND ENRICHMENT

We will be a center for opportunity, learning and enrichment, guided by our community and partnerships, maximizing our new space and statewide presence.

GOAL 2: EMBED DIVERSITY, EQUITY, AND INCLUSION IN ALL THAT WE DO

We will develop and implement an organization-wide approach to practicing diversity, equity, and inclusion in all areas of our organization.

GOAL 3: IGNITE AND ACTIVATE OUR COMMUNITY OF SUPPORT

We will ignite and activate our community and invite them into opportunities to amplify our message and support our efforts.

GOAL 4: INVEST IN OUR STAFF AND OUR SYSTEMS

We will strengthen our internal systems and practices to ensure all staff are inspired, empowered, and valued.

GOAL 5: DEVELOP AND IMPLEMENT A FINANCIALLY SUSTAINABLE BUSINESS MODEL

We will strengthen our financial planning tools and explore new opportunities to diversify funding sources through earned income opportunities and new partnerships.

GOAL 6: STRENGTHEN OUR BOARD

Our Board of Trustees will actively partner to enact our mission as ambassadors and will bring their expertise and passion to support our efforts.

OUR GOALS, STRATEGIES & PROPOSED TACTICS 2020 – 2022

GOAL 1: EVOLVE THE PPL EXPERIENCE BY EXPANDING PATHWAYS FOR OPPORTUNITY, LEARNING AND ENRICHMENT

We will be a center for opportunity, learning and enrichment, guided by our community and partnerships, maximizing our new space and statewide presence.

STRATEGY 1: BE A CENTER FOR LEARNING & ENRICHMENT

Proposed Tactics:

- Strengthen our role as a “Learning & Enrichment Center” for all ages which provides a cohesive range of programs and supports including educational services, literacy initiatives, workforce development, entrepreneurship, arts and cultural experiences, personal enrichment, technology and collections
- Expand on our Learning Pathways model by creating articulated pathways to support youth and adults moving from “on-ramps” to measurable skills, including real-life learning experience, employment supports, a progress-tracking system and alignment with higher education credit and industry certifications
- Extend and enhance the digital user experience across our online platforms, by improving content curation, delivery and dissemination; developing technology tools that support learning, collection engagement and discovery; and by integrating analysis of digital metrics across all platforms
- Identify a cohesive set of programs and supports for learners in partnership with community members and organizations, schools and postsecondary institutions, which are complementary and additive to formal education efforts

STRATEGY 2: CREATE OUR PROGRAMS, SERVICES, AND COLLECTIONS IN RESPONSE TO AND WITH OUR COMMUNITY

Proposed Tactics:

- Engage target demographic, geographic, community groups to participate meaningfully in our program and service design efforts and delivery
- Develop organization-wide, ongoing formal and informal approaches to user engagement and feedback loops, across all departments and target audiences, including advisory boards
- Continue to expand our collecting beyond traditional priorities with a focus on diversity, equity and inclusion through proactively engaging new community members

- Facilitate and assist communities to preserve, access and share their histories
- Create community curated program initiative(s)
 - Provide leadership opportunities and support for community members to create and launch initiatives under the PPL umbrella
- Develop and implement strategies to serve differently abled patrons
- Design and strengthen intentional volunteer engagement and progression
- Seek to address barriers to participation in programming by reviewing statewide public programming and analyzing audiences, resources, and gaps

STRATEGY 3: AMPLIFY OUR IMPACT THROUGH PARTNERSHIP AND LEADERSHIP

Proposed Tactics:

- Build partnerships with businesses, the state and nonprofits to support employment and internship experiences, including consideration of increasing internal capacity to support placement
- Reposition our collaboration with state agencies, businesses and nonprofit partners to determine the appropriate and needed role of the Library in filling niches and gaps in current systems, leveraging our unique content, approach to delivering content, and access to communities
- Clarify partnership strategy for each area of programs and services including:
 - Ecosystem mapping of key players and offers
 - Identify key collaborators with whom we want to work to widen our reach and create unique, cross-genre synergies
 - Define and refine collaborative process including roles and responsibilities, articulating an MOU process and creating a timeline of benchmarks to guide the process of relationship building
 - Monitor/evaluate effectiveness of collaboration including impact of collaboration and experience of collaborative partners, participants and audiences
- Develop system to track and document implementation of partnership strategy efforts
- Seek opportunities for PPL staff to serve in leadership and training roles at the statewide and national level, representing PPL and their distinct fields of expertise

STRATEGY 4: INTEGRATE OUR EFFORTS AND CREATE SHARED SYSTEMS FOR DECISION MAKING

Proposed Tactics:

- Develop and practice a shared understanding of approaches to program and service design, anchored in shared principles including: inspiring curiosity, cultivating individual agency, expanding participation,

positively impacting lives, reducing barriers, and being equitable and inclusive

- Develop shared criteria to assess the feasibility of starting, continuing, scaling and sunseting programs and services (impact, reach, financial model, staff capacity) and outline the decision-making process, including understanding the ecosystem and role of PPL
- Develop and implement tools and approaches to measure and understand the impact of Library programs, services, and experiences through the increased use of evaluation models and tools
- Identify areas of synergy between departments and opportunities for integration of programming, creating intentional initiatives that incorporate unique contributions across Library departments

GOAL 2: EMBED DIVERSITY, EQUITY, AND INCLUSION IN ALL THAT WE DO

We will develop and implement an organization-wide approach to practicing diversity, equity, and inclusion in all areas of our organization.

STRATEGY 1: DEVELOP AND IMPLEMENT A ROADMAP TO GUIDE OUR EFFORTS

Proposed Tactics:

- Create an ad-hoc committee of Board, staff, senior leadership, and community members to develop and oversee the organization-wide approach
- Identify highly skilled DEI facilitator to support plan development and implementation
- Implement training, education and facilitated discussion with the Board and staff to establish a common vocabulary/shared understanding around DEI
- Develop a common of understanding of current practices and prioritize opportunities for evolution
 - Develop demographic scan document including Providence communities, service users, library staff, volunteers and Board, at it relates to the current representation of diversity across all groups
 - Conduct an organization-wide audit of our policies and practices, utilizing a DEI lens
 - Identify internal systems where DEI integration is needed in the organization: including recruitment, onboarding, mentoring, professional development, compensation & benefits, service delivery, branding/messaging, and culture/norms
 - Capture current approaches and learning as DEI is integrated across all programs and services, monitor efforts, and identify additional priorities moving forward
- Create an implementation plan for recommended organizational changes including training, expected outcomes and metrics, resources required, approaches to assess progress and timeline

GOAL 3: IGNITE AND ACTIVATE OUR COMMUNITY OF SUPPORT

We will ignite and activate our community and invite them into opportunities to amplify our message and support our efforts.

STRATEGY 1: IGNITE A MOVEMENT OF BROAD SUPPORT

Proposed Tactics:

- Create ongoing opportunities for donor listening and feedback, strengthening feedback loops, engagement, and interactivity throughout the year
- Develop new approaches to engage a broad and diverse array of supporters, including accessible experiences and events
- Co-create opportunities for community members to lead engagement and resource development efforts
- Co-create campaigns and initiatives with PPL partners to support advocacy efforts and resource development
- Continue to cultivate partnerships with corporate supporters and institutional funders, focusing on trust, transparency, and co-creating opportunities for investment

STRATEGY 2: DEVELOP A CULTURE OF CULTIVATION

Proposed Tactics:

- Create a framework, informed by our mission, vision, and values and supported by accurate and meaningful data, to guide our efforts to increase co-creation, ownership, and engagement in our resource development work
- Revisit and consider a redesign of current internal structures to support resource development, centered on engagement of a broad array of staff and community volunteers
- Shift our paradigm around how we think about resource development, expanding our understanding of why and how we cultivate relationships on behalf of the Library
 - Increase engagement and leadership of Board of Trustees in resource development efforts, ensuring access to supports and learning opportunities
 - Create and share additional learning opportunities for staff to better understand the financial position of the Library, resource development efforts, and the role of staff in contributing to our aspirations
 - Create and share resource development skill-building opportunities for PPL committee members, volunteers, and supporters

STRATEGY 3: SHARE OUR IMPACT AND OUR STORIES TO DRIVE AWARENESS

Proposed Tactics:

- Develop an organization-wide marketing plan as well as

a comprehensive approach to public relations across all platforms to support PPL

- Revisit target audiences for marketing efforts and key messages by audience
- Integrate knowledge of how communities seek and receive information into selected strategies
- Align our messages with our values and aspirations, increase authenticity and approachability
- Increase the use of digital interactive formats to showcase the Library and its collections and physical spaces (examples: virtual reality experiences, virtual tours)
- Promote library services through communication channels and community events organized by people of color and intersectionalities
- Explore approaches to inspire supporters to amplify the Library's mission across digital platforms
- Increase marketing coordination and planning across all departments, including a shared content calendar
- Showcase and share our partnerships with libraries across the state

GOAL 4: INVEST IN OUR TEAM AND OUR SYSTEMS

We will strengthen our internal systems and practices to ensure our staff are inspired, supported, and valued.

STRATEGY 1: INVEST IN OUR STAFF

Proposed Tactics:

- Develop overarching human resources and organizational development plan to support organizational/structural goals with a focus on increasing cohesion and consistency across the organization
 - Revisit organizational structure and reporting relationships to align with organizational priorities
 - Develop and implement a consistent model of supervision for managers across the Library, including ongoing training and support
 - Create competency models and revise role descriptions to align with emerging work of the Library
- Create training programs and provide professional development tied to performance outcomes and organizational priorities (individual goal setting, guided model/benchmarks)
 - Create opportunities for staff leadership development, internally and externally
 - Create and implement transparent career progression pathways
 - Institute cross-training and cross-experiences among staff
- Strengthen new employee supports at the department level (standard practices, linkages to performance management, milestones for onboarding)

- Continue to monitor the use of employee performance management systems and supports
- Implement practices to support being a learning organization including ways to share learning across the organization
- Develop approaches to support all-staff communications (key messages, new initiatives, achievements, etc.)

STRATEGY 2: STRENGTHEN KEY INTERNAL SYSTEMS

FINANCIAL MANAGEMENT

Proposed Tactics:

- Improve the adequacy and efficiency of information flow and use of financial information for decision making at the department and program-level
 - Provide resources, capacity and processes to ensure that practices meet current and future requirements
- Revisit current financial management software and donor development software to increase ease of use, improve access to real-time data, and increase transparency
- Ensure depreciation is represented in financials to remain compliant with current capital improvements timetable
- Ensure capital budget includes investment in IT infrastructure to ensure currency
- Re-bid the organization's annual audit

INFORMATION MANAGEMENT

Proposed Tactics:

- Develop an organization-wide information management plan that supports our needs and priorities and incorporates industry best practices
- Implement data storage and security protocols, including procuring ransomware insurance, undergoing a cyber security audit, developing a plan based upon the findings, and updating procedures for electronic communications, storage and retention
- Create a sustainability plan for digital asset preservation, including design architecture for preservation and formalization of digital preservation policies and procedures, in partnership with state and local partners
- Increase digital curation infrastructure and support to improve access to collections and enhance collection engagement and discovery

RISK MANAGEMENT

Proposed Tactics:

- Enhance affirmative defense position through the creation and augmentation of manuals, reporting templates and internal policies and procedures
- Address current disaster plan to respond to environmental changes and to include Special Collections specific emergencies, reviewed and approved by Board committee annually

PHYSICAL PLANT

Proposed Tactics:

- Remain current with physical plant initiatives on capital improvement time-table
- Maintaining, troubleshooting and learning new systems in place
 - Migrate preventative maintenance program to online database
 - Formalize record-keeping and addressing building systems issues

GOAL 5: DEVELOP AND IMPLEMENT A FINANCIALLY SUSTAINABLE BUSINESS MODEL

We will create and implement new opportunities to diversify funding sources through earned income opportunities and new partnerships.

STRATEGY 1: STRENGTHEN FINANCIAL PLANNING TOOLS

Proposed Tactics:

- Set targets within a multi-year financial model for each funding lever
- Create mechanisms to track and share progress across all levels of the organization
- Audit expenses and seek opportunities to monitor and/or adjust costs, focus on cost-effective approaches and return on investment
- Create approaches to better understand and increase transparency of program financial models, including understanding direct costs and additional costs to support programs, criteria for assessment, from conception through implementation
- Increase staff understanding of financial decision-making and funding sources for each department
- Benchmark financial ratios against peer and high performing peers to identify areas of potential efficiency or change

STRATEGY 2: STRENGTHEN EARNED REVENUE STRATEGIES

Proposed Tactics:

- Engage cross-functional senior leaders to raise and consider earned revenue opportunities on a quarterly basis
- Develop a decision matrix to help discern what can be solved with a program, a partnership, or a venture (consider fit with both mission and existing core competencies); ensure the development of a business plan
- Space Rentals: Determine the availability of rentable space to provide clarity on revenue potential and clarify supports for space rental and agreements with outside vendors

- Education & Nonprofit Partnerships: Determine feasibility of revenue generated through deeper partnerships with higher education, workforce development, businesses, government agencies, and K-12 partnerships (noted in Goal 1)

GOAL 6: STRENGTHEN OUR BOARD

Our Board of Trustees will actively support our mission as ambassadors and will bring their expertise and passion to support our efforts.

STRATEGY 1: ALIGN WORK OF THE BOARD WITH STRATEGIC PRIORITIES

Proposed Tactics:

- Develop a set of annual goals to guide the work of the Board of Trustees, aligned with the strategic plan, link goals to committee responsibilities
- Develop a candidate pipeline development and recruitment approach, increasing statewide presence, diversity, and access to new networks and geographies; consider an external nominating committee
- Reflect on barriers to Trustee participation and consider strengthening supports, such as childcare during meetings, the timing of meetings, and virtual participation

STRATEGY 2: STRENGTHEN BOARD ENGAGEMENT AND COHESION

Proposed Tactics:

- Adjust format of Board meetings to increase Board discussion of key strategic issues, considering implementing a consent agenda and standing executive session
- Create opportunities to increase relationship building among Board members (share Board bios and life experiences, pair share opportunities as part of meetings, name tags)
- Consider non-traditional meeting and facilitation approaches to maximize engagement and discussion
- Create brief pulse surveys to monitor perceptions of committee meeting process and full Trustee meetings

STRATEGY 3: STRENGTHEN BOARD KNOWLEDGE AND SKILLS

Proposed Tactics:

- Create educational opportunities for Trustees, including DEI, financial management (increasing understanding of financial decision making), storytelling, relationship cultivation as well as PPL programmatic updates
- Develop a model for Trustee participation in resource development including skill-building, development of options for participation (cultivating all levels of giving), individual-goal setting and supports

KEY RESULTS

Implementation Approach: The Strategic Plan is a living document that is a road map by which the Executive Director and Board of Trustees should be held accountable. The plan should be used to create annual goals for the Executive Director and the Board. Progress against annual goals can be monitored by ensuring regular updates at Board meetings and consistent reporting on desired key results noted below. In addition, a detailed implementation plan will be used to track progress against the selected strategies and tactics for the first year and then updated accordingly for each successive year.

The implementation of the Strategic Plan is envisioned to enact the following key results:

GOAL	KEY RESULTS EXPECTED
Goal 1: Evolve the PPL experience by expanding pathways for opportunity, learning and enrichment.	<ul style="list-style-type: none"> • Increase in number of in-person and digital users in terms of number of users, frequency of use, and user retention. • Increase in demographic diversity of library users and geographic reach once targets are set. • Increase in user satisfaction and net promoter score. • Program participant completion rates. • Range of formal partnerships established (relationship strength, diversity, and reach).
Goal 2: Embed diversity, equity and inclusion in all that we do.	<ul style="list-style-type: none"> • Development and approval of DEI roadmap. • Completion of audit of current practices, collections, and programs and implementation of recommendations. • Achievement of key milestones/targets/objectives set-out in DEI roadmap.
Goal 3: Inspire and engage our supporters and partners.	<ul style="list-style-type: none"> • Metrics for deepening board, donor, funder, and staff engagement in fund development efforts. • Increase in meaningful donor and funder data collection, data accuracy, and data analysis. • Increase in number and diversity of donors, and donor retention. • Increase in individual giving at all contribution levels (including measurable shifts in giving). • Increase in general operating support and multi-year grants. • Increase in federal and state grants. • Increase in multi-organization and cross sector fundraising campaigns (number of campaigns, donor participation, dollars raised).
Goal 4: Invest in our staff and our systems.	<ul style="list-style-type: none"> • Increase in professional development opportunities (training hours/year, number of participants, and participant outcomes). • Increase in overall employee satisfaction. • Improvement in staff perception of ease and efficiency of financial reporting. • Strengthen information management infrastructure. • Improvements in security protocols and risk management (tracking of security incidents).
Goal 5: Develop and implement a financially sustainable business model.	<ul style="list-style-type: none"> • Setting and achievement of targets set for each level of funding on annual basis, though financial planning. • Increase in financial stability through improvements in agreed-upon financial indicators.
Goal 6: Strengthen our board.	<ul style="list-style-type: none"> • Increase in board engagement and cohesion. • Increase in board professional development opportunities (training). • Successful board recruitment efforts.

OUR PROCESS

A Design Team comprised of members of the Board and staff leadership was formed in November of 2019 to develop a three-year strategic plan for Providence Public Library. Fio Partners, a consulting firm that works with libraries and nonprofit organizations, was selected to support the process.

The strategic planning process began with the design of the information base for planning. The design included opportunities to gather observations of the organization from a variety of perspectives, including staff, community partners, and industry experts. The information base, which was gathered from November 2019 – February 2020, included:

Organizational Insights

- A Board survey to assess the effectiveness of board interactions and functions, and solicit input into PPL's strategic planning priorities
- A 5-year historical analysis of financial ratios and trends
- A financial trends projection
- An assessment of management systems with the administrative team
- Program Profiles that were developed to guide consistent and relevant information gathering about each program's audiences, capacity, characteristics, outcomes, relationships, competition, trends and future opportunities, and financial model.

Staff Insights

- A staff climate survey was conducted to gather insight and perceptions of staff about the functioning of PPL and the climate of the organization.
- The above insights were complemented by interviews with senior leadership of the organization to ask their input into the strategic direction of the organization.

External Insights

- Stakeholder interviews gathered feedback
- Focus groups with partner organizations and patrons solicited input regarding the future of PPL and perceptions regarding the quality of its services and relationships.
- A community perception survey collected information about priorities identified by the community along with perceptions of the Library.

The Design Team convened every four to six weeks to review and discuss completed analyses and oversee activities relative to the information gathering. In early February, the Board of Trustees and members of the Design Team met to review the information base, offer input into the strategic direction of the organization, and shape priorities for the next three years.

The strategic plan's framework is anchored in the information base and the strategic direction articulated during the retreat. Staff leadership then used the framework as a starting point for a structured conversation and collaborative revision process. The resulting strategic plan will inform the annual goal setting for the Executive Director and Board, who will also jointly track implementation progress by monitoring the plan's agreed upon key results over time.

ACKNOWLEDGEMENTS

Many individuals and organizations helped us create this new plan for the Library. Special thanks to the Library's Board of Trustees and the staff for their steadfast attention in creating and designing both the outreach and the culminating retreat. Also, none of this would have been possible without the individuals and organizations who contributed to the extensive information gathering process that took place in Fall 2019. Your opinions and ideas fully informed the creation of our new plan, and we are fully indebted to you for your help. Thank you!