More than 1 million people come through our doors each year, and tens of thousands more access important library services online and through our outreach efforts, making Poudre River Public Library District an indispensable community resource.

The Library District is committed to enhancing the educational, social, economic, and cultural vitality of the community and the people we serve. We provide universal access to resources, programs, and services that enrich lives and foster lifelong learning, innovation, and enjoyment.

With more than 200,000 people living in our 1,800 square mile service area, the Poudre River Public Library District has the ninth largest service population in Colorado. On average, more than 8,200 items are checked out every day from the Library’s physical and digital collections. Our interlibrary loan services raise this number even higher, with over 120,000 items loaned or borrowed through Prospector every year.

In planning for library services in 2019 and beyond, we sought to understand the needs of our customers and anticipate and respond to changes in the community. The Library District initiated a six-month master planning process, conducted
comprehensive research, assessed current services, and engaged in community conversations, all with the purpose of informing the 2019-2022 Strategic Plan.

What resulted from these efforts is a dynamic tool that positions the Library District to be a vital force in a growing and changing community.

We anticipate a strong return on investment for the community from the implementation of this plan. The strategic plan continues a legacy of high-quality, high-impact programs and services, and also increases the potential for expanded access to library resources and opportunities for strategic collaboration and community engagement.

We invite you to join us at the Library to learn and discover, to meet and collaborate, and to reimagine the future of innovative and sustainable library service for 2019 and beyond. Welcome to your Poudre River Public Library District.

David Slivken
Executive Director
Poudre River Public Library District
Our mission statement reflects the commitment we are making to the community.

**MISSION**

We enrich our community by providing **UNIVERSAL ACCESS** to resources for **KNOWLEDGE**, **INNOVATION**, and **ENJOYMENT**.

To fulfill our mission, the following ideals will guide us in our service to the community.

**VALUES**

- **CURIOS**
  We explore new ways to connect and engage with our community.

- **COLLABORATIVE**
  We foster networks and relationships to strengthen the entire community.

- **INNOVATIVE**
  We dream big and embrace change. We seek inventive ways to make a difference in people’s lives.

- **INCLUSIVE**
  We create opportunities for people to belong. We celebrate and reflect the diversity of our community. We are dedicated to free and equal access for all.

- **ACCOUNTABLE**
  We serve the community with integrity, excellence and transparency. We are stewards of our community’s trust and tax-funded resources.

*Photo by Christian Knoll*
FOCUS AREAS

By focusing on three strategic areas of service, Poudre River Public Library District will be in the best position to meet the needs of a growing and changing community over the next few years.

The Focus Areas build upon prior achievements to drive future success, while still allowing the District to be agile and responsive in the implementation of our strategic plan.

LEARN & DISCOVER

We are the local source for lifelong, informal learning. We support our expanding community’s need for informed, engaged, and empowered people. We provide resources to support critical literacies including early learning, digital literacy, civic literacy, and others. We provide programming, collections, and services that enable our residents to more fully participate in the world around them.

MEET & COLLABORATE

We are a catalyst for positive, social interactions. We provide inclusive, welcoming spaces to bring together a growing and diverse community. Our libraries are trusted destinations that anchor the community. We build collaborative partnerships with local organizations, businesses, and nonprofits that allow us to provide service in alternative ways.

REIMAGINE THE FUTURE

We foster a culture of possibility and stewardship. We anticipate the needs of our growing community and align our resources to those needs. We recognize that the current demand for library services in our District exceeds our available public spaces. We look for opportunities to expand and build efficiency, sustainability, and creativity in our operations.

GUIDING PRINCIPLES

The Strategic Plan’s Focus Areas are guided by four key principles:

1. Deliver customer service excellence
2. Honor the rich diversity of our community
3. Foster equity
4. Encourage experimentation and versatility
We are the local source for lifelong, informal learning. We support our expanding community’s need for informed, engaged, and empowered people. We provide resources to support critical literacies including early learning, digital literacy, civic literacy, and others. We provide programming, collections, and services that enable our residents to more fully participate in the world around them.

Poudre River Public Library District has long served as a trusted community source for lifelong learning and personal enrichment. Our programs, collections, and services deliver unique opportunities for all ages to access information, discover new skills, and learn from others.

Throughout its history, the public library has had a significant responsibility to children and families to support early literacy skills and ensure school readiness – critical foundations for future personal and academic success. In recent years, the District has also taken on a leadership role in promoting digital literacy and digital equity as technology continues to play an essential role in day-to-day life for communication, recreation, and advancement.

While remaining committed to early literacy and digital literacy, the District recognizes the need for an expanded definition of “literacy” in order for individuals to gain the spectrum of skills and knowledge necessary to fully participate and thrive in their community.

The Learn & Discover Focus Area builds on existing Library District resources and partnerships to extend and enhance opportunities for information, skills-based learning, and personal enrichment.
To fulfill the “Learn & Discover” initiative, the Library District aspires to:

• Connect individuals with opportunities to explore, create, and spark curiosity.
• Provide culturally-responsive programming and wide-ranging learning opportunities.
• Intentionally acquire, maintain, and promote a diversified collection.
• Embrace an expanded definition of critical literacies to support personal growth.
• Provide flexible programs, resources, and services that deliver significant community impact.

The District’s emphasis on “Learn & Discover” enables individuals to:

• Increase knowledge to make informed decisions that support physical, mental, and emotional health.
• Deepen understanding of formal and informal hierarchies and systems of influence occurring locally and nationally.
• Expand understanding of community issues and governance and become more engaged in finding solutions.
• Be better prepared to engage with 21st century literacies essential to individual and community success.
• Realize a more resilient, democratic, and sustainable community.
Poudre River Public Library District serves a dynamic and growing community. Our service area population is expected to continue to expand, with an increase of more than 6% within the next five years. Similarly, the area will continue to become more diverse in both numbers and as a percentage of overall population.¹

The District plays a critical role in promoting equity and inclusion in our community – from serving and advocating for diverse populations to offering materials reflecting multiple perspectives and partnering with like-minded organizations.

We aim to demonstrate that “Everyone is Welcome at the Libraries” is more than an organizational belief, but a framework for library service and spaces. By facilitating opportunities for meaningful social interaction, cross-cultural experiences, and civic engagement, we can empower individuals and groups to create a vibrant, inclusive community.

Participants in the recent master planning process expressed enthusiasm about “the Library District’s role as a place for community and community-building.”²

We seek innovative ways to foster cultural and civic literacies as we continue to strengthen our role in the community as a platform for public discourse. This includes establishing collaborative partnerships with organizations, businesses, and nonprofits.
**ACTIONS**

To fulfill the “Meet & Collaborate” initiative, the Library District aspires to:

- Provide user-centered spaces that are flexible, welcoming, and versatile.
- Redesign Library spaces to foster the feeling of belonging, promote strong social connections, and facilitate easy navigation for all.
- Create and maintain strategic partnerships that enable us to connect with customers.
- Re-envision its unique, collaborative programming and services to deliver higher impact.
- Create opportunities for intergenerational experiences to share knowledge and stories.
- Serve as a center for civic information, discussion, and engagement.

**COMMUNITY IMPACTS**

The District’s emphasis on “Meet & Collaborate” enables the community to:

- Strengthen the interconnectedness and sense of belonging among its residents.
- Ensure an environment where each person feels welcomed and valued.
- Benefit from strong partnerships and collaborative efforts.
- Better access resources for informed decision-making and responsible civic engagement.
- Attract and support a thriving and more collaborative business and nonprofit community.
- Create strong, cooperative networks that break down organizational silos and improve quality of life.

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1. Demographic projections to the year 2023. Gale DemographicsNow
We foster a culture of possibility and stewardship. We anticipate the needs of our growing community and align our resources to those needs. We recognize that the current demand for library services in our District exceeds our available public spaces. We look for opportunities to expand and build efficiency, sustainability, and creativity in our operations.

The 1,800 square mile area that comprises the Poudre River Public Library District service area is part of one of the fastest-growing counties in Colorado. Larimer County, which includes the City of Fort Collins and neighboring communities served by the Library, is expected to see 45% total growth by 2040.³ With this growth in mind, the Library District looks for sustainable and innovative practices that will make an impact today and position the library for the future.

Throughout the master planning process, the Library District heard community members’ consistent desire for expanded library services and collections. Community members also expressed interest in higher-impact programs and spaces.⁴

As we maximize library service and value over the next four years, we also must invest in bold ideas and creative spaces that will allow us to provide new levels of inclusive excellence. Our ability to “Reimagine the Future,” ensures that our modern library services and facilities are as diverse as the communities we serve.

⁴ “Community Vision and Priorities,” Poudre River Public Library District Master Plan, January 2019
**ACTIONS**

As we “Reimagine the Future,” the Library District aspires to:

- Explore options for new and existing facilities to meet current and future community needs around spaces, services, and resources.
- Make strategic and informed decisions based on community input, data trends, and foreseeable demographic changes.
- Invest in staff development and build opportunities for meaningful engagement and collaboration.
- Develop more agile, responsive, and effective services.
- Maximize efficient, flexible, and sustainable library operations.
- Investigate emerging technologies and digital trends for economic, social, and personal success.

**IMPACTS**

The priorities around “Reimagine the Future” enable us to:

- Ensure all residents throughout the District are aware of, use, and appreciate library services.
- Expand and enhance community access to services.
- Develop flexible and innovative spaces that support the full breadth and depth of the community’s vision for library services.
- Anticipate and adapt services to meet the evolving needs and interests of the community.
- Use financial resources responsibly, efficiently and transparently.
- Create and deliver service equity.
- Practice environmental stewardship through sustainable buildings and operations.
In mid-2018, Poudre River Public Library District embarked on a comprehensive, research-based, community-driven planning initiative to develop a multi-year Library Master Plan. The Plan’s goal was to develop a future framework for essential Library service channels: facilities, community services, and technology services.

The District partnered with Group 4 Architecture, Research + Planning to assess current offerings and make recommendations for library services over the next 10+ years. The project included various components designed to provide insight into how the District can expand services, programs, and collections to meet customers’ current needs and forecast the needs of a growing and changing community.

**Phase One: Planning & Concepts**
(June – August 2018)

**Phase Two: Research & Analysis**
(July – September 2018)

**Phase Three: Community & Stakeholder Engagement**
(August – November 2018)

**Phase Four: Draft Master Plan**
(November 2018 – January 2019)

A copy of the final master plan is available online at PoudreLibraries.org.
In February 2019, the Library District initiated a broader strategic planning process to identify priorities for service through all delivery channels. The District also began planning for implementation of the master plan.

The Strategic Plan Process Management Team, comprised of four senior staff members, was designated to oversee the planning process and work collaboratively with the Library Leadership Team. The Team’s goal was to develop priorities for library services and to identify innovative ways to deliver high-impact programs, collections, and services.

The Board of Trustees along with library staff from a variety of departments and locations also provided ideas and input on how the District can realize the vision outlined in each focus area description.

The final 2019-2022 Strategic Plan aligns with the Library District’s mission statement and revised values. It builds on the comprehensive research and community assessment outlined in the master plan and reflects the feedback from our customers, staff, partners, and community organizations.
The three strategic focus areas, Learn & Discover, Meet & Collaborate, and Reimagine the Future, will serve as a foundation and guide for Poudre River Public Library District’s service to the community through 2022 and beyond.

The Strategic Plan’s implementation will be led by the Library District’s executive director and leadership team. An important part of our approach will be to identify bold and creative ways to meet the community’s needs, interests and high expectations.

Our vision is to develop a flexible framework for an innovative, 21st century library that will succeed for our community and to continue to play a vital role by advancing our mission: “We enrich our community by providing universal access to resources for knowledge, innovation, and enjoyment.”

As we move forward with our plan, we will continue to engage those individuals and groups who contributed to the Strategic Plan’s development including staff members, the Library Board of Trustees, the Poudre River Library Trust, and Friends of the Poudre River Public Library District, along with community members, local organizations, businesses, and nonprofits. Additionally, we will identify ways in which our plan’s actions and outcomes can complement and/or enhance the goals of key agencies like the City of Fort Collins and Larimer County.

We invite you to join us at the Library to learn and discover, to meet and collaborate, and to reimagine the future of innovative and sustainable library service for today, tomorrow, and beyond.

Photo courtesy of City of Fort Collins
“My philosophy is that if you can read you can do anything you want in life. Libraries facilitate this opportunity for everyone and make enlightenment possible as well! Thank you for your service!”

Deborah G.

“It’s great to have such a wonderful resource so close to my home.”

Marjorie K.

“I have had the opportunity to leverage the library’s resources for both business purposes, as well as to help me with a job search. In both instances, I was amazed at the array of information provided to me... Our community is blessed to have incredibly extensive resources that every citizen can leverage!”

Julie Z.

“Your work has such an impact in the Fort Collins community and beyond... Thank you for being an organization committed to your community and being adaptable to our needs throughout the years.”

Kelli W.
We believe in equality of service:

- We respect individual diversity and welcome all members of our community.
- We do not judge our customers or their choices.
- We make library services free whenever possible.
- We strive to eliminate any barriers to library use.
- We respect our customers’ privacy in the use of services.
- We protect the privacy of personal information.

Poudre River Public Library District will never sacrifice the values that make this community great—inclusivity, openness and a penchant for succeeding together. We are a library that rejects discrimination based on religion, race, gender, sexual orientation and ethnicity.

You are welcome here.