

2026-2030 STRATEGIC PLAN

FUTURE READY TOGETHER

TABLE OF CONTENTS

Letter from the President of the Board of Trustees

Letter from the Executive Director

Introduction

Strategic Planning Process

- Methodology
- Community and Internal Library Data
- Community Survey
- Focus Groups and Stakeholder Retreat
- Library Trends
- Colorado Library Standards
- Resource Analysis

Areas of Strategic Focus

Conclusion and Next Steps

Acknowledgements

LETTER FROM THE PRESIDENT OF THE PUEBLO LIBRARY BOARD OF TRUSTEES



LETTER FROM THE EXECUTIVE DIRECTOR



INTRODUCTION

As the heart of our community, the public library plays a vital role in fostering education, information access, and cultural enrichment. To ensure our library's continued growth and relevance, it is crucial to develop a comprehensive strategic plan that reflects the needs and aspirations of our diverse stakeholders.

In this document, the Pueblo City-County Library District (PCCLD) presents its new five-year strategic plan, "Future Ready Together." This plan offers a clear roadmap for how we will evolve, innovate, and expand our impact over the next five years. It reaffirms our commitment to connecting every member of our community with the resources, services, and opportunities they need to thrive.

This plan is both aspirational and practical—charting a path that balances innovation with reliability and that builds on the accomplishments and momentum of our previous plan, *Growing Community Partnerships: The 2021-2025 Strategic Plan for the Pueblo City-County Library District*. Over the past five years, we made significant progress across seven areas of strategic focus:

- **Access to Services** — extending our reach both inside library walls and throughout the community
- **Culture and Diversity** — embracing diverse perspectives and opportunities for all
- **Education** — encouraging lifelong learning at every stage of life
- **Employment** — fostering economic and workforce development through partnerships and programming
- **Growing Within** — building internal capacity, leadership, and staff expertise
- **Marketing and Outreach** — increasing awareness of library services and deepening community engagement
- **Technology** — expanding digital access and adopting new tools for discovery

As we look ahead, this strategic plan will serve as a living tool that guides our decisions, inspires collaboration, and measures our progress. We hope it empowers our staff, partners, and stakeholders to work together in alignment with PCCLD's mission, ensuring that our libraries remain vibrant, inclusive, and forward-looking anchors in the communities we serve.

STRATEGIC PLANNING

PROCESS

Pueblo City-County Library District builds on its longstanding tradition of comprehensive planning to drive its achievements. As the 2021–2025 Strategic Plan entered its final year, preparations for the next five-year cycle began under the leadership of Nick Potter, Executive Director of Library Foundation and Strategic Initiatives, and Amy Nelson, Associate Director of Public Services. The team conducted a thorough evaluation of the outgoing plan—celebrating successes and pinpointing areas for growth—while simultaneously gathering extensive research on national library trends, community demographics, and internal performance metrics.

To ensure the community’s voice guided the new plan, an online and in-person survey invited Pueblo County residents to share their experiences, perceptions, and priorities. Consultant Jen Mullen then led eight listening sessions, using survey insights to shape focused discussions that deepened our understanding of community needs. That groundwork culminated in a strategic planning retreat where board members, executive leaders, district managers, and the employee Steering Committee reviewed anonymized community profiles—complete with economic and demographic data, trend analyses, and feedback from both surveys and focus groups—alongside leadership assessments of organizational strengths, weaknesses, opportunities, and threats. Together, they drafted the strategic focus areas that will guide PCCLD through 2030.

In September 2025, the proposed focus areas and supporting analysis were presented to the Library Board of Trustees, whose feedback will be incorporated into the final draft that will be approved in October 2025. The data, reports, and detailed findings that informed each stage of the process appear in the appendices. What follows is a concise summary of our findings and the recommended strategic priorities for PCCLD’s 2026–2030 Strategic Plan.

METHODOLOGY

To develop the 2026-2030 strategic plan for PCCLD, we employed a comprehensive methodology designed to ensure continuous improvement and sustainability. This plan is adaptable, flexible, and sustainable, building on the continuity established by previous strategic plans. This plan will ensure that PCCLD optimizes resources, explores alternative funding sources, and implements cost-saving measures to maintain and enhance services and ensure that our library remains a vital and responsive resource for our community.

1. Develop an Adaptable, Flexible, and Sustainable Plan

- *Objective:* Create a strategic plan that can adapt to changing circumstances and remain viable over time.
- *Approach:*
 - Forward Planning: Develop areas of strategic focus that anticipate and respond to potential community needs, library services, as well as develop a framework that strategically addresses challenges and opportunities.
 - Sustainability Practices: Integrate sustainable practices into all aspects of library operations to ensure long-term viability.
 - Regular Review: Establish a process for regular review and adjustment of the strategic plan to ensure it remains relevant.

Continued, Slide 11

METHODOLOGY, continued

2. Build upon Previous Strategic Plans

- *Objective:* Ensure continuity by aligning the new strategic plan with the goals and achievements of previous plans.
- *Approach:*
 - Historical Analysis: Review and analyze previous strategic plans to identify successful initiatives and areas for improvement.
 - Goal Alignment: Align new goals with the long-term vision and objectives established in previous plans.
 - Stakeholder Engagement: Involve key stakeholders who contributed to previous plans to maintain continuity and leverage their insights.

3. Rely on Data and Community Feedback

- *Objective:* Base the strategic plan on comprehensive data analysis and community input.
- *Approach:*
 - Internal Data: Collect and analyze internal data on library usage, program effectiveness, and operational efficiency.
 - External Data: Gather external data on community demographics, trends, and needs.
 - Community Feedback: Conduct surveys, focus groups, and public meetings to gather input from library users and the broader community.
 - Needs Assessment: Perform a thorough needs assessment to identify and prioritize community needs and preferences.

COMMUNITY & INTERNAL

LIBRARY DATA

The development of the 2026–2030 Strategic Plan for the Pueblo City-County Library District (PCCLD) was guided by a clear and intentional methodology. Within this methodology, data gathering and analysis was central, using various forms of data, comprehensive data analysis and meaningful community input to develop the overall plan. This approach ensured that the resulting strategic priorities are objective, evidence-based, and reflective of the actual needs of the community rather than anecdotal opinions. To accomplish this, PCCLD gathered and analyzed a wide range of internal and external data, conducted a district-wide needs assessment, and engaged in extensive community outreach.

Internal data included usage statistics across all library branches, such as program attendance, circulation of materials, digital content access, and public computer usage. External data sources, including ESRI Community Analyst and U.S. Census Bureau records, provided insights into demographic trends, income levels, educational attainment, housing patterns, internet access, and disability status across Pueblo County. Additionally, PCCLD examined local housing and economic development trends to anticipate population shifts and emerging service needs during the 2026–2030 period.

To incorporate community perspectives, PCCLD developed a comprehensive survey informed by the data analysis. The survey was distributed to library cardholders, members of the Pueblo Library Board of Trustees, Pueblo Library Foundation, and Friends of the Pueblo Library, as well as website visitors, in-person patrons, social media followers, library staff, and donors. Nearly 1,500 responses were collected, offering valuable feedback on library usage, service preferences, digital engagement, programming participation, and perceptions of inclusivity and representation.

Continued, Slide 14

COMMUNITY & INTERNAL LIBRARY DATA, continued

To further validate its findings and ensure alignment with broader industry standards, PCCLD conducted benchmarking research using performance data from peer libraries across Colorado and the United States. This comparative analysis focused on key metrics such as program attendance, library visits, circulation of materials, database usage, and patron internet access. The results demonstrated that PCCLD performs strongly in several areas, particularly in program attendance and public computer usage, underscoring the library's role as a dynamic and responsive community hub.

This rigorous methodology and data-driven approach have shaped a strategic plan that is both visionary and grounded in reality. By prioritizing transparency, objectivity, and community engagement, PCCLD reaffirms its commitment to serving all Pueblo County with excellence and innovation.

COMMUNITY

SURVEY

OVERVIEW

A cornerstone of the 2026–2030 Strategic Plan for the Pueblo City-County Library District (PCCLD) is the intentional and inclusive integration of community voice. Recognizing that the most effective public services are shaped by those who use them, PCCLD launched a comprehensive survey initiative designed to capture the diverse perspectives, needs, and aspirations of our patrons, staff, and stakeholders.

To ensure accessibility and broad participation, the survey was made available both online and in printed form at all library locations. It was distributed to library cardholders, members of the Pueblo Library Board of Trustees, Pueblo Library Foundation, and Friends of the Pueblo Library, as well as website visitors, in-person patrons, social media followers, library staff, and donors. In total, nearly 1,500 responses were collected, offering a rich blend of qualitative and quantitative insights.

The feedback revealed several consistent themes across all respondent groups. Patrons expressed a strong desire for the expansion of physical collections, including more books, audiobooks, and DVDs, with particular emphasis on reducing wait times and increasing variety. Many also called for enhanced library spaces, such as quiet reading nooks, comfortable seating, and improved study areas. Respondents highlighted the importance of technology and maker spaces, requesting additions like 3D printers, laser engravers, and virtual reality stations to support creative exploration and learning.

Continued, Slide 17

COMMUNITY SURVEY, continued

Expanded programming and community outreach emerged as another priority, with patrons advocating for more cultural events, educational workshops, and services tailored to families, seniors, and underserved populations. Suggestions included bookmobiles, author talks, language classes, and programs addressing basic needs such as hygiene and social services. The survey also underscored the need for refinements to digital services, including improved online catalogs, personalized digital experiences, and better communication about available resources.

Importantly, the survey illuminated key barriers to library usage, such as limited operating hours, transportation challenges, safety concerns, and digital access issues. These insights are guiding PCCLD's efforts to remove obstacles and make library services more inclusive and responsive.

Across all groups—cardholders, staff, social media users, donors, and board members—there was a shared appreciation for the library's role as both a traditional resource and a modern community hub. Respondents emphasized the importance of balancing innovation with tradition, advocating for the preservation of core library values while embracing new technologies and service models.

This community feedback has been instrumental in shaping the strategic plan. It ensures that PCCLD's future direction is not only data-informed but also deeply rooted in the lived experiences and aspirations of the people we serve.

FOCUS GROUPS & STAKEHOLDER

RETREAT

FOCUS GROUPS – OVERVIEW

As part of the development of the 2026–2030 Strategic Plan, the Pueblo City-County Library District (PCCLD) undertook a comprehensive and inclusive engagement process to ensure that the voices of our community were central to shaping the library's future. This began with a series of nine focus groups—one held at each library location across the district—designed to gather direct input from patrons in every neighborhood we serve. These sessions provided valuable insights into local needs, preferences, and aspirations, and helped ensure that the strategic plan reflects the lived experiences of our diverse communities.

In addition to these location-based sessions, PCCLD hosted a special teen focus group in partnership with the Boys and Girls Club. This dedicated conversation with youth participants offered a unique perspective on how teens engage with library services and what innovations they hope to see in the future. Across all focus groups, recurring themes emerged: a desire for expanded collections and archives, increased access to technology and Wi-Fi, improved communication and signage, programming for all age groups, and reimagined library spaces that are flexible, welcoming, and responsive to community rhythms.

Building on this foundation of community feedback, PCCLD convened a full-day strategic planning retreat on August 21, 2025. Held in the Ryals Conference Room, the retreat brought together more than 40 key stakeholders, including PCCLD executive leadership, directors, managers, members of the strategic planning steering committee, the Board of Trustees, the Pueblo Library Foundation Board, and the Friends of the Pueblo Library Board. Facilitated by Nick Potter, Amy Nelson, and Jen Mullen, the retreat was designed to be both engaging and data-driven.

Continued, Slide 20

FOCUS GROUPS – OVERVIEW, continued

Participants reviewed a comprehensive set of research findings, including the community survey results, focus group summaries, branch manager reports, Pueblo County demographic data, and national library trends. These data sources were presented within a structured SWOT analysis framework to guide discussion and decision-making. To encourage objectivity and creativity, attendees were assigned to fictional “communities” modeled after real library service areas. Through a series of collaborative exercises, participants analyzed demographic profiles, library usage data, and community feedback to identify emerging priorities.

The retreat culminated in group presentations and an individual voting session, where participants selected their top strategic focus areas from a consolidated list of themes. The resulting priorities—such as expanding digital access and literacy, enhancing mobile and outreach services, improving marketing and communications, strengthening community partnerships, investing in staff development, and delivering holistic programming—now serve as the foundation for PCCLD’s strategic initiatives for the 2026–2030 planning period.

This process exemplifies PCCLD’s commitment to community-centered planning, collaborative leadership, and data-informed decision-making. By listening deeply and engaging broadly, the library district has crafted a strategic plan that is both visionary and grounded in the needs of the people it serves.

Continued, Slide 21

FOCUS GROUPS, continued

Highlights:

- Maintain and expand archives, library collections, and book displays.
- Provide more public computers, increased Wi-Fi access, and on-site tech support.
- Expand communication and library service awareness, make program guide more available, expand electronic media advertising and awareness, and clear signage.
- Develop programs for all ages, from children's storytimes to senior workshops.
- Redesign facilities with flexible layouts, movable walls, soundproof rooms, and café/snack areas.
- Address access and scheduling barriers by extending library hours, introducing mobile services, and enforcing no-show policies.
- Combine self-service kiosks and AI tools with staff-led assistance and community partnerships to further engagement with the library.

ANNUAL PLANNING RETREAT

Highlights:

- Expand mobile and pop-up library services—bookmobiles, kiosks, express branches, home delivery, device-and-hotspot lending, school and event presences, plus after-hours support.
- Intensify marketing, outreach & communication—department-led social media campaigns, targeted print/digital advertising, newcomer welcome packets, branded presence at community venues, newsletters in non-library locations.
- Forge robust community partnerships—alliances with schools, human-services and mental-health providers, businesses, transportation networks, and STEM/tech organizations to co-host programs and create central “library hubs.”
- Cultivate institutional sustainability and staff excellence—professional development, cross-training, mentoring, flexible/hybrid scheduling pilots, revenue-generation, and culture building.
- Enhance physical spaces for safety, comfort, and flexibility—interior refreshes, modular/sound-proof meeting rooms, outdoor programming infrastructure, and phased facility upgrades.
- Deliver community-driven holistic programming—wellness and telehealth sessions, mind-body-spirit and life-skills workshops, cultural and diversity forums, local issue discussions, STEM and multigenerational events.
- Diversify and deepen collections—complete series and special/history collections, large-print and multilingual titles, expanded e-media variety, and ongoing collection development guided by shifting community needs.

LIBRARY TRENDS

Libraries are evolving into dynamic community hubs, offering more than just books. Today's public libraries prioritize flexible, tech-enabled environments that accommodate meetings, classes, and collaborative projects. Many branches are investing in modular furniture, advanced audiovisual tools, and wireless connectivity to foster creativity and co-working. At the same time, sensory-friendly zones and programming are being introduced to ensure neurodiverse patrons feel welcome and supported. By balancing open-plan innovation spaces with quiet study areas, libraries reinforce their role as trusted gathering places for all residents.

Collaboration has become foundational to library strategy. Through consortia, institutions are sharing collections, pooling purchasing power for digital content, and coordinating staff development initiatives. At the local level, partnerships with nonprofit organizations, government agencies, schools, health centers, and community groups are expanding libraries' reach and impact. These alliances enable libraries to co-deliver literacy workshops, host pop-up services in underserved neighborhoods, and extend support networks for families, students, and job seekers.

Behind the scenes, library leaders recognize that exceptional service hinges on a well-supported workforce. Flexible work policies, access to mental health resources, and comprehensive benefits are increasingly standard. Simultaneously, continuous professional development—particularly in data analytics, community engagement, and emerging digital tools—equips staff to respond to rapidly shifting patron needs. Investing in employee growth not only boosts morale but also cultivates in-house expertise in areas like evaluation methodologies and user experience design.

Continued, Slide 24

LIBRARY TRENDS, continued

Data-driven decision-making is reshaping how libraries plan, promote, and refine services. From analyzing circulation patterns and program attendance to leveraging marketing metrics for targeted outreach, analytics inform every facet of operations. Digital transformation further amplifies this trend: expanded e-book and streaming collections, mobile applications for account management, virtual programming, and free public broadband initiatives underscore libraries' commitment to digital equity. By marrying physical and virtual touchpoints, libraries maintain relevance across generations and geographies.

Programming has become increasingly community-responsive and inclusive. Librarians design offerings around evolving local needs, from technical upskilling workshops and career coaching to wellness series and cultural celebrations. Multigenerational initiatives—such as intergenerational storytelling, shared gardening projects, and technology training for older adults—encourage connections across age groups. Meanwhile, outreach through pop-up libraries, self-service kiosks, and vending machines brings collections and expertise into daily life for those who cannot visit brick-and-mortar branches.

As libraries expand their scope, they confront new challenges in staffing and security. Attracting qualified applicants remains difficult in many markets, leading to persistent vacancies and increased reliance on part-time or contract staff. Simultaneously, rising incidents of theft, vandalism, and disruptive behavior have pushed security budgets upward. Alongside these operational pressures, libraries and their staff face growing threats to intellectual freedom. Yet strong community advocacy and recent legal victories continue to affirm libraries' commitment to the freedom to read.

Continued, Slide 25

LIBRARY TRENDS, continued

Emerging technologies—chiefly artificial intelligence—are both an opportunity and a frontier for libraries. AI-powered discovery tools streamline resource recommendations, while intelligent automation optimizes back-office workflows. Equally important is building AI literacy: staff and patrons alike need ethical frameworks, technical understanding, and critical skills to evaluate machine-generated content. These initiatives must be balanced with vigilant attention to data privacy, digital rights management, and the preservation of authentic, human-centered services.

Finally, libraries are doubling down on resilience and social impact. In times of crisis—whether natural disasters, public health emergencies, or economic downturns—libraries serve as shelters, information hubs, and connectivity points. Disaster-response protocols now include digitizing collections, fortifying physical infrastructure, and coordinating with emergency services to ensure continuity of essential services. Amid funding uncertainties, libraries intensify local, state, and national advocacy, educating stakeholders about the economic and social returns on library investment and diversifying revenue through grants, partnerships, and community fundraising. At the same time, a growing focus on trauma-informed care guides collaborations with social service agencies to support people experiencing homelessness, mental health crises, and substance abuse challenges.

Together, these trends underscore a profound transformation: libraries are redefining their mission to meet 21st-century demands, combining timeless values of access and equity, core services and collections with innovative strategies that strengthen communities now and into the future.

COLORADO LIBRARY

STANDARDS

Colorado's Public Library Standards offer a unified framework for defining excellence, guiding strategic decisions, and ensuring consistent, high-quality services across communities of every size. Developed under Colorado Library Law (C.R.S. §24-90-101 et seq.) and maintained by the State Library, these standards articulate ten key areas of library operations. By embedding these standards into PCCLD's planning, the library can benchmark progress, justify resource requests, and foster a culture of continuous learning and adaptation—ultimately positioning itself as a vital, future-ready community anchor.

Administration & Governance

Libraries in Colorado must be legally established entities with governance structures that earn and maintain public trust. Boards of Trustees are charged with fiscal stewardship, policy adoption, transparency under open-meetings and public-records laws, and strategic oversight of the library director. In turn, directors translate mission into daily operations by supervising staff, managing facilities and collections, and convening community voices. Regular board training, annual reporting, and embedded equity impact analyses ensure that governance remains responsive and accountable.

Budget & Finance

Sustained community support relies on transparent, responsible financial practices. With approximately 93 percent of funding coming from local tax revenues, libraries develop annual budgets aligned to strategic goals, monitor monthly statements, and publicly report performance. Library districts follow additional state fiscal requirements, and many libraries supplement public funding through “Friends” groups, foundations, grants, and targeted fundraising. This balanced approach safeguards core services while enabling innovative programming and infrastructure improvements.

Continued, Slide 28

COLORADO LIBRARY STANDARDS, continued

Collections & Resource Sharing

Colorado libraries maintain ongoing collection budgets and written plans for selecting and evaluating both physical and digital materials. Minimum technology access includes public Internet workstations, printers, online catalogs, and subscription databases. Every library participates fully in statewide resource-sharing networks and adheres to interlibrary-loan best practices. These partnerships maximize reach, diversify offerings, and ensure equitable access for every resident.

Facilities, Services & Community Engagement

Libraries deliver inclusive, accessible spaces that comply with ADA standards and reflect community priorities. Whether through dedicated early-literacy zones, maker labs, or pop-up outreach, services are designed around evolving local needs. Programs span early learning, workforce development, cultural events, and lifelong enrichment—often in collaboration with schools, health centers, nonprofits, and government agencies. By situating the library at the heart of community life, these standards foster social cohesion, cross-sector partnerships, and responsive service models.

Staff Excellence & Development

A skilled, diverse workforce underpins every library's success. Standards require paid staff during all service hours, compensation aligned to local cost-of-living, and qualifications that include MLIS credentials or equivalent experience. Ongoing professional learning—ranging from data analytics and digital literacy to trauma-informed care—ensures staff can meet emerging challenges and advance equity goals. Libraries also commit to staff wellness through flexible policies and access to mental-health resources.

Continued, Slide 29

COLORADO LIBRARY STANDARDS, continued

Evaluation, Planning & Public Relations

Libraries use data-driven methodologies—surveys, usage metrics, community feedback—to inform continuous improvement and long-range planning. Each library develops and annually reviews a strategic plan that aligns resources, programs, and infrastructure with community aspirations. Marketing and communications strategies amplify library impact, engage stakeholders, and support advocacy efforts to protect and expand funding. Transparent reporting of outcomes reinforces the library's role as a trusted public institution.

Adapting & Sustaining Excellence

Recognizing the diversity of Colorado's 92 public library jurisdictions—from rural towns under 2,500 residents to urban districts serving hundreds of thousands—the standards distinguish between “Essentials” and “Essentials +” practices. Libraries serving smaller or lower-budget communities focus on core requirements, while larger systems adopt additional best practices. Annual standard reviews, board-driven discussions, and consultation with the Colorado State Library ensure that every library remains agile, equity-centered, and prepared to meet future challenges—from disaster response to digital transformation.

RESOURCE

ANALYSIS

To gain a district-wide perspective on our capabilities and challenges, each library director and department manager completed a structured SWOT analysis in which they assessed their strengths in infrastructure, outreach, staffing, collections, and facilities. They also identified gaps in training, data tracking, maintenance, and service delivery, while highlighting emerging opportunities for partnerships, analytics, and sustainability. This systematic approach ensured every branch and support unit contributed a clear snapshot of their resources, expertise, and operating environment.

Synthesizing these individual assessments created a comprehensive view of PCCLD's internal capacity and external landscape. By bringing together insights from all corners of the organization—ranging from technology and human resources to programming and facility planning—we distilled the critical factors that influence our ability to deliver services, innovate, and adapt. This unified analysis underpins our understanding of where we excel, where we must invest, and how we can leverage partnerships and grants to close gaps.

Incorporating the SWOT findings into our strategic plan is essential for evidence-based decision-making. It allows us to align resources with priority initiatives, anticipate risks, and measure progress against clearly identified goals. As we move forward, these insights will guide budget allocations, staff development, facility upgrades, and program design—ensuring PCCLD remains a resilient, equitable, and future-focused anchor for the Pueblo County community.

Continued, Slide 32

RESOURCE ANALYSIS, continued

Pueblo City–County Library District has invested deeply in modernizing its infrastructure to support both in-branch and digital experiences, ensuring patrons enjoy reliable access to collections, programs, and services. These enhancements have strengthened the district's ability to pilot innovative workshops, embrace new technologies, and deliver flexible offerings that adapt to evolving community needs. Renovated facilities now feature welcoming gathering spaces, accessible meeting rooms, energy-efficient systems, and modular areas that invite collaboration and discovery.

The district's outreach initiatives reflect a steadfast commitment to inclusivity and local engagement. From dedicated youth zones and makerspaces to comprehensive delivery services, PCCLD forges connections across Pueblo County, meeting residents where they are. Community archives built from local artifacts underscore a collaborative spirit, while diversity audits and equitable acquisition practices continue to broaden representation in library collections.

Internally, a promote-from-within culture, bolstered by expanded teams in critical support functions, has driven significant operational efficiencies and cost savings. Cross-training programs and an embedded focus on serving all residents of Pueblo County foster an environment where inclusion, collaboration and innovation flourishes. Year-round, multilingual, and co-created programming will amplify the district's role as an inclusive cultural anchor.

Continued, Slide 33

RESOURCE ANALYSIS, continued

Strengthening partnerships with grantmakers, schools, transit agencies, local foundations, and nonprofits will diversify revenue streams and deepen community ties. Formalized mentorship, rotational assignments, and credentialing pathways will build leadership capacity, while expanded hybrid and mobile programming will keep services agile and responsive.

External pressures—from potential funding cuts, tight labor markets and shifting policy priorities to rapid technological change and heightened cybersecurity demands—underscore the need for vigilant risk management. By addressing these threats alongside its strategic opportunities, PCCLD will secure its standing as an equitable, future-focused institution that meets the needs of its diverse community.

AREAS OF STRATEGIC

FOCUS

Public libraries have always stood at the intersection of knowledge, community, and possibility. As we look ahead to 2026–2030, the Pueblo City-County Library District (PCCLD) embraces this legacy while boldly stepping into the future—guided by data, shaped by community voice, and driven by a shared vision of inclusive access, innovation, and lifelong learning.

This strategic plan is the result of a deeply collaborative and intentional process. We began by gathering and analyzing a wide spectrum of internal and external data, including library usage patterns, demographic shifts, and regional development trends. We listened closely to our community—through nearly 1,500 survey responses, nine focus groups held at every library location, and ongoing conversations with staff, stakeholders, and leadership. Every insight, every story, and every suggestion helped shape the priorities you’ll find in this plan.

The 12 strategic focus areas outlined here reflect our commitment to being “Future Ready Together.” They are not just goals—they are a blueprint for transformation. From expanding digital learning and mobile outreach to reimagining library spaces and strengthening our workforce, each initiative is designed to meet the evolving needs of Pueblo County with creativity, compassion, and accountability.

We believe that libraries are more than buildings—they are living systems of opportunity. They are places where technology meets imagination, where tradition meets innovation, and where every person—regardless of age, background, or circumstance—can find connection, inspiration, and the tools to thrive.

As we move forward, PCCLD remains committed to transparency, fairness, and excellence. This plan is our promise to the community: to listen, to lead, and to grow—together.

Continued, Slide 36

AREAS OF STRATEGIC FOCUS, continued

1. Digital Learning & Innovation — From Access to Agency

- **Strategic Priority Statement:** Build a district-wide, learner-centered digital environment that combines inclusive digital literacy, hands-on innovation-based programming, and technology-specific pathways (including emerging technology awareness and ethical use).
- **Action Plan:** This strategic goal aligns program curricula, staff coaching, and public-facing showcases so residents can access foundational skills, experiment with emerging technologies, and translate learning into tangible community projects.

2. Access Infrastructure: Devices, Connectivity & Mobile Tech – Equitable Connectivity Network

- **Strategic Priority Statement:** Ensure equitable device access, reliable connectivity, and wide distribution of technology equipment by advancing device/hotspot lending, branch and mobile makerspace readiness, and prioritized connectivity improvements.
- **Action Plan:** Operationalize procurement and circulation analytics, forecast demand by segment, and offer mobile technology options to deliver rotating, in-community tech experiences.

Continued, Slide 37

AREAS OF STRATEGIC FOCUS, continued

3. **Library Without Walls: Mobile & Outreach Services – Neighborhood-First Library**
 - **Strategic Priority Statement:** Create an integrated outreach system that includes a mobile library fleet, scheduled home delivery, and a calendar-driven outreach plan aligned to community rhythms.
 - **Action Plan:** Provide curated collections, on-site card registration, programming, basic tech support, and personalized service touches to ensure continuity of access in underserved neighborhoods, rural areas, and high-traffic public spaces.

4. **Data-Driven Community Engagement & Communications — Intentional Reach**
 - **Strategic Priority Statement:** Centralize patron insights, demographic analysis, and feedback into a unified communications framework that identifies underserved audiences, triggers personalized outreach, and measures campaign impact.
 - **Action Plan:** Integrate narrative-driven outputs (infographics, short videos, testimonials), targeted digital ecosystems (geofenced alerts, platform-specific pilots), and virtual/personalized engagement tools to boost awareness and participation.

5. **Future-Ready Facilities & Experience — Modular, Safe, Welcoming Spaces**
 - **Strategic Priority Statement:** Reimagine physical spaces to be modular, welcoming, and data-informed.
Action Plan: Pilot adaptive meeting pods and flexible program zones, implement inclusive wayfinding and multilingual communications, and use key data to prioritize facility improvements, renovations and construction projects. Pair safety and accessibility improvements with user-centered upgrades to drive comfort, discovery, and program effectiveness.

AREAS OF STRATEGIC FOCUS, continued

6. Smart Growth & Data Practice — Decisions by Design

- **Strategic Priority Statement:** Build a unified practice that leverages performance transparency, user-pathway analysis, and staff data literacy to identify friction points, redesign service workflows, and inform strategic investments.
- **Action Plan:** Deliver dashboards, predictive planning, and closed-loop feedback mechanisms so decisions are evidence-based and publicly reportable.

7. Workforce & Culture Transformation— From Strength to Strategy

- **Strategic Priority Statement:** Align workforce development, role design, and culture-shaping into a single strategic initiative that fosters continuous learning, mentorship, and recognized career progression.
Action Plan: Implement tiered learning frameworks, micro-credentials, adaptive service roles, recognition systems, and intergenerational inclusion strategies to sustain innovation and accountability.

8. Digital Platform Resilience & Accessibility— Secure, Inclusive Digital Services

- **Strategic Priority Statement:** Strengthen IT infrastructure, cybersecurity, responsible data stewardship, and universal design so digital services are secure, reliable, and accessible.
- **Action Plan:** Prioritize ADA-compliant digital experiences, privacy-conscious practices, and investments that support seamless virtual service delivery and staff productivity.

Continued, Slide 39

AREAS OF STRATEGIC FOCUS, continued

9. Collections, Culture, & Community Engagement — Community-Curated Literacy

- **Strategic Priority Statement:** Integrate a feedback and data approach to collection curation, cultural programming, digital heritage preservation, and cross-sector partnerships under a single strategy that expands access while preserving local narratives.
- **Action Plan:** Continually balance the library's collection of materials, ensuring an adequate balance of print and digital collections. Build a decision-making process shaped by community input, a digital hub for recorded programming, and partnership MOUs with equity benchmarks to guide acquisitions, programming, and shared community impact.

10. Financial & Adaptive Planning— Sustainable, Transparent Stewardship

- **Strategic Priority Statement:** Consolidate financial stewardship, system modernization, and long-term sustainability planning into a single goal that ensures integrity and agility.
- **Action Plan:** Modernize fiscal operations, formalize internal controls, align procurement with strategic priorities, and link asset replacement strategies to a master facilities schedule to maintain service continuity and transparency.

Continued, Slide 40

AREAS OF STRATEGIC FOCUS, continued

11. Safety, Security & Emergency Preparedness — Resilient Operations

- **Strategic Priority Statement:** Combine facility safety upgrades, security planning, and emergency preparedness into a single program of work that includes annual safety audits, community-informed risk assessments, improved exterior lighting and ADA access, and coordinated emergency response protocols.
- **Action Plan:** Develop and implement business continuity, critical incident, communications, and recovery plans. Identify and mitigate risks through regular safety audits, community-informed assessments, coordinated plans, staff training and communication protocols to align safety investments with user needs and regulatory standards.

12. Emerging Technology Framework Development and Implementation – Responsible Emerging Technology for Service

- **Strategic Priority Statement:** Implement a district-wide emerging technology integration framework that empowers staff to adopt emerging technology tools for routine task automation and daily workflow efficiencies, identify and integrate emerging technology-driven solutions into core internal processes and program evaluation, develop and uphold district-wide innovative technology governance standards and ethical use policies, and that offers inclusive, ethics-focused emerging technology literacy workshops and instruction for the community.
- **Action Plan:** Include emerging technology as a core pillar of our digital literacy ecosystem, fueling staff innovation, enhancing operational agility, and equipping our community with the skills to navigate and shape an emerging technology-enabled future.

CONCLUSION &

NEXT STEPS

These Areas of Strategic Focus provide a clear framework to guide PCCLD's activities from 2026 through 2030. They will shape how we allocate resources, prioritize initiatives, and measure progress against our vision, mission, and cultural beliefs. By integrating these focus areas into every level of decision-making, we ensure that strategic planning remains central to our work and that PCCLD remains both responsive and proactive in meeting community needs.

Integration into Annual Planning and Budgeting

- Align each Area of Strategic Focus with the library's annual goals, staff workplans, and performance metrics.
- Embed strategic priorities in the 10-year financial forecast to inform resource allocations and maintain fiscal sustainability.
- Incorporate plan objectives into departmental budgets, capital projects (design and renovation), collection development strategies, and technology investments.
- Establish a quarterly review cycle, reporting progress to the Executive Leadership Team and Library Board of Trustees, beginning with plan adoption in October 2025 and implementation in January 2026.

Sustaining Momentum and Continuous Improvement

PCCLD will treat this strategic plan as a living document that can adapt to emerging trends, community feedback, and operational learnings. Data gathering and ongoing evaluation will support the library's efforts to continue refining programs, services, and facilities and to make adjustments as needed. Throughout this process, we remain committed to balancing innovation—especially in digital access—with the enduring strengths of our collections, lifelong learning programs, and inclusive outreach.

CONCLUSION & NEXT STEPS, continued

Commitment to Mission and Community Partnership

By linking governance, policy-making, and daily operations to these strategic focus areas, PCCLD safeguards against mission creep and ensures staff bandwidth remains dedicated to core public library services. We will continue to cultivate strong partnerships with local organizations, schools, and civic groups, placing community voices at the center of our work. Together, PCCLD staff, trustees, volunteers, and patrons will bring this plan to life—driving forward a future where free and open access to information, lifelong learning, and cultural enrichment thrive across Pueblo County.

ACKNOWLEDGEMENTS

The following groups and individuals contributed to the development of the Pueblo City-County Library Districts 2026-2030 strategic plan:

Pueblo City-County Library District Board of Trustees:

Fredrick Quintana *President*

Trisha Macias *Vice President*

Stephanie Garcia

Doreen Martinez

Iris Clark

Jessi Ones

Jeffrey DeHerrera

Pueblo City-County Library Foundation Board of Directors:

Elizabeth Gallegos, *President*

Alexandria Romero, *Vice President*

Abbey Hartless, *Treasurer*

Andrea Aragon

Joe Arrigo

Michelle A. Chostner

Brandice Eslinger

Chad Heberly

Dr. Bruce M. Johnson

Jessi Ones

Antoinette Ramos

Laura Solano

Teresa Therriault

Gala White

ACKNOWLEDGEMENTS, continued

Friends of the Library Board of Directors:

Marisa Stoller, *President*

Erik Segall, *Vice President*

Jeffrey DeHerrera, *Treasurer*

Adina Vega, *Secretary*

Bret Holland

Jan Hoover, *Books Again Manager*

Jean Latka

Randi Mohar

Melanie Phelps

Antoinette Ramos

Teresa Therriault

Nicole Wismann

Pueblo City-County Library District Administration

Sherri Baca *Executive Director*

Nick Potter *Executive Director of Library Foundation and Strategic Initiatives*

Amy Nelson *Associate Director of Public Services*

Thomas Defrates *Director of Information Technology*

Terri Daly *Director of Human Resources*

Jill Kleven *Director of Technical Services*

Alan Rocco *Director of Facilities*

Bri Reyes *Chief Financial Officer*

Kristi Roque *Manager II - Rawlings Library and Customer Experienc*

A separate booklet of the Appendices to the Strategic Plan accompanies this document.