

Future Ready Together

2026-2030

STRATEGIC PLAN FOR THE PUEBLO CITY-COUNTY LIBRARY DISTRICT



TABLE OF CONTENTS

Introduction to PCCLD's Strategic Planning	3
Letter from Trustee Chair	4
Letter from Executive Director	4
Methodology Used to Develop Plan	5
Strategic Planning Process	6
<i>Colorado Library Standards</i>	
<i>Library Industry Trends</i>	
<i>Data Gathering and Analysis</i>	
Strategic Areas of Focus	7
Next Steps	10
Acknowledgements	11
Community Surveying	12
Focus Group and Stakeholder Retreat	13
Resource Analysis	14-15



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 plans through the following 12 strategic areas of focus:

■ Digital Learning & Innovation —

From Access to Agency

■ Access Infrastructure: Devices, Connectivity & Mobile Tech —

Equitable Connectivity Network

■ Library Without Walls: Mobile & Outreach Services —

Neighborhood-First Library

■ Data-Driven Community Engagement & Communications —

Intentional Reach

■ Future-Ready Facilities & Experience —

Modular, Safe, Welcoming Spaces

■ Smart Growth & Data Practice —

Decisions by Design

■ Workforce & Culture Transformation —

From Strength to Strategy

■ Digital Platform Resilience & Accessibility —

Secure, Inclusive Digital Services

■ Collections, Culture, & Community Engagement —

Community-Curated Literacy

■ Financial & Adaptive Planning —

Sustainable, Transparent Stewardship

■ Safety, Security & Emergency Preparedness —

Resilient Operations

■ Emerging Technology Framework Development and Implementation —

Responsible Emerging Technology for Service

The document that follows details the methodology, data gathering, research and processes that informed the development of these focus areas, as well as recommended actions that will help PCCLD achieve its strategic goals. 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.

FROM THE PRESIDENT OF TRUSTEES

Dear Friends & Neighbours,

On behalf of the Pueblo City-County Library District Board of Trustees, it is my honor and pleasure to present our new 2026-2030 five-year strategic plan: Future Ready Together. Over the past several months, PCCLD has listened closely to our team, residents, and community partners, whose ideas and aspirations shaped a plan designed to meet the evolving needs of Pueblo County.



The Board participated throughout this process, engaging in thoughtful discussion and visioning to help define a bright and forward-looking path. This plan sets strategic priorities, measurable goals, and governance check points upon which we can rely as a guide for our stewardship – ensuring our oversight remains aligned with the priorities our community has identified.

This plan reflects our commitment to equitable access, fiscal sustainability, and partnerships that expand our reach while honoring the trust of our community. The Board will remain committed to transparent governance, ongoing evaluation, and active collaboration with the executive team so the plan's promises lead to visible and lasting benefits.

Our vision is innovative and future-ready while remaining deeply grounded in the traditions and values that make Pueblo unique.

We extend our sincere gratitude to everyone who contributed to this effort. We look forward to working with our library team and our community to turn this shared vision into results that strengthen our neighborhoods; support life long learning; and connect people to opportunity.

Sincerely,

A handwritten signature in black ink that reads "Fredrick Quintana".

Fredrick Quintana

PRESIDENT
Pueblo Library Board of Trustees

FROM THE EXECUTIVE DIRECTOR

Dear Community Members,

I am excited to share our 2026–2030 Strategic Plan and the practical roadmap we will follow. This plan translates mission into action with future-focused objectives, timelines, budgetary plans, and performance indicators that will guide our work across services, staffing, facilities, and partnerships.



Over the next five years we will prioritize: expanding equitable access through targeted outreach and technology investments; strengthening core services and collections informed by patron data; building staff capacity through cross-training and leadership development; and diversifying revenue streams to ensure financial resilience. Each strategic objective includes clear tactics, designated leads, and quarterly milestones so progress is visible and accountable.

To ensure transparency, we'll publish annual progress reports, use community feedback to refine approaches, and convene partners regularly to collaborate on programs and services. Internally, we'll align budgets and staffing to strategic priorities and invest in emerging technology that enables us to remain a relevant and modern public library.

This plan is intentionally practical, it is designed to produce measurable improvements in access, experience and outcomes. I'm proud of the collaborative process that produced it and I'm committed to leading its implementation with clarity, compassion and fiscal responsibility.

Sincerely,

A handwritten signature in blue ink that reads "Sherri Baca".

Sherri Baca

EXECUTIVE DIRECTOR
Pueblo City-County Library District

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.



Develop an Adaptable, Flexible, and Sustainable Plan:

Create a strategic plan that can adapt to changing circumstances and remain viable over time.

- *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.



Build Upon Previous Strategic Plans:

Ensure continuity by aligning the new strategic plan with the goals and achievements of previous plans.

- *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.



Rely on Data and Community Feedback:

Base the strategic plan on comprehensive data analysis and community input.

- *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.

STRATEGIC PLANNING PROCESS

Pueblo City-County Library District used a careful planning process to shape its next five-year plan. In the final year of the 2021–2025 plan, leaders Nick Potter and Amy Nelson reviewed what worked, what didn't, and gathered national trends, local data, and internal performance reports.

We asked the community to share their views through online and in-person surveys. Consultant Jen Mullen then led eight listening sessions that used those survey results to dig deeper into community needs. Board members, leaders, managers, and an employee Steering Committee met at a retreat to review anonymous community profiles, trend data, and feedback. They also completed leadership assessments of strengths, weaknesses, opportunities, and threats.

In September 2025 the proposed focus areas and analysis were shared with the Library Board of Trustees. Their feedback will be added to the final draft for approval in October 2025. The full data and reports are in the appendices. Below is a short summary of the findings and the recommended priorities for the PCCLD 2026–2030 Strategic Plan.

Colorado Library Standards

Colorado's Public Library Standards set clear expectations for strong, fair, and reliable library service across the state. They help libraries plan, measure progress, and make the case for funding while keeping community needs central. Libraries must be legally established and governed by boards that oversee budgets, policies, and the director, with regular training, public reporting, and equity checks to stay accountable. Clear budgets and transparent reporting are essential because most funding comes from local taxes; libraries also raise funds through Friends groups, foundations, grants, and targeted fundraising. Collections and tech services are planned and budgeted, and libraries participate in statewide sharing networks so residents can access materials they need. Facilities and programs should be accessible and responsive to local needs—early-literacy areas, maker spaces, outreach, and partnerships with schools and community groups are common examples. Staff are paid and trained to meet evolving needs, with professional development and wellness supports. Libraries use data, surveys, and community feedback to guide planning and communications, and the standards scale by community size so small libraries follow core Essentials while larger systems adopt expanded best practices. Regular review and state guidance help libraries stay flexible, equitable, and ready for future challenges.

Data Gathering and Analysis

The 2026–2030 Strategic Plan for Pueblo City-County Library District (PCCLD) was built using a clear, data-driven method. PCCLD collected and reviewed lots of internal data—like program attendance, book circulation, digital use, and public computer statistics—alongside external sources such as ESRI and U.S. Census data to understand local demographics, housing, income, education, and internet access. Staff also studied local development trends to anticipate future needs.

To hear community views, PCCLD created a survey and shared it widely with cardholders, board members, partners, patrons, staff, and online followers, receiving nearly 1,500 responses about services, programs, and access. PCCLD also compared its performance to peer libraries nationwide and found strong results in program attendance and computer use. This mix of data, community input, and benchmarking produced a strategic plan that is evidence-based, practical, and aligned with real community needs.

Library Trends

Libraries are no longer just places for books; they are lively community hubs that offer meeting space, classes, and tech tools for collaboration. Branches now use flexible furniture, good Wi-Fi, and AV gear, and they add quiet areas and sensory-friendly zones so everyone feels welcome. Libraries work with other libraries, schools, nonprofits, and health centers to share resources, run literacy programs, and bring services to neighborhoods that need them. Staff support is a priority: flexible schedules, mental-health resources, and training in data, digital tools, and community outreach help teams

do their best work. Libraries also use data to shape services—tracking circulation and attendance, offering e-books and virtual programs, and improving outreach. Programming focuses on real community needs, from job and tech skills to intergenerational activities and pop-up library services. Challenges include hiring and security concerns, threats to intellectual freedom, and the need to manage new tech like AI responsibly with attention to privacy. Overall, libraries are growing more resilient and community-centered, balancing traditional values of access and equity with new services that meet today's needs.

Continued on Page 12

STRATEGIC AREAS OF FOCUS

Public libraries connect people to knowledge, community, and opportunity. For 2026–2030, the Pueblo City-County Library District (PCCLD) builds on that legacy with a plan guided by data, community input, and a focus on access, innovation, and lifelong learning.

We used internal and external data, nearly 1,500 survey responses, nine focus groups at every branch, and ongoing discussions with staff and partners to shape the plan. Those voices and facts led to 12 strategic focus areas designed to meet real community needs.

Priorities include expanding digital learning and mobile outreach, rethinking library spaces, and strengthening our workforce. Each initiative aims to be practical, measurable, and responsive to Pueblo County residents.

PCCLD is committed to transparency, equity, and continuous improvement. This plan is our promise to listen, act, and grow alongside the community.



■ Digital Learning & Innovation — From Access to Agency

- *Strategic Priority Statement:* Build a district-wide, learner-centered digital environment that combines inclusive digital literacy, innovation-based programming, and pathways for specific emerging technologies.
- *Possible Pathway:* 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.

■ Access Infrastructure: Devices, Connectivity & Mobile Tech — Equitable Connectivity Network

- *Strategic Priority Statement:* Ensure equitable device access, reliable connectivity, and wide distribution of technology equipment through device/hotspot lending, branch and mobile makerspace readiness, and connectivity improvements.
- *Possible Pathway:* Grow and manage device and hotspot lending using data to guide where and how they're deployed. Equip branches and outreach services with makerspace tools and better internet connectivity. Regularly check community needs to make sure technology is available and accessible.

Continued on Page 8

■ Smart Growth & Data Practice — Decisions by Design

- *Strategic Priority Statement:* Implement strategies to leverage key data statistics, user-pathway analysis, and data literacy to identify friction points, redesign workflows, and inform strategic investments.
- *Possible Pathway:* Use dashboards, predictive planning, and data systems that allow and encourage decisions to be evidence-based and publicly reportable.



■ Financial & Adaptive Planning— Sustainable, Transparent Stewardship

- *Strategic Priority Statement:* Manage financial stewardship through technology upgrades and on-going planning so the library fosters transparency, flexibility, resilience, and sustainability.
- *Possible Pathway:* 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.

■ Future-Ready Facilities & Experience — Modular, Safe, Welcoming Spaces

- *Strategic Priority Statement:* Reimagine physical spaces to be modular, welcoming, and data-informed.
- *Possible Pathway:* 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.



■ 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.
- *Possible Pathway:* 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.



■ Workforce & Culture Transformation— From Strength to Strategy

- *Strategic Priority Statement:* Combine staff development, job design, and workplace culture into one strategy that supports learning, mentorship, and clear career growth.
- *Possible Pathway:* Implement tiered learning frameworks, micro-credentials, adaptive service roles, recognition systems, and intergenerational inclusion strategies to sustain innovation and accountability.

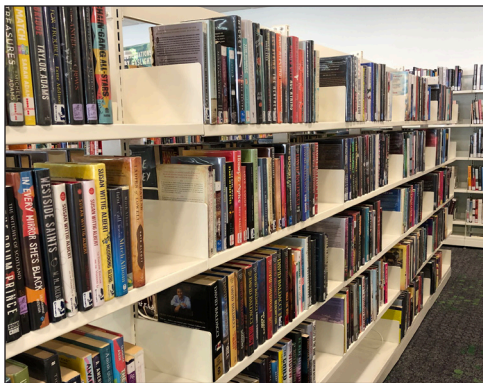
■ Safety, Security & Emergency Preparedness — Resilient Operations

- *Strategic Priority Statement:* Prioritize facility upgrades, security planning, and emergency preparedness.
- *Possible Pathway:* 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.



■ 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.
- *Possible Pathway:* Prioritize ADA-compliant digital experiences, privacy-conscious practices, and investments that support seamless virtual service delivery and staff productivity.



■ Collections, Culture, & Community Engagement — Community-Curated Literacy

- *Strategic Priority Statement:* Integrate a feedback and data approach to collection curation, programming, preservation, and cross-sector partnerships under a single strategy that expands access and engagement.
- *Possible Pathway:* Grow the library's collection with a mix of physical and digital materials. Make decisions based on community needs, wants, and input. Create a digital space to share and increase access for recorded programs. Work with community partners using fair agreements that help guide engagement with organizations.



■ Emerging Technology Framework Development and Implementation — Responsible Emerging Technology

- *Strategic Priority Statement:* Create a district-wide plan to utilize new technology to save time and work more efficiently. Use emerging tools to improve programs and internal processes. Set clear rules for using technology responsibly, and offer inclusive workshops to teach the community about emerging technology and ethics.
- *Possible Pathway:* 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.

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 work plans, 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.

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.



ACKNOWLEDGMENTS

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

Friends of the Library Board of Directors:

Marisa Stoller, President
Erik Segall, Vice President
Jeffrey DeHerrera, Treasurer
Adina Vega, Secretary
Brett 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 Experience

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



STRATEGIC PLANNING PROCESS

Community Surveying

PCCLD put community voice at the center of its 2026–2030 plan. We ran a survey online and in print at all branches and shared it with cardholders, board members, staff, donors, and patrons; nearly 1,500 people responded. Common themes were clear: people want bigger, faster collections (books, audiobooks, DVDs), better library spaces for quiet study and comfortable seating, and more tech and maker tools like 3D printers and VR. Respondents also asked for more programs and

outreach—author talks, language classes, bookmobiles, and services for families, seniors, and underserved neighbors. Many asked for better digital tools and clearer communication about resources. The survey also showed barriers to use: limited hours, transportation, safety worries, and unequal internet access. Across groups, people value the library as both a traditional resource and a modern community hub and want us to balance new services with core library values. This feedback directly shaped the plan’s priorities.



STRATEGIC PLANNING PROCESS

Focus Group Activities and Library Stakeholder Retreat

PCCLD used a thorough, community-first process to shape the 2026–2030 plan. We held nine focus groups—one at each branch—and a special teen session with the Boys and Girls Club to hear what people in every neighborhood want from their libraries. On August 21, 2025, more than 40 leaders, staff, board members, and partners met for a full-day retreat to review survey results, focus group notes, branch reports, county data, and national trends. Working in small teams, participants used a SWOT-style review to spot needs and choose priorities. The group’s top focus areas included better digital access and tech help, stronger outreach and mobile services, clearer communications and signage, more programs for all ages, updated flexible spaces, stronger community partnerships, and more staff training. This process kept the community’s voice central and produced clear, practical goals for PCCLD’s next five years.

FOCUS GROUP 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.

LIBRARY STAKEHOLDER 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/soundproof 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.

STRATEGIC PLANNING PROCESS

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.

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



STRATEGIC PLANNING PROCESS

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.

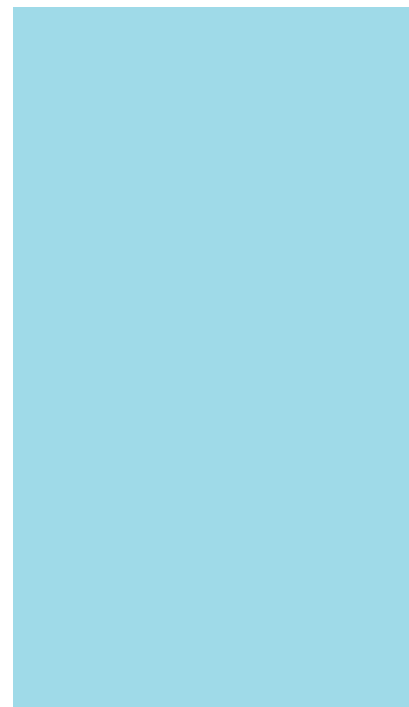
The district's outreach initiatives reflect a steadfast commitment to inclusivity and local engagement. From dedicated youth zones and makerspaces to comprehensive delivery services, PCCLD forges connections across Pueblo County, meeting residents where they are. Community archives built from local artifacts 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.

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.





Pueblo City-County Library District
100 E. Abriendo Ave.
Pueblo, CO 81004

RETURN SERVICE REQUESTED

Non-Profit
Organization
U.S. Postage
PAID
Pueblo, Colorado
Permit No. 89