2026 Annual Plan		
Strategic Focus	**Objective**	**Leader**
Organizational Culture		
	Set organizational culture enhancement as a focused goal of the library across all departments and branches. Foster a positive internal culture through team-building initiatives, promoting constructive workplace behavior, and supporting staff well-being. This work is led by library leaders and the culture committee.	
Workplace & Culture Transformation	ONGOING - Develop a change management framework to support implementation, adoption, and buy-in of key change initiatives. Includes training and evaluation of implementation and outcomes.	Executive Director, Director of Tech Services, Library Leaders
	ONGOING - Develop clear employee expectations related to customer service and integration of IDEA in operating practices. Focus on PCCLD Workplace Culture Vision Statement.	Executive Director, Manager II of Rawlings Library & Customer Experience
	ONGOING - Establish formal communication protocols that encourage productive multidirectional communication. Work includes implementing the communication improvement plan. Solicit feedback from staff to assess the effectiveness of this work.	Executive Director, Culture Committee, All Staff
	ONGOING - Continue to focus on emergency preparedness to include finalizing the planning and protocols document, implementing consistent staff training, gathering quantitative and qualitative data to identify safety needs, exploring partnerships with local providers to build a robust safety program. Create actionable plans - examples: crisis and disaster response, business recovery and continuity, etc.	Associate Director of Public Services, Security Manager, START Senior Leaders
	ONGOING - Embrace a culture of feedback and accountability to cultivate trust, respect, and collaboration through internal or external training in the areas of conflict management, communication, IDEA, emotional intelligence. Explore a Librarian Think Tank and Learning Network to share ideas, solve problems, access leadership training, and build staff capacity.	Director of Human Resources, Associate Director
	ONGOING - Develop and reiterate clear, consistent employee expectations through continuing review of job description and outlining competency frameworks for each position.	Director of Human Resources
	NEW - Enhance performance review consistency and relevance to ensure all roles in the organization are effectively evaluated using standardized performance review forms with role-specific criteria by the end of the performance cycle.	
	NEW - Leverage existing cross-functional committees to spearhead collaboration on library programs and initiatives. This, in conjuction with updates to program planning and evaluation and improved communication, can strengthen collaboration across the district.	Associate Director of Public Services, Public Services Managers
Facilities and Infrastructure		
	Ensure successful outomes for enhancing and improving library facilities including the Rawlings Library stormwater drainage, Rawlings Library elevator modernization, Pueblo West Library roof improvements, and space audits and corresponding improvements.	Executive Director, Associate Director

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Strategic Focus	Objective	Leader
Future Ready Facilities & Experience	Provide successful project managment of facility improvement projects to ensure that activities remain within the budget and achieve completion including Rawlings Library elevator modernization, replacing Pueblo West Library roof wall boards, Rawlings Library landscaping and HVAC improvements, bidding the district's janitorial contract, Greenhorn Valley Library exterior upgrades, and Pueblo West Library electric vehicle charging station upgrades.	Facilities Superintendent
	Accomplish facilities improvement and asset replacment goals which include establishing a long-term storage site on district property, seal coat Lamb Library parking lot, upgrade HVAC software, lighting upgrades, and other maintenance activities.	Facilities Superintendent
Community Engagement & Outreach		
Library Without Walls--Mobile Outreach Services	Right-size/expand outreach efforts and develop best practices, tools including an outreach agreement, risk management to address liability, and a long-range strategic outreach plan. Expand outreach to increase consistent touchpoints in neighborhoods, schools, partner agencies, rural areas, and assisted living sites, with service that travels. Monitor and evaluate use/attendance metrics and adjust as needed.	Manager II of Rawlings Library & Customer Experience, Associate Director of Public Services
Future-Ready Facilities & Experience	Conduct targeted community listening sessions for the Lamb and Pueblo West branch libraries to gather input on facility needs, service priorities, and neighborhood usage. Use these insights to inform renovation scheduling and design recommendations. Simultaneously, develop and implement a districtwide public engagement campaign that increases awareness of library services, showcases community impact, and strengthens relationships with residents across all service areas.	Executive Director of Pueblo Library Foundation & Strategic Initiatives
Data-Driven Community Engagement & Communication	Develop and implement an external communications framework that uses patron data, engagement metrics, and community feedback to guide messaging, communication, and overall marketing strategies. This framework will include centralized dashboards to track efficiency and effectiveness, audience segmentation tools, and narrative-driven content (e.g., infographics, short videos, testimonials) to increase awareness, reach underserved populations, and improve participation across programs and services	
Financial Capacity & Operational Best Practices		
Financial & Adaptive Planning	Determine and prepare for the financial impacts of property tax legislation including updating 10-year financial projection and aligning the long range planning with forecasted impacts of macroeconomic developments (property tax revenue, closure of Comanche 3, need for future library renovations and service points, etc.)	CFO
	Evaluate the current financial reporting system and determine if an upgrade is optimal as determined by district needs, goals and objectives regarding efficiency, compliance, and reporting capabilities--to include planning, procuring and implementing migration to a new software and embedding AI and emerging technologies into the financial reporting process.	
	Evaluate and update financial policies as needed; benchmark compliance requirements, best practices, and peer libraries when setting policies, procedures and internal controls.	

Strategic Focus	Objective	Leader
	2026 Annual Plan	
Workforce & Culture Transformation	Provide elevated customer service, both at service points and in Person in Charge (PIC) roles. Incorporate multi-dimensional learning methods, including skill-building exercises, knowledge sharing, and collaborative reflection/support. Desired outcomes include professional growth of library staff, enhanced service quality, and equipping staff to meet community needs more effectively.	Manager II of Rawlings Library & Customer Experience
Technology & Library Systems		
Emerging Tech Framework Development & Implementation	Select and implement a responsible AI tool to support staff productivity, efficiency, creativity, and service delivery. Develop a tiered rollout plan that includes role-specific access levels, use policies and guidelines, and hands-on training. This framework will equip staff with emerging technology skills, technology and workflow efficiencies, and model responsible AI adoption in alignment with the district's digital literacy and workforce transformation goals.	Executive Director of Pueblo Library Foundation & Strategic Initiatives, Associate Director, Director of IT
Digital Platform Reslience & Accessibility	Enhance cybersecurity posture by implementing a comprehensive cybersecurity framework including email security gateway, IDS/IPS system, and advanced antivirus solutions.	Director of IT
	Create IT policies and procedures to govern IT resources including hardware, software, networks, data, and technology related assets; benchmark best practices and peer libraries.	
	Optimize IT infrastructure and support specific goals including implementing CIPA-compliant internet filtering, improving data backup and storage systems, and procurement and installation of IT assets as budgeted (ncluding new security gates, security cameras, and specific Rawlings Library upgrades.)	
Collections, Culture & Community Engagement	Rebrand ConnectEd student library card program and improve outcomes through collaboration with educational partners.	Director of Technical Services
	Curate new and expand existing library collections to enhance culture and community engagement (examples: SOAR collaboration, HRC collection improvement, etc.)	
	Utilize LibraryIQ demographics module to complete a gap analysis and utilize the date to increase circulation.	

2026 Annual Plan - Sorted by Content Area

Access/Collection	12.0%
Culture	36.0%
Facilities	16.0%
Financial	12.0%
Data	4.0%
AI	4.0%
IT	12.0%
Outreach	4.0%

Pie chart labels:
- Outreach 4.0%
- IT 12.0%
- AI 4.0%
- Data 4.0%
- Financial 12.0%
- Facilities 16.0%
- Access/Collections 12.0%
- Culture 36.0%

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Strategic Focus	Objective	Leader
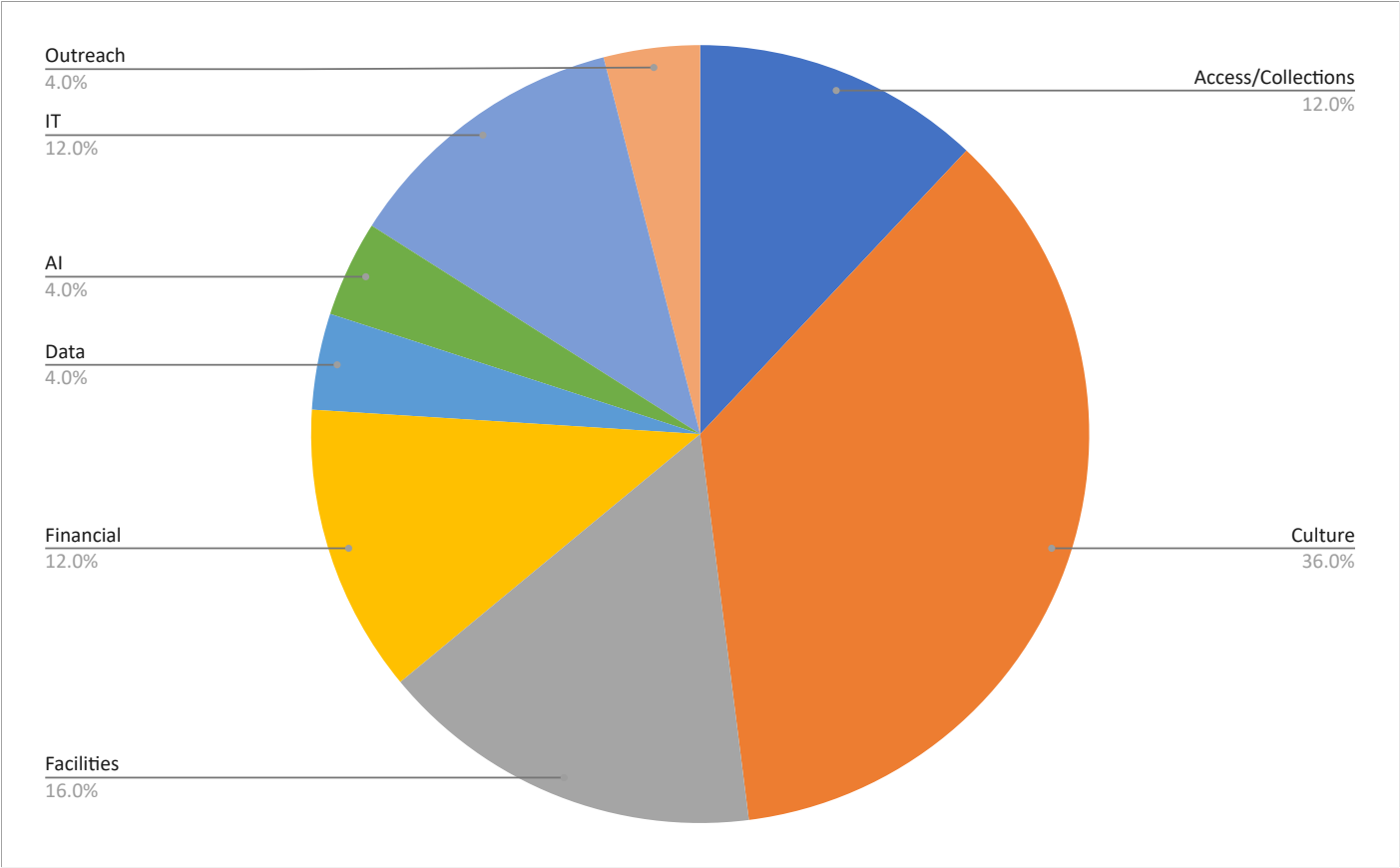
2026 Annual Plan - Sorted by Leader

ED	16.00%
ED PLF & Strat	12.00%
PS - Assoc Dir/Mgr	16.00%
CFO	12.00%
Dir of HR	12.00%
Dir of TS	12.00%
Dir of IT	12.00%
Fac Sup	8.00%