

2026 Annual Plan

Strategic Focus	Objective	Goal Status	Leader
<p>Color Key for Goal Status: GREEN=Accomplished YELLOW=In Progress RED=Not Started</p>			
<p>Organizational Culture</p>			
	<p>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.</p>		
<p>Workplace & Culture Transformation</p>	<p>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.</p>	<p align="center">YELLOW</p>	<p align="center">Executive Director, Director of Tech Services, Library Leaders</p>
	<p>Q1 - A work group has been seated and continues its work. A framework was developed and introduced at the February 2026 Staff Day. There are currently three pilot changes that the work group is evaluating and supporting. Policy work is commencing.</p>		
	<p>ONGOING - Develop clear employee expectations related to customer service and integration of IDEA in operating practices. Focus on PCCLD Workplace Culture Vision Statement.</p>	<p align="center">YELLOW</p>	<p align="center">Executive Director, Manager II of Rawlings Library & Customer Experience</p>
	<p>Q1 - An activity to determine what public services staff consider to be important customer service values has begun (PSMs, security team, Rawlings Library customer service reps, Lucero branch). This work will inform a district wide framework for training, expectations, and potentially evaluation of customer service work. A pilot for a customer service framework called BLAST has been developed that will be facilitated with Rawlings Library</p>		
	<p>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.</p>	<p align="center">YELLOW</p>	<p align="center">Executive Director, Culture Committee, All Staff</p>
	<p>Q1 - Subgroups have been created to carry out the Communication Improvement Plan and enhance communication in the following areas: communication best practices, meeting protocols, START and PSM communication responsibilities, security communication protocols, and evaluation.</p>		
	<p>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.</p>	<p align="center">YELLOW</p>	<p align="center">Deputy Director, Security Manager, START Senior Leaders</p>
	<p>Q1 - PCCLD is partnering with the CSD pool and serving as a beta tester and has initiated use of Preparis, a tool for developing crisis and disaster management, communications, recovery and business continuity plans. Ongoing safety and security training is facilitated at staff meetings, PIC roundtables and new employee onboarding. Active Threat training was presented by Pueblo Police to all staff during the February 2026 Staff Development Day. Partnerships with Pueblo Police and the Sheriff's Department have continued to strengthen and we collaborated on a few high-profile community events (student ICE protests, No Kings Protest). Work is underway to transfer manual incident data reporting to automated reporting through Case IQ.</p>		
	<p>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.</p>	<p align="center">YELLOW</p>	

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	<p>Q1 - Social Justice Book Club: books read include The Privatization of Everything: How the Plunder of Public Goods Transformed America and How We Can Fight Back; My Black Country: A Journey Through Country Music's Black Past, Present, and Future, and Fair play: how sports shape the gender debates; with these books the Social Justice Book Club is able to come to a safe place and share thoughts, talk about issues, give feedback and how each of the members view the impact of the topic of the book that was read. This promotes a healthy debate around race, gender, sexual identity just to name a few. This helps us with the IDEA commitment of PCCLD.</p> <p>Q1 - The first quarterly meeting of PCCLD's Think Tank was held and included team building, discussion about AI and exploration of future topics. A community group was established in Paylocity for participants to share articles and ideas between in-person meetings.</p>	On Track	Director of Human Resources, Deputy Director
	<p>ONGOING - Develop and reiterate clear, consistent employee expectations through continuing review of job description and outlining competency frameworks for each position.</p> <p>Q1 - Created new job descriptions for Deputy Library Director and Adult Services Librarian, added physical requirement to help with lifting requirements, standing/sitting, work environment. Additional activity is being contemplated with the goal of meeting the district's needs.</p>	On Track	Director of Human Resources
	<p>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.</p> <p>Q1 - Created a 30/60/90 onboarding check list for Substitutes to help tracking performance. Planning for other components is underway.</p>	On Track	Director of Human Resources
	<p>NEW - Leverage existing cross-functional committees to spearhead collaboration on library programs and initiatives. This, in conjunction with updates to program planning and evaluation and improved communication, can strengthen collaboration across the district.</p> <p>Q1 - A survey of cross-functional committees is underway to ensure district-wide representation. New work groups were established to address upcoming change initiatives such as meeting room best practices, CIPA requests for review and VR/gaming console compliance with CIPA. Branches have identified adoption of a standardized tool for program planning and evaluation as an annual goal and this tool is now in use by programming staff.</p>	On Track	Deputy Director, Public Services Managers
Facilities and Infrastructure			
	<p>Ensure successful outcomes 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.</p> <p>Q1 - Modernization of the Rawlings Staff elevator is complete and work on the public elevators has begun. A space audit for Pueblo West Library is scheduled in April. Informed by the space audit for Lamb Library pricing for standalone meeting pods has been gathered and planning for these pods to be installed at Lamb Library during Q2-Q3.</p>	On Track	Executive Director, Deputy Director

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Future Ready Facilities & Experience	Provide successful project management 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
	Q1 -Met with the Ballard Group consultant to evaluate Pueblo West Library's mechanical equipment; Proposal secured from Dan Culpit, consultant, for the Pueblo West Library wall board project; Started the Rawlings Library landscape upgrades to garden beds ; Staff elevator modernization is completed, elevator #1 is having the jack replaced now; Custodial and carpet contracts were RFB awarded before April 1.		
	Accomplish facilities improvement and asset replacement 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
	Q1 - Conex storage unit was delivered to Giodone Library, will add the fence now; We received all the bids for the planned Lamb Library parking lot repairs and a PO has been issued; Secured two bids and waiting on a third one for the concrete repair at Rawlings Library; Looking into street sign changes allowed at the Rawlings Library (where Bates Lane was vacated): We are continuing lighting upgrades at Greenhorn Valley Library, Books Again and Rawlings Library, with Lamb Library planned after that .		
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, Deputy Director
	Q1 - The outreach librarian has moved to the Rawlings Library, meetings to determine next steps for the position have begun. A meeting was held with the Outreach Coordinator for the Aurora Public Library, and the information shared can be used to inform PCCLD's outreach program moving forward. The outreach committee has compiled all outreach activities taking place across the district, and this data will be used to evaluate several factors, including potential duplication of services, gaps in service, and overall return on investment. An enhanced outreach strategy has been developed for Beulah and Avondale communities which will modernize the outdated satellite model to a community-outreach strategy with broader reach.		
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
	Q1 - Focus group facilitator has been chosen, focus groups will begin in May. An education campaign for PCCLD has been fully developed and will be continued through November 2026.		

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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		Foundation & Strategic Initiatives
	Q1 - A PCCLD education campaign campaign has been fully developed including a social media campaign and advertising campaign. MessageBee is also being implemented, beginning to send targeted emails beginning Q3.		
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
	Q1 - Finance has prioritized the ongoing review and monitoring of potential legislative changes that may affect property tax administration and revenue. This work includes tracking proposed bills, assessing possible operational and financial impacts, and preparing for any adjustments that may be required to maintain compliance and support organizational planning. A ballot initiative to waive the current statutory property tax cap is being evaluated - a voter poll launches in Q2.		
	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.		
	Q1 - Finance has initiated preliminary work to determine the most suitable path forward for a new financial reporting software solution or continuing to utilize the existing solution.		
Workforce & Culture Transformation	Evaluate and update financial policies as needed; benchmark compliance requirements, best practices, and peer libraries when setting policies, procedures and internal controls.		Manager II of Rawlings Library & Customer Experience
	Q1 - Finance has been actively assessing organizational needs related to vendor payment policies and conducting a benchmarking review of best practices in contract management. This work includes identifying gaps, evaluating current processes, and comparing them against peer organizations to ensure alignment with industry standards. Once this evaluation phase is complete, any proposed policies will be drafted and brought forward for leadership review, feedback, and formal approval.		
Technology & Library Systems	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
	Q1 - A pilot for a customer service framework called BLAST has been developed that will be facilitated with RA CSRs. This framework can potentially be used to build a customer service district-wide approach that all staff can be trained to facilitate.		

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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.	On Track	Executive Director of Pueblo Library Foundation & Strategic Initiatives, Deputy Director, Director of IT
	An AI tool has been chosen (BoodleBox), the work group is developing a rollout plan that includes training, policy, procedures, and change management planning.		
Digital Platform Resilience & Accessibility	Enhance cybersecurity posture by implementing a comprehensive cybersecurity framework including email security gateway, Intrusion Detection System, and advanced antivirus solutions.	On Track	Director of IT
	Q1 - Executed on prior-year cybersecurity RFP awards by advancing implementation and integration of selected solutions. Continued onboarding and alignment of the Managed Intrusion Detection System platform (Sanity Solutions with Arctic Wolf), supported operational deployment of the Email Security Gateway (CamNet), including resolution of mail-flow and routing dependencies, and progressed endpoint protection rollout using Arctic Wolf/Cylance. Efforts focused on integrating these systems into daily operations, improving visibility, and strengthening overall security posture through centralized monitoring and response capabilities.		
	Create IT policies and procedures to govern IT resources including hardware, software, networks, data, and technology related assets; benchmark best practices and peer libraries.		
	Q1 - Developed and formalized a growing library of IT standard operating procedures covering endpoint support, public computer operations (including CIPA filtering), mobile device management, infrastructure maintenance, and board/administrative technology support. Standardized operational workflows to reduce reliance on internal knowledge only and improve repeatability and service consistency. Software License and Management Policy adopted.		
Digital Platform Resilience & Accessibility	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 (including new security gates, security cameras, and specific Rawlings Library upgrades.)	On Track	Director of IT
	Q1 - Advanced multiple infrastructure optimization initiatives across network architecture, security, and service delivery. Progressed toward a centralized network routing model to reduce complexity and improve reliability. Continued CIPA-compliant filtering through current software and related policy. Initiated cloud-based backup modernization (Dell PowerProtect SaaS direction) to improve resilience and recovery capabilities. Supported procurement and evaluation efforts for E-Rate (Category 1 & 2), public-access workstation restore solutions, and endpoint hardware initiatives. Deployment of a secure Patron AD administrative environment.		
Collections, Culture & Community	Rebrand ConnectEd student library card program and improve outcomes through collaboration with educational partners.	On Track	Director of Technical Services
	Q1 - A meeting is set with District 60's Communications Director and IT Director for Q2 with a planned rollout of Teacher Connect Ed cards in summer 2026.		
	Curate new and expand existing library collections to enhance culture and community engagement (examples: SOAR collaboration, HRC collection improvement, etc.)		

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Community Engagement	Q1 - A meeting is set to discuss titles to purchase for the SOAR collection which will launch this summer for circulation. There is also collaboration between Collection Development and the Hispanic Resource Center to revigorate that collection.		Services
	Utilize LibraryIQ demographics module to complete a gap analysis and utilize the date to increase circulation.		
	Q1 - More training will be happening with LibraryIQ in Q2 to get this project launched.		