

2026 Annual Plan			
Strategic Focus	Objective	Goal Status	Leader
	Color Key for Goal Status: GREEN=Accomplished YELLOW=In Progress RED=Not Started		
	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.		
	1 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. 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. Q2 - The library district continues to use the change management framework. Policy will be introduced in Q3.		Executive Director, Director of Tech Services, Library Leaders
	2 ONGOING - Develop clear employee expectations related to customer service and integration of IDEA in operating practices. Focus on PCCLD Workplace Culture Vision Statement. 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 Q2 - Completing the district wide customer service value activity took place in the second quarter and planning to compile the results and share them is underway. The BLAST pilot was started and the future direction to complete the pilot is being planned.		Executive Director, Manager II of Rawlings Library & Customer Experience
	3 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. 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. Q2 - Work continues on deliverables. The communication workgroup has joined the culture committee.		Executive Director, Culture Committee, All Staff
	4 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.		

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Workplace & Culture Transformation	Q1 - PCCLD is partnering with the CSD pool and serving as a beta tester and has initiated use of Prepara, 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.		Deputy Director, Security Manager, START Senior Leaders
	Q2 - The district made solid progress on emergency preparedness this quarter through implementation of an internal incident reporting system, updates to the Security Officer Training Manual, and continued staff onboarding on the Rules of Conduct and Emergency Preparedness Manual. Operational adjustments, including strategic use of float staff and security support for courier routes, have also helped reduce incidents. Business continuity planning will continue in Q3 and Q4.		
	5 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, Deputy Director
	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		
	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.		
	Q2 - Social Justice Interest Group continued to meet and discuss books pertaining to race, gender, sexual identity. Steering Committee reviewed and selected winners for the PEER to PEER employee recognition for Q2, the categories are Above and Beyond, Leadership in Action and Every Day Hero. These employees are nominated by their peers, this helps with culture using collaboration to reach consensus for the winners selected. PCCLD Think Tank continues to meet each quarterly and the group engaged in discussion and activities that explored the ethics of AI during the last meeting.		
	6 ONGOING - Develop and reiterate clear, consistent employee expectations through continuing review of job description and outlining competency frameworks for each position.		
	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.		

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	Q2 - Gathered job descriptions from peer libraries for refreshing the Director of Technical Service job description--added job duties, updated job title to align with our strategic plan and the future--new job title is Director of Collections and Resource Access.		Director of Human Resources
	7 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.		
	Q1 - Created a 30/60/90 onboarding check list for Substitutes to help tracking performance. Planning for other components is underway.		
	Q2 - Presented the Pay for Performance results for the last two years to the START team, department managers and staff, branch managers and staff and trustee board; in the distribution chart, the results showed that policy guidelines are used when reviewing performance which produces results that are fair and consistent.		
	8 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.		Deputy Director, Public Services Managers
	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.		
	Q2 - Staff across multiple branches are contributing to district committees and cross-functional work that support stronger programming, communication, onboarding, and workplace culture. Staff development has been supported through shadowing and mentorship opportunities, as well as through cross-departmental sharing of best practices related to customer service, AI literacy, patron safety, and sensory support.		
Facilities and Infrastructure			
	9 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.		Executive Director, Deputy Director
	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.		

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Future Ready Facilities & Experience	Q2 - The Rawlings Library elevator project continues with good progress; a second opinion by a professional civil engineer was secured for the Rawlings Library drainage project; the planning and design for the upgrades to the Pueblo West Library electric vehicle charger progressed; the space assessment for the Pueblo West Library commenced--waiting on the final plan to be published. Actionable items have been identified for immediate implementation to include: increased number of service desks, updated scheduling for customer service and removal of excess library materials and shelving.		
	10 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.		
	Q2 - Scheduled meeting with Dan Culpit, consultant, to complete the planning on Pueblo West Library wall board replacement project; completed Rawlings landscape upgrades; all elevator jacks are replaced and elevator 1 will be completed and turned over to the library this week first week of July.		
	11 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
	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 .		
	Q2 - Working on fencing around Conex storage unit installed at Giodone Library; Lamb Library parking lot sealcoat completed; recieved bids for Rawlings Library concrete repairs -- will schedlue project in Sept. Greenhorn Library lighting is completed. Will commence Lamb Library basement lighting next.		
Community Engagement & Outreach			
	12 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.		

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Library Without Walls--Mobile Outreach Services	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.			Manager II of Rawlings Library & Customer Experience, Deputy Director
	Q2 -Outreach policies and procedures are in the final stages of development and have been informed by research into peer libraries’ practices. This policy work supports proactive risk management by helping establish clear guidelines for outreach efforts. Weather-related procedures are also being created to help ensure staff working outdoors remain safe in the elements. To expand summer outreach at Minnequa Apartments, the Outreach Librarian collaborated with the Summer Reading Program to provide additional programming that aligned with scheduled summer reading activities. Staff efforts across the district show meaningful progress in extending library services into schools, neighborhoods, and partner sites across the community.			
Future-Ready Facilities & Experience	13 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
	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.			
	Q2 - Focus groups have been scheduled for September and will conclude by the end of September, two have been scheduled for Lamb and two for Pueblo West.			
Data-Driven Community Engagement & Communication	14 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			
	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.			
	Q2 - The first message in MessageBee will be delivered August 1. Final data is being added into MessageBee so it is a database that is created responsibly and accurately.			
Financial Capacity & Operational Best Practices				

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Financial & Adaptive Planning	15 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.		
	Q2 - Ballot initiative planning continued in Q2, including the completion of voter polling in May. The results provided valuable insight into community priorities and helped identify voter education needs necessary to support continued evaluation of a potential ballot initiative.		
	16 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.		
	Q2 - The Finance Department has been collaborating with the Deputy Library Director to procure and implement a new Point-of-Sale solution through Square for all library locations. This initiative is intended to improve and streamline cash-handling processes across the District. Preliminary planning work, including cost analysis and scope development, has been completed, with full implementation anticipated by Q4 2026. Review of financial accounting and reporting software is ongoing.		
	17 Evaluate and update financial policies as needed; benchmark compliance requirements, best practices, and peer libraries when setting policies, procedures and internal controls.		
	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.		
	Q2 - In Q2, the Finance Department identified an opportunity to improve the vendor onboarding process and implemented a standardized onboarding packet. This updated procedure helps ensure that PERA retirees engaged as independent contractors are properly identified and that vendor contact information remains current and accurate.		

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Workforce & Culture Transformation	18 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.		
	Q2 - Using staff feedback, kits were developed to enhance service quality and support consistent, appropriate responses to bathroom closures related to drug activity or other biohazards. Each kit includes the materials needed to close a bathroom quickly and efficiently, along with a copy of the new procedures for closures and cleanups. A well-attended district wide PIC training was facilitated using a Jeopardy-style format to reinforce policies and procedures related to security, customer service, and the PIC role. Participants, including several new employees, were engaged and left better informed and prepared to serve as PIC.		
Technology & Library Systems			
Emerging Tech Framework Development & Implementation	19 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, Deputy Director, Director of IT
	Q1 - An AI tool has been chosen (BoodleBox), the work group is developing a rollout plan that includes training, policy, procedures, and change management planning.		
	Q2 - Policies and procedures for PCCLD to responsibly rollout and provide AI to employees was approved in the June board meeting. All staff will be provided a BoodleBox license early August with accompanying training that ensures AI literacy and proficiency.		
	20 Enhance cybersecurity posture by implementing a comprehensive cybersecurity framework including email security gateway, Intrusion Detection System, and advanced antivirus solutions.		
	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.		
	Q2 - Administering and managing new cyber tools is ongoing with significant positive impact achieved by the intrusion detection system; further implementation of encrypted email will happen in Q3.		

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Digital Platform Resilience & Accessibility	21 Create IT policies and procedures to govern IT resources including hardware, software, networks, data, and technology related assets; benchmark best practices and peer libraries.		Director of IT
	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.		
	Q2 - Developed and launched software licensing and management policy and procedures; updated IT policies to include considerations for the use of artificial intelligence (AI).		
	22 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.)		
	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.		
	Q2 - Continued work to initiate data backups to the cloud; completed cutover to a new internet service provider; working with educational partners to expand and improve ConnectEd program (library cards for student accounts); Ryals Grand Event space audio visual upgrades and additional equipment procurements planned for Q3.		
Collections, Culture & Community Engagement	23 Rebrand ConnectEd student library card program and improve outcomes through collaboration with educational partners.		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.		
	Q2 - ConnectEd cards for teachers are in the works; the PCCLD team will offer teacher training at the start of the upcoming school year; continued focus on the data connection with school partners to ensure all students can access library resources through their ConnectEd card.		
	24 Curate new and expand existing library collections to enhance culture and community engagement (examples: SOAR collaboration, HRC collection improvement, etc.)		
	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 revitalize that collection.		

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	Q2 - Planning for the new Indigenous Knowledge Center is underway -- collection development has commenced and a space at the Rawlings Library for this collection has been identified.		
	25 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.		
	Q2 - New data analysis pathways are planned which engage PCCLD's data analyst with the online catalog; ongoing data review is happening using Library IQ; planned changes for the Pueblo West Library are underway (reduce DVDs, etc., increase merchandising the collections for display).		