

2026 - 2028

Strategic Plan

poudre libraries

Poudre Libraries

2026 - 2028 STRATEGIC PLAN

Our 2026 - 2028 strategic plan amplifies something that's been true about Poudre Libraries for a long time: we're not just in the business of books (although that is among our more notable functions). We're in the business of strengthening community: social connections, civic engagement, literacy and learning, and access and equity.

The following plan outlines our vision for the next three years and the steps we'll take to achieve important organizational and community outcomes. This plan is a living document that can change based on changes and emerging needs in our community. We strive to be a nimble and responsive organization that adapts quickly and adjusts priorities as required.

TABLE OF CONTENTS

Strategic Plan Overview	2
Community Engagement Insights & Themes.....	2
Components of the Strategic Plan	3
Strategic Plan Quick Look.....	4
Our Foundations.....	5
Mission	5
Vision	5
Values	5
Our Organizational Outcomes.....	6
Our Community Outcomes	6
Our Strategic Roles	7
Our Path Forward.....	7
Library Innovator	8
Resource Partner.....	9
Community Catalyzer.....	10
Social & Cultural Connector.....	11
Equal Access Champion.....	12

Strategic Plan Overview

Poudre Libraries' 2026-2028 strategic plan presents a roadmap for the Library's future and is based on insights and themes gathered through various community and staff engagement activities. The gathered input represents a broad range of perspectives and experiences and includes feedback from both library users and non-users.

We used the results of our public engagement to inform our community outcomes and strategic priorities. The plan will guide us as we work to achieve community needs and aspirations and responsibly allocate Library District resources in support of our desired outcomes.

Visit PoudreLibraries.org/plans to access the complete report of our community engagement methods and findings: "2025 Public Engagement & Community Conversations Summary Report."

Community Engagement Insights & Themes

1. **Care, Support, & Kindness**

Our community members aspire to live in a place founded on compassion, kindness, and mutual support. They desire neighborhoods where people know each other and look out for one another, lending a hand when needed. People want a community where acts of kindness, civility, and empathy are the norms.

2. **Inclusion & Belonging**

Our community members want to live in a place that is welcoming to people of all ages, backgrounds, beliefs, and abilities; where people feel safe and valued no matter their background, identity, or beliefs. Respondents expressed that a welcoming community is important for feeling safe and a feeling of belonging helps all to thrive.

3. **Connection & Engagement**

Our community members expressed a growing sense of disconnection and isolation. They desire more opportunities for social connection to learn from each other and bridge differences to improve quality of life.

4. **Access & Equity**

Our community members want to live in a place where everyone can safely and readily get the resources and services they need to not just get by, but to thrive. They stressed that access should be easy for everyone in our community, no matter their age, race, background, income, abilities, or zip code.

5. **Education & Learning**

Our community values lifelong learning across a wide range of topics and ideas. They value both formal and informal opportunities including classes, activities, and casual skill-sharing. Many also described education as foundational for community building and civic engagement.

6. **Environment & Sustainability**

Our community appreciates the wide availability of outdoor recreational opportunities, are committed to being good stewards of land and resources, focused on protecting the environment, and care about protecting environmental resources even as growth and traffic continues in the region.

Components of the Strategic Plan:

MISSION

Our purpose and what we do and why we do it.

VISION

How we envision the future of library service for our communities, what we want to achieve or become in the long term.

VALUES

The principles and beliefs that guide how we work and interact to serve our communities.

ORGANIZATIONAL OUTCOMES

The internal, measurable results centered on the expertise, efficiency, growth, and effectiveness of the Library as an organization: our staff, our processes, and our sustainability to deliver services and resources.

COMMUNITY OUTCOMES

The high-level, visionary changes, benefits, learnings and effects that happen—or start to happen—because of our work. We aim to achieve community outcomes in line with our community's identified needs and aspirations.

STRATEGIC ROLES

How the Library shows up for the community and the roles we embody to best achieve desired community outcomes. They support the Library District's actions in achieving our mission and vision while addressing the community's aspirations and needs.

STRATEGIES

The methods the Library will employ, or the route or paths we must take, to realize desired community outcomes. Strategies connect the dots between where we are and where we want to be and set a framework that guides our resources, initiatives, and actions.

ACTIONS

The specific activities, projects, or initiatives taken to implement the strategies.

MEASURES

The metrics used to track progress toward our outcomes, define success, and provide insights for better decision-making.

Strategic Plan Quick Look

Our Foundations

Mission

Create opportunities and build connections to strengthen our community.

Vision

A vibrant and inclusive gathering space where people connect, exchange ideas, and build a stronger community together.

Values

- Collaboration
- Curiosity
- Innovation
- Inclusion
- Intellectual Freedom
- Accountability

Organizational Outcomes

1. A culture of learning and innovation enables staff to develop expertise, share ideas, and implement creative solutions to better serve the community.
2. Partnerships align around shared goals, resulting in improved organizational capacity and increased community access to resources and services.

Community Outcomes

1. The community is better informed and engaged in civic life and has greater confidence and capacity to collaborate.
2. Community members feel a strong sense of belonging and connection to their community and see the library as a welcoming, trusted gathering place.
3. Community members experience increased access to information, services, spaces, and opportunities to thrive.



Our Foundations

The Library District's foundations define the organization's current and future purpose and aspirations as it continues to serve the community.

MISSION

Create opportunities and build connections to strengthen our community.

VISION

A vibrant and inclusive gathering space where people connect, exchange ideas, and build a stronger community together.

VALUES

Collaboration We foster networks and relationships to strengthen the entire community.

Curiosity We explore new ideas and knowledge to connect and engage with our customers.

Innovation We dream big. We embrace change and find ways to make a difference in people's lives. We strive to serve the community with integrity and excellence.

Inclusion We create opportunities for people to belong, where they can learn and grow. We celebrate and reflect the diversity of our community. We are dedicated to free and equal access for all.

Intellectual Freedom We champion the right of every individual to both seek and receive information from all points of view without restriction.

Accountability We honor our commitments to the community and to each other. We are stewards of the community trust and tax-funded resources. We maintain high standards in our work within a culture of transparency.

Our Organizational Outcomes

The Library's organizational outcomes are internal, measurable results centered on the expertise, efficiency, growth, and effectiveness of the Library as an organization including our staff, our processes, and our sustainability to deliver services and resources.

1. A culture of learning and innovation enables staff to develop expertise, share ideas, and implement creative solutions to better serve the community.
2. Partnerships align around shared goals, resulting in improved organizational capacity and increased community access to resources and services.

Our Community Outcomes

Community-driven outcomes are the high-level, visionary changes, benefits, learnings and effects that happen—or start to happen—because of our work. We used input gathered from public and staff engagement activities to inform our community outcomes and strategic priorities. We aim to achieve these outcomes in line with our community's identified needs and aspirations.

1. The community is better informed and engaged in civic life and has greater confidence and capacity to collaborate.
2. Community members feel a strong sense of belonging and connection to their community and see the library as a welcoming, trusted gathering place.
3. Community members experience increased access to information, services, spaces, and opportunities to thrive.

Our Strategic Roles

These are the primary roles Poudre Libraries will embody to best serve the community and achieve our organizational and community-driven outcomes.

Library Innovator Poudre Libraries supports and invests in staff to encourage innovation and foster professional growth to better serve the community.

Resource Partner Poudre Libraries creates and fosters intentional partnerships that maximize resources to provide greater access to opportunities and create a more inclusive community.

Community Catalyzer Poudre Libraries serves as a community hub to strengthen community and civic engagement, spark change for the common good, and promote quality of life.

Social & Cultural Connector Poudre Libraries brings people together to bridge differences and create shared experiences that foster connections and celebrate community.

Equal Access Champion Poudre Libraries advances equitable access to resources and services for all community members to thrive regardless of ability, identity, age, race, language, income, or zip code.

Our Path Forward

The outcomes and strategies outlined below define the Library's direction over the next three years. They are organized by primary role to support clarity and tracking, but they are interconnected and should be viewed as part of a cohesive strategic plan.

Library Innovator

Poudre Libraries supports and invests in staff to encourage innovation and foster professional growth to better serve the community.

Organizational Outcome 1

A culture of learning and innovation enables staff to develop expertise, share ideas, and implement creative solutions to better serve the community.

Organizational Needs

- Opportunities for connection and to learn from one another
- Ready access to resources, information, and training to grow and thrive in our work
- Support for staff innovation and cross-functional collaboration
- Paths for all staff to contribute to organizational success

Current Offerings

- Flexibility in training and work opportunities that enable staff to pursue interests and expand learning
- Staff share expertise with colleagues through collaboration, formal and informal training, presenting at conferences, and other events
- Focus on internal communication improvements
- Staff from various levels and departments lead teams and projects
- Bilingual skills pay compensation
- Annual staff engagement survey and other feedback loops
- Staff art exhibits

Strategies

- Provide staff with tools, training, and learning opportunities so they can grow personally and professionally
- Provide guidance and support to staff at all levels to support individual professional goals
- Regularly collect staff feedback and implement targeted action to strengthen staff culture and engagement
- Continue to review and design roles that meet organizational needs to best serve customers

Resource Partner

Poudre Libraries creates and fosters intentional partnerships that maximize resources to provide greater access to opportunities and create a more inclusive community.

Organizational Outcome 2

Partnerships align around shared goals, resulting in improved organizational capacity and increased community access to resources and services.

Community Needs

- Easy, streamlined access to social services resources and information
- Resource sharing and support for people in need to access local services more easily
- Reduced barriers to access information, resources, and services

Current Offerings

- Various social service partners hold resource hours at the library
- Southeast Community Center project
- Review and assessment of existing partnerships
- Develop annual MOUs with strategic partners
- Use state-wide partnerships to provide access to collections

Strategies

- Improve partnership management to better address community needs and optimize library resources
- Establish a Library Partnership Framework to guide how the Library will work with partners
- Remove barriers at the libraries for connecting with partners and providing community services

Community Catalyzer

Poudre Libraries serves as a community hub to strengthen community and civic engagement, spark change for the common good, and promote quality of life.

Community Outcome 1

The community is better informed and engaged in civic life and has greater confidence and capacity to collaborate for the common good.

Community Needs

- Gathering spaces outside of home, work, and/or school
- Opportunities to build bridges and learn from each other, improve quality of life
- Engage in healthy, civilized dialogue to bring about real change
- Lifelong learning opportunities across a wide range of topics and ideas

Current Offerings

- Wide variety of community partnerships
- Community events and celebrations
- Career Online High School program
- Physical spaces at the libraries (e.g., meeting and study rooms)
- Library volunteer program
- Wide range of digital databases, research materials
- Variety of Library programs (e.g., Craft for a Cause, OtterCares-partnered programs, TEDx Talk, the Human Library)
- Staff training with Harwood Institute for Public Innovation

Strategies

- Build and improve library spaces to support community gatherings including the Southeast Community Center project
- Bring people with diverse perspectives together to discuss local issues and shared priorities
- Expand a culture of volunteerism to meet needs and strengthen the community
- Offer and expand educational opportunities to develop civics knowledge and skills for community engagement
- Raise community awareness of the value and impact of the Library as a hub of civic life

Social & Cultural Connector

Poudre Libraries brings people together to bridge differences and create shared experiences that foster connections and celebrate community.

Community Outcome 2

Community members feel a strong sense of belonging and connection and see the library as a welcoming, trusted gathering place.

Community Needs

- A more inclusive community where people feel safe and valued
- Building connection in an increasingly polarized environment with growing sense of disconnection and isolation
- Opportunities to build bridges and learn from each other, improve quality of life
- Feeling welcome to share one's culture and identity openly
- Social infrastructure—such as a library space—that brings people together

Current Offerings

- Programs that emphasize discussion, socializing, and collaboration
- Welcoming spaces that promote connection
- Staff with strong knowledge, expertise, and customer service
- Collections that reflect diverse people, perspectives, and experiences
- Messages of welcoming highlighted throughout the libraries
- Strong outreach and communications

Strategies

- Foster shared experiences that facilitate new relationships and expertise-sharing between community members
- Offer experiences that bridge generations, abilities, and cultures to build understanding and a shared sense of belonging at the library and within the community
- Foster cultural exchange by celebrating diversity, honoring heritage, and encouraging dialogue
- Develop a diverse staff that reflects the community we serve

Equal Access Champion

Poudre Libraries advances equitable access to resources and services for all community members to thrive regardless of ability, identity, age, race, language, income, or zip code.

Community Outcome 3

Community members experience fewer barriers and increased access to information, services, spaces, and opportunities to thrive.

Community Needs

- Safely and readily get the resources and services they need to thrive
- Feeling safe and valued no matter their background, identity, or beliefs
- Resources and tools to enable individuals to be lifted by their community
- A strong safety net for individuals in need regardless of income or circumstance

Current Offerings

- Evie, the mobile library, and other outreach services including home delivery
- Instant Language Assistant translation devices at the libraries
- Programs with simultaneous language interpretation
- Diverse collection of books and materials
- Equity, Diversity, & Inclusion team and staff learning opportunities
- Partnerships that extend the Library's resources to diverse communities

Strategies

- Identify and address barriers to library access
- Build partnerships that improve people's access to resources beyond the scope of library services
- Identify our diverse community's spectrum of needs and align library resources effectively