Pueblo City-County Library District (PCCLD) 2012 Annual Plan

The Pueblo City-County Library District has established the following strategic goals for 2012:

I. Increase use of library materials
II. Improve Information Technology (IT)
III. Expand services to the underserved
IV. Improve funding
V. Maintain District assets.

The goals are derived from PCCLD's current strategic plan entitled <u>Moving Ahead: Building a Community of Readers</u> as adopted by the Library Board of Trustees on December 10, 2009 (www.pueblolibrary.org/pld_docs/2009_Strategic_Plan.pdf). Each goal is supported by specific budgeted initiatives. The goals are delineated below accompanied by the supporting objectives and action steps, listed in priority order, which represent new initiatives for the year.

Strategic Goal I: INCREASE USE OF LIBRARY MATERIALS

<u>Objectives</u>

A. Utilize retail marketing techniques to highlight library materials and circulation activities in an inviting and delightful manner to attract customers and increase circulation.
Jane Palmer
- <u>Action Steps</u>
  1. Engage a qualified consulting firm to provide recommendations to improve the design, layout and signage of the Rawlings Library, the Barkman Library, and the Lamb Library in order to promote use.
  2. Utilize consultant recommendations as an action plan for reducing clutter, improving signage, building brand awareness, learning to offer pleasing

displays, aiding the shopper, "cross selling" and creating a positive "greeting zone" for customers.

3. Train staff in new techniques.
4. Plan and implement physical changes.

- Replace current Action Steps with the following to reflect current thinking:
  1. Use the RFP process to hire a qualified interior design and/or architectural firm to consult with staff in the development of the Library Enhancement Project.
  2. Coordinate joint meetings and work projects with the RFID vendor(s) and the Library Enhancement vendor and staff to create positive greeting zones and enhanced circulation areas at the Rawlings, Barkman, Lamb, and Pueblo West Libraries, and the Library @ the Y Libraries.
  3. Develop a plan to replace all or part of the current circulation desks with service points designed to support facilitated self-checkouts and payment stations at the Rawlings, Barkman, Lamb, Pueblo West, and Library @ the Y locations.

B. Float PCCLD collections so materials move to locations based upon customer demand and use, and to extend the materials budget, reduce materials handling, improve the life of materials, become more customer centered, increase materials availability, and continuously refresh collections.
   Teresa Valenti
   - Action Steps
   1. Configure and test the Integrated Library System (ILS) to support floating collections.
   2. Write procedures documents, both for initial and ongoing staff training.
   3. Train staff and ensure support when floating begins.
   4. Develop statistical analyses for success factors, including influence on holds, impact on staff handling of materials, greater turnover rates at branch libraries, effect on courier, etc.
   5. Float collections, notifying District staff and the public that the project is complete.
   6. Evaluate and refine processes.
   - Completed, except Action Steps 4 and 6. Statistical analyses have begun, but continue to be refined.

C. Maintain materials budget at 15% of overall operating budget in order to provide funding necessary to procure the current books and other library materials people want.
   Teresa Valenti
   - Action Steps

1. Establish budgetary distributions for respective library service areas representing 15% of total operating budget, allocating according to material use and demand.
2. Continue to monitor use patterns to determine appropriate materials budget allocations, being also mindful of the new e-book initiative.

- Completed. Evaluating impact of digital collection in 2012.

D. Offer additional e-book and e-audiobook content to PCCLD customers in order to meet the growing number of requests for digital books.
Teresa Valenti

- Action Steps
1. Implement offering of e-books from Freading and OverDrive, downloadable e-book vendors selected to meet PCCLD customers' digital browsing needs.
2. Research new e-audiobook vendor and implement service.
3. Evaluate budgetary demands of e-content and modify overall materials budget to accommodate digital materials.
4. Establish database committee to continuously evaluate database selection and other related e-content as necessary.
5. Evaluate use of digital materials, including materials available only digitally, ensuring the best possible selection of all materials for the District.

- Completed, except Action Step 5. OverDrvie launched in January, Freading launched in March. Close evaluation of services is ongoing. Jill Deulen has established a database committee that has recently reached a routine of continuing database evaluation.

E. Implement a call center at PCCLD as the first point of contact for customers reaching the library by telephone in order to provide timely, clear, accurate, and consistent information to customers and to direct calls to appropriate departments for assistance, only when necessary, in order to allow walk-up desk attendants to focus on serving in-person customers.
Jane Palmer

- Action Steps
1. Study best practices of effective public library call centers.
2. Develop program plan for PCCLD call center.
3. Devise procedures to take best advantage of new VoIP telephone system, train staff and complete transition to call center.

- No work has been done at this time.

F. Maintain centralized weeding effort throughout the District to insure collections are current, relevant, and interesting to the members of our community.
Teresa Valenti

- Action Steps

1. Complete retrospective weeding of Pueblo West Library to finish project to thoroughly update collections for the entire District and bring all locations onto the new District-wide centralized de-selection procedures.
2. Evaluate centralized weeding procedures, altering as necessary to assure effective and efficient de-selection of materials.
3. Document formal procedures for maintaining weeding program and verify thorough staff training.

- Completed. The district is currently undergoing additional aggressive weeding in preparation for RFID in 2012.

G. Implement use of Radio Frequency Identification (RFID) tagging and related Automated Materials Handling (AMH) equipment in order to reduce materials handling, ease inventory maintenance, reduce staff time to process materials, and improve customer self-service.
Jon Walker
   - Action Steps
   1. Utilize 2011 consultant assessment of PCCLD's current library material circulation procedures in preparation for RFID/AMH implementation and develop strategy for selecting and implementing an RFID/AMH solution meeting established goals and addressing various needs of PCCLD.
   2. Prepare a Request for Proposal (RFP) for announcement to RFID/AMH vendors and to award a contract to the winning bidder in the first quarter of 2012.
   3. Acquire necessary hardware and software, and begin implementation.
   4. Revise procedures to take best advantage of new equipment, train staff and complete transition to new system by fourth quarter 2012.
   - Consultant has been hired and is working with staff. RFP was issued and vendor responses received. Final recommendations for vendor and equipment selections scheduled to be completed in May.

H. Establish procedures to facilitate periodic sampling of reference questions asked at all locations in order to more effectively monitor this metric.
Chris Brogan
   - Action Steps
   1. Gather information from the Colorado State Library website and other library sources to provide definitions of reference questions.
   2. Develop procedures and identify timelines which would most effectively and efficiently measure reference questions.
   3. Institute a systematic, consistent process District-wide of gathering these statistics.
   - No progress.

I. Switch the location of the DVDs on the 2nd floor of the Rawlings Library to make it easier for customers to request DVD assistance from staff.
Jane Palmer

- ▪ <u>Action Steps</u>
1. Create a plan and timeline to move these resources.
2. Publicize the plan to prepare customers for this change.
3. Implement the plan.
- Completed.

J. Engage customers and reward staff for performing quality customer service by creating a *Thank You for Extraordinary Service* program.
   Sara Rose
   - ▪ <u>Action Steps</u>
   1. Create a project plan and timeline.
   2. Prepare comment sheets for input from customers and distribute throughout the District.
   3. Publicize the project to prepare customers and inform staff of this new opportunity.
   4. Implement throughout the District.
   - 4/20/2012 – To present project plan and timeline to START 4/30 and Steering Committee 5/16. Target date for implementation 8/1/2012.

K. Enhance services at the Library @ the Y.
   Jane Palmer
   - ▪ <u>Action Steps</u>
   1. Offer public access to the Internet in the third quarter of 2012.
   2. Provide New Information Center Technology, nooks, laptops and iPads by the end of the second quarter of 2012.
   3. New service hours will be provided at the Library @ the Y in response to customer usage of this library location by the end of April 2012.
   - Enhanced services at the Library @ the Y.

L. Improve marketing of library services and programs in order to increase the use of the library.
   Midori Clark
   - ▪ <u>Action Steps</u>
   1. Research, explore and purchase a product to support electronic/new media marketing including e-newsletters, email blasts, videos, etc. in order to reach more people about library services and events.
   2. Provide staffing support for electronic and nontraditional media marketing including social media, webcasts of library services and events, email blasts, and more in order to engage repeat customers as well as new customers.
   3. Increase employee knowledge of events/programs to actively engage them in the marketing process by working with supervisors to make sure event information is communicated.
   4. Create a library-employee speakers bureau to consist of library professionals who are designated and qualified to represent PCCLD on

various topics including adult literacy, early literacy, general library issues, etc. in order to market the library's services and programs.

- After researching solutions, BookLetters was purchased, and training was received by Community Relations and other key staff. David Hartkop was hired as a part-time E-Marketing Coordinator. He has been updating the library's Facebook and Twitter accounts, and he has been sending out weekly email blasts since the beginning of April. He has also created videos about the Outstanding Women's Awards and Hispanic Resource Center's mural and book.

Strategic Goal II: IMPROVE INFORMATION TECHNOLOGY (IT)

Objectives

A. Upgrade the District's Integrated Library System (ILS) to the most current general release to utilize enhancements and improve service.
Teresa Valenti
- Action Steps
  1. Review Release Notes for changes in all module functionalities and thoroughly test all activities in upgrades.
  2. Coordinate implementation of upgrade, provide District-wide training in new functionalities and procedures, and develop training documentation.
  3. Provide ongoing support and training, and evaluation of work processes and procedures.
  4. Schedule upgrade to coincide with catalog re-indexing project to improve functionality of the public catalog.
  5. Upgrade the ILS.
  - Completed in February 2012.

B. Upgrade the Online Public Access Catalog (OPAC), including enabling authority control, keyword, browse and exact searching, and re-indexing entire catalog, in order to increase access to PCCLD's materials.
Teresa Valenti
- Action Steps:
  1. Re-index the OPAC during transition to most current version of the ILS.
  2. Evaluate capabilities of latest version of the ILS OPAC.
  3. Train staff and prepare public for new OPAC.
  4. Test and implement.
  - Nearing completion. Upgrade itself is done, but reindexing has not yet occurred.

C. Plan and implement an initiative to digitize identified portions of the Rawlings Library Special Collections to broaden access to these important resources.
Jane Palmer
- Action Steps

1. Hire a consultant to work with staff to develop a digitization plan that will address policy issues, standards and best practices, technology infrastructure, collection access and digital collection storage.
2. Identify funding sources to support the initiative.
3. Procure necessary equipment and content management software.
4. Train staff and volunteers.
5. Work to make digitize documents and promote availability to the public.
- Bishoff and Associates was selected as the consultant to provide a digitization plan. Actions steps 2-5 remain the same.

D. Evaluate systems available for electronic document scanning and retention in order to eliminate paper file storage and improve security and efficiency of maintenance for official District documents.
Chris Brogan
- Action Steps
  1. Define requirements and evaluate needs for records management.
  2. Investigate systems currently in use by other library and government finance operations.
  3. Determine additional staffing time which may be necessary to implement a document scanning system.
  4. Evaluate costs to implement.
  - We have defined requirements, evaluated needs, investigated systems, determined additional staffing time, and received bids for implementation. Implementation is not feasible due to budget constraints at this time. Goal of evaluation has been completed, and implementation will be considered in the future when budget funding is available.

E. Increase the amount and type of IT training available to staff in order to better meet this identified need and to improve productivity and service.
Charles Hutchins
- Action Steps
  1. Define a list of IT topics where training is required.
  2. Determine best approach to meet the training requirements and provide additional staff or consulting hours, as needed.
  3. Develop training curriculum for each identified topic.
  4. Create staff training schedule.
  5. Implement training program.
  - Recent training completed on wireless devices such as iPads, readers and laptops; e-books, SmartBoards, new OPAC and website, new security camera system and more.

F. Upgrade old, outdated computer software and hardware to improve productivity, dependability and ensure continuity of business operations.
Charles Hutchins
- Action Steps

1. Develop and implement a plan to upgrade the public PC access management software to the most current version.
2. Develop and implement a plan to upgrade the provisioning server, possibly taking advantage of new technologies from vendors.
3. Upgrade all workstations within the Library District to current desktop operating system.

- New version of Public PC access software has been successfully deployed to one branch location as a test site. Once testing is completed, the remaining locations will be updated as well.
- IT staff will be attending training in June to explore upgrading provisioning server and its new technologies and how the District can take advantage of them.
- Upgrading of the workstations' operating systems has been delayed to 2013 and completed simultaneously when we deploy new workstation PC hardware.

G. Continue to expand upon release of library website with addition of more self-service features and an internal staff-use website or Intranet.
Charles Hutchins
- Action Steps
  1. Identify and train internal stakeholders in maintenance of individual sections of public website content.
  2. Develop a self-service feature for scheduling public meetings rooms.
  3. Develop an Intranet as a gateway for internal staff communication and collaboration.
  - New website released in early May, including new interactive online calendar of events.

H. Review and update the existing data backup and recovery plan to ensure the District is protected from any data loss and is prepared for full recovery in the event of disaster.
Charles Hutchins
- Action Steps
  1. Review existing backup policies and procedures, and update where needed.
  2. Plan scheduled and random data recovery to test backups and log results.
  3. Replace existing backup server hardware and storage array.
  4. Upgrade existing virtual server hard drive space and memory to handle disaster restore/recovery.
  - Backup system software is currently being transferred to a new server with more capacity.
  - Backup rules and procedures are currently being evaluated to ensure changing environment is being met, and required data is being captured.

- Several required data recovery processes have been required and were completed in a timely manner with positive outcomes documented in recovery logs.

Strategic Goal III: EXPAND SERVICES TO THE UNDERSERVED

Objectives

A. Plan for an Eastside Library in order to improve services to an underserved part of the community.
Jon Walker
- Action Steps
1. Determine library site.
2. Create a building program for the new library.
3. Hire an architect for conceptual and building design, and complete project cost estimates.
4. Establish a construction fund and begin fundraising.
- Selection of East Side Library site continuing with close collaboration with the City of Pueblo, participation from community members, and discussions with other possible partners such as schools and the Housing Authority. Final report on site recommendations scheduled to go before City Council on April 30. The architect has been hired, a fundraising program is in development and scheduled to be ready by July, and a construction contractor RFP is being prepared for release in early May.

B. Plan for a Mesa Library in order to improve services to an underserved part of the community.
Jon Walker
- Action Steps
1. Determine library site.
2. Create a building program for the new library.
3. Hire an architect for conceptual and building design, and complete project cost estimates.
4. Establish a construction fund and begin fundraising.
- Two sites have been offered to PCCLD. One site is preferred at this time, located near 25th Lane and CO Hwy 50. Due diligence on this site is ongoing at this time before final procurement is completed by September. The architect has been hired, a fundraising program is in development and scheduled to be ready by July, and a construction contractor RFP is being prepared for release in early May.

C. Plan for a Greenhorn Valley Library in order to improve services to an underserved part of the community.
Jon Walker
- Action Steps
1. Determine library site.
2. Create a building program for the new library.

3. Hire an architect for conceptual and building design, and complete project cost estimates.
4. Establish a construction fund and begin fundraising.
   - Site at CO Hwy 165 and County Road 192 is nearly completed with attorney recommendation that the donation from the Colorado City Metropolitan District to PCCLD can move forward. The architect has been hired, a fundraising program is in development and scheduled to be ready by July, and a construction contractor RFP is being prepared for release in early May.

D. Review the ability of the current Satellite Library program to meet the needs and interests of customers in the more rural areas of the county.
   Jane Palmer
   - Action Steps
   1. Collect information from stakeholders, review statistical information on current use, and consider best practices.
   2. Develop plan to improve the program.
   3. Implement adjustments to the Satellite Library program.
   - All current Action Steps are being done.

E. Study the feasibility of additional or expanded library outreach programs to areas of need such as a mobile library technology lab, a bookmobile, automated library kiosks, and/or the expansion of Books a la Cart.
   Jane Palmer
   - Action Steps
   1. Explore the merits and feasibility of each idea in the context of customer needs and expectations, best practices, and available library resources.
   2. Evaluate estimated costs and benefits of each.
   3. Adopt changes determined to be in the best interest of the community and the institution.
   - Suggest changing E. to read: "Study the feasibility of additional or expanded library outreach programs including the use of laptops, nooks, and iPads and/or the expansion of Books a la Cart." Action Steps 1-3 should be replaced with the following:
     1. Implement the Peak Laptop for Libraries Program to provide access for citizens to determine eligibility for state and federal benefits.
     2. Refer citizens, who need in-depth support to access, to the Peak Program, to Adult Resources for Care and Help (ARCH) counselors.
     3. Provide access to laptops, nooks and iPads for customers at selected times in outreach and/or Satellite locations.
     4. Develop new partnerships for Books a la Cart programs.
     5. Provide Pueblo City Elementary School media centers with weeded children's materials at selected times from February-May 2012.

6. Partner with Care and Share to provide free lunches for children at Satellite locations during Satellite hours from June 4-July 27, 2012.
7. Partner with Pueblo City Schools to provide a summer lunch program at Books in the Park locations from June 11-July 27, 2012.

F. Enhance the consistency, quality, and attendance for library-sponsored adult programming by centralizing under guidance of Community Relations in order to better serve targeted populations.
Midori Clark
- Action Steps
  1. Create a programming committee chaired by the Community Relations Director that is made up of staff representatives of public service departments with the purpose of creating standards and consistency around library District programming aimed at adults.
  2. Provide regular opportunities for the adult programming committee to schedule upcoming programs and events hosted by the District.
  3. Communicate information about upcoming programs and events via the committee to respective departments and regular library marketing activities.
  4. Develop regular thematic content in order for all PCCLD libraries to have a similar focus, helping to leverage quality of programming and assisting in a marketing theme.
  - A committee has been established, and has met twice. The Adult Summer Reading program is the current focus of the committee. A thematic calendar has been established by the district and circulated to all the departments.

G. Evaluate the Centers for New Information Technology pilot project, and modify and expand, as indicated.
Jon Walker
- Action Steps
  1. Monitor project as implemented at the Rawlings and Barkman Libraries, and make adjustments, as warranted.
  2. Consider implementation of similar Centers at additional PCCLD locations.
  - The NITC expansion project is funded for 2012, and work is ongoing at this time to add the service at Lamb, Pueblo West and the Library @ the Y before summer to include e-readers, laptops and iPads.

H. Expand Adult Literacy Program services to include GED preparation classes.
Jane Palmer
- Action Steps
  1. Analyze meeting room availability, equipment and financial resources needed to offer ongoing GED classes at the Rawlings Library.

2. Establish a partnership with South Central BOCES Office of Adult Basic Education, and create a memorandum of understanding that clearly states the contributions and responsibilities of both organizations.
3. Work with BOCES to register the Rawlings Library as an official addendum GED testing site.
4. Develop a registration process for GED students and establish criteria for awarding scholarships to financially disadvantaged students.
5. Work with Community Relations to develop marketing materials and strategies.
6. Offer at least one, 8-week GED course each quarter.
7. Research and apply for grants that will support the long-term sustainability of this service.
- New objective and action steps.

Strategic Goal IV: IMPROVE FUNDING

Objectives

A. Support the fledgling Pueblo Library Foundation toward its mission of providing resources for the development, maintenance and operation of the Pueblo City-County Library District to the extent not normally met by public funding.
Jon Walker
- Action Steps
    1. Complete final steps to establish the Foundation as a Colorado 501 (c) 3 non-profit corporation.
    2. Provide staffing for the Foundation in support of its regular business activities.
    3. Work with the Foundation Board to develop a fundraising plan and provide necessary staff support.
    - The Pueblo Library Foundation Board of Directors has been appointed, and the group has met twice now, elected officers, established financial accounts and accepted donations, filed paperwork with the IRS for 501(c)(3) designation, agreed to hire a development and grant-writing officer, and is preparing a fundraising campaign at this time.

Strategic Goal V: MAINTAIN DISTRICT ASSETS

Objectives

A. Install security surveillance cameras at the Rawlings Library, Lamb Library and Pueblo West Library to enhance safety and protect the library's resources and facilities.
Jane Palmer
- Action Steps

1. Develop district-wide policies and procedures on use of surveillance security cameras.
2. Create a work plan and a budget to add cameras to the Lamb Library.
3. Install security cameras at the Lamb Library.
4. Create a work plan and a budget to install additional security cameras at the Pueblo West Library.
5. Install security cameras at the Pueblo West Library.
6. Create a work plan and a budget to add cameras to the Rawlings Library.
7. Train selected staff how to monitor and use visual images from the security cameras effectively.
   - Change to objective to read: "Provide and maintain security surveillance cameras at the Rawlings Library, Lamb, Barkman, and Pueblo West Libraries to enhance safety and protect the library's resources and facilities."
   - Action Steps should be changed to read:
     1. Develop and adopt district-wide policies and procedures on use of surveillance security cameras. *Completed*
     2. Train selected staff on how to monitor and use visual images from the security cameras. *Completed.*
     3. Provide a work plan and a budget to install additional security cameras at the Pueblo West Library.

B. Review and evaluate circulation service activities to provide improved and consistent customer service and maintain fiscal responsibility.
   Jane Palmer
   - Action Steps
     1. Schedule monthly discussions and feedback sessions for the Circulation Task Force to work on circulation practices.
     2. Consult with Finance staff on an ongoing basis to incorporate fiscal integrity in circulation practices, policies and procedures.
     3. Plan, test and incorporate new and effective ways of incorporating use of the the ILS in circulation activities.
     4. Complete the circulation procedures manual to be adopted and followed throughout PCCLD to promote consistency in circulation practices.
     5. Provide ongoing training for staff performing circulation activities under direction of Circulation Services Supervisor.
   - All action steps are ongoing.
   - Add a new step:
   - Develop awareness of the plan to replace all or part of the current circulation desks with service points designed to support facilitated self-checkout and payment stations at the Rawlings, Barkman, Lamb, Pueblo West, and Library @ the Y locations.

C. Insure PCCLD is receiving the best insurance brokerage guidance and service by using a Request for Proposal (RFP) process to seek quotes for this service.

Chris Brogan
- Action Steps
  1. Develop needs assessment concerning current insurance coverage for health, workers compensation, and property/liability products.
  2. Compile a Request for Proposal using Government Finance Officers' Association recommended practices, sample RFP documents, and PCCLD requirements.
  3. Issue RFP to insurance brokerage companies and publish on the PCCLD website.
  4. Evaluate proposals.
  5. Complete process and select vendor by March 8, 2012, when current contract expires.
  - This has been completed. An RFP was issued, proposals received, evaluations processed, and the firm of Wells Fargo Insurance Services was selected. Their contract began on April 1, 2012.

D. Implement cash management solutions as identified in the 2011 audit review by Swanhorst and Company LLC.
   Chris Brogan
   - Action Steps
     1. Test upgraded ILS to make sure necessary can be created to compare cash collection per location and type.
     2. Evaluate individual audit recommendations to develop changes in internal procedures, including procurement of necessary *Point Of Sale* hardware and software
     3. Train staff to improve cash management at public service locations.
     - Reports will be run beginning May 1, 2012, and used to establish a baseline of cash collection per location and type to compare against cash register and deposit receipts. Changes in internal procedures pursuant to cash collection are being evaluated through the RFID evaluation process. If that proves insufficient, we will move forward with evaluation of an add-on POS system. Training to update methods per auditor recommendation began in 2011 at Pueblo West; continuation of that training will proceed as time allows.

E. Modify current PCCLD pay plan to adopt a *Pay for Performance* model to tie performance more closely to salary and further excellent work.
   Sara Rose
   - Action Steps
     1. Hire a qualified consulting firm to work with stakeholders on the project.
     2. Utilize consultant assessment of PCCLD's current pay plan and recommendations for adjustments to Pay for Performance.
     3. Work with stakeholders to communicate and train on new program.
     4. Implement program.

- 4/20/2012—An RFP has been posted and sent to three human resource consulting firms. A timeline has been developed as follows: Enter into contract by the end of May. Consultant to gather information working with HR, perform analysis in June. Meetings with START and Steering Committee in July. Management review options August. Rollout to employees September-October. Implementation in January 2013.

F. Develop a program for career progression program to insure employees understand how to be promoted at PCCLD and make the library a career.
   Sara Rose
   - Action Steps
     1. Identify assessment tools and resources, including self-assessment tools to employees to help them identify strengths, skills, values, and interests
     2. Provide in-depth information about a variety of library careers.
     3. Encourage employees to conduct further research into areas of interest
     4. Assist individuals in developing a career path, including education and experience requirements and a timeline to achieve goals
     5. Monitor the employee's progress.
     - 4/20/2012—Preliminary work done only.

G. Evaluate staffing needs and work processes throughout the District.
   Sara Rose
   - Action Steps
     1. Conduct a comparison of other libraries for methods to determine staffing needs.
     2. Analyze impact of staffing needs as a result of the implementation of the RFID system.
     3. Compare department level of activity based on factors such as circulation and gate count.
     4. Evaluate response time and efficiencies of support services departments to determine if staffing needs are being met.
     5. Make changes as determined to be in the best interest of the institution.
     - 4/20/2012—Meeting set with Jane Palmer 2/24/2012 to begin discussion.

H. Utilize volunteers more effectively.
   Sara Rose
   - Action Steps
     1. Look to using a volunteer, AmeriCorps worker or part-time regular employee to meet staffing need for supporting volunteer services.
     2. Train and implement the staffing resource.
     3. Improve PCCLD website for advertisement of current volunteer opportunities.
     4. Improve volunteer retention by increasing awareness and knowledge of the volunteer program within PCCLD by sharing information at staff meetings with departments and supervisors.

5. Create an annual Volunteer Report to increase awareness of the value of PCCLD volunteers.

- 4/20/2012—Hired part-time HR Assistant, trained to recruit and place volunteers. Have presented at PSM meeting. Volunteer applicant spread sheet has been created – plan to post to the "O" drive. In collaboration with Pueblo Volunteer Center – shared website launched in April to warehouse volunteer opportunities collaboratively. Planning to implement e-requester system to fill PCCLD volunteer vacancies. Held first quarterly volunteer meeting in April – posted 2012 meeting calendar.

The 2012 Annual Plan has been developed with the opportunity for input from Library Trustees, supervisors and managers, employees, and customers. It is the outcome of much consideration and effort, and provides a positive direction for the District in moving toward objectives that will better serve the community.

Respectively submitted,

Jon Walker
Executive Director
Pueblo City-County Library District