

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 Moving Ahead: Building a Community of Readers 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

Objectives

- 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

▪ Action Steps

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.
 - Using the RFP process, Studiotrope, a qualified interior design/architectural firm, was hired to assist library staff in the implementation of the Library Enhancement Project. Facilitators from Studiotrope implemented two charrettes which also included library, RFID Solutions and Sirsi-Bibliotheca staff on July 12 and 13. The charrettes identified the programmatic needs of space, functionality of the desks and the best locations for the RFID checkout stations and AMH systems for Rawlings, Barkman, Lamb and Pueblo West Libraries. Planning and budgeting information for the remodeling at these sites will be further refined by meetings in August with plans to perform any construction required in the early winter, so the RFID/AMH equipment can be installed by year end.
- 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.
 - Complete.
- 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.
 - Complete.
- 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 Freeding 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. OverDrive launched in January, Freeding 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.
 - Complete.
- 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.
 - A call center for public libraries is provided by national vendor Unique Management. A meeting is planned with a representative from Unique Management, the Circulation Manager, the Chief Financial Officer, and the Director of Public Services to explore the possibility of using the Unique Integrated Communications (UIC) service to relieve the workload of front-line staff and promote excellent customer service at PCCLD on July 31, 2012.

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.
 - Complete.

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.
 - Vendors are selected, configurations of equipment determined, and integration of equipment into the libraries is underway with assistance of an architectural design firm.
- 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.
 - A PCCLD Statistics task force has discussed methodology and approaches to this goal, and arrived at the following steps:
 - Adopt the IMLS definition of a Reference Question.
 - Throughout the months of August and September, educate staff through Public Service Manager's meeting and Public Service staff meetings, begin to educate staff about what defines a reference question. Make staff aware of a new system for counting questions.
 - Present at All-Staff Development Day, on October 8, the new method for collecting Reference Questions, and provide further definition/explanation if necessary.
 - Collect Reference Question stats October 14-20 using this form: <https://docs.google.com/spreadsheet/viewform?formkey=dFhsSDVRczVNNXBiTThpIRy1ySziQY1E6MQ>
- 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

▪ Action Steps

1. Create a plan and timeline to move these resources.

2. Publicize the plan to prepare customers for this change.
 3. Implement the plan.
 - Complete.
- J. Engage customers and reward staff for performing quality customer service by creating a *Thank You for Extraordinary Service* program.

Sara Rose

▪ Action Steps

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.
 - 7/11/2012 – The “Customer Service Counts” recognition program draft was developed and presented to the following groups for feedback: START, Steering Committee, PSM. This program will launch in Q4.
- K. Enhance services at the Library @ the Y.

Jane Palmer

▪ Action Steps

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.
 - Offer public access to the Internet in the third quarter of 2012. Offer e-readers, laptops, and iPads to the public by the end of the third quarter of 2012. Extended service hours were provided at the Library @ the Y starting April 2012.
- L. Improve marketing of library services and programs in order to increase the use of the library.

Midori Clark

▪ Action Steps

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.
 - A list of library employee "experts" was identified by the Lure 'em to the Library Adult Programming Committee at the March meeting. The list will be formalized and posted to the O drive.

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.
 - Now moving forward with plans to upgrade OPAC with a new Discovery Layer software solution. Abby Koehler (ILS Administrator) leading research and will make recommendations with staff committee.
- 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. Action steps 2-5 remain the same.
 - Bishoff and Associates was hired to develop a digitization plan which will be submitted by mid-August. Staff are evaluating a free trial of CONTENTdm Digital Collections Management Software to test its suitability as a platform for public access to digital collections. Two staff are working with the ILS Administrator to import the collections of photographs and metadata previously digitized by PCCLD into CONTENTdm. Two staff are learning about the new software in order to add collections and train volunteers and additional staff on how to work with CONTENTdm. The Special Collections/Museum Manager is working on obtaining a sole source letter from CONTENTdm in the event the product is satisfactory and the department would like to purchase a subscription.
- 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.
 - Complete.
- 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.
 - The Emerging Technology Librarian job is being redescribed to include district-wide staff technology training. A newly created Help Desk Technician job has been created to enhance staff support.

- 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.
- Public PC access software has now been deployed to two branches. Deployment to remaining branches expected to be completed by end of the year. New Provisioning server has been purchased. Once received, the process of upgrading to lasting Provisioning environment will begin.

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.
 - New website editor job now positioned within the Community Relations department.

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.
 - Backup system is now fully on new server hardware. Due to the immense amount of data being backed up on a regular basis, possible ways to archive old unused data is currently being explored. New virtual server

environment at Pueblo West is completed, along with backup procedure for copying of virtual servers from Rawlings.

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.
 - Financial plan complete, contractor selected, fundraising underway. Site selection being finalized. Space planning to commence in October.

- 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.
 - Site selected, financial plan complete, contractor selected, fundraising underway. Space planning to commence in October.

- 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.
 - Site selected, financial plan complete, contractor selected, fundraising underway. Space planning to commence in October.
- 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.
 - Statistics and services are reviewed monthly. It was determined that the current model of providing library services through the Satellite program does not meet the Colorado standards for quality library service. Satellite services at current locations will be maintained under the supervision of an Interim Outreach Manager until the three new branches are established. The majority of the current satellite library locations will be discontinued once the new branches are established.
- 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.
 - Steps 1-4 are in the planning stage. Step 5 is completed. Steps 6 and 7 are in process.
- 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.

- The committee has identified community partners/people to invite to serve on the committee. Those folks are being contacted and will be invited to the next meeting in September. The Adult Summer Reading Club: Between the Covers, was successful completed. All libraries participated with registrations and programs. Participation totaled 629, and registrations totaled 744.

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.
 - Expansion of Centers to Pueblo West, Lamb and Library @ the Y on track to occur by end of summer.

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.
 - Steps 1-5 are completed. Step 6: The first class is in process. Step 7: Two grants that PCCLD may be eligible for that would support the long-term sustainability of the Adult Literacy Program, GED classes, and ESL Program have been identified. An application for the American Dream @ Your Library grant from the Dollar General Literacy Foundation

will be submitted in August 2012. PCCLD will begin a program evaluation to determine eligibility for an Adult Education and Family Literacy Act (AEFLA) grant from the CDE.

- New Objective: Conduct a thorough evaluation of the Adult Literacy Program to identify areas of strength and needed improvements to lay the groundwork for a strategic plan and assess PCCLD's eligibility for an AEFLA grant in 2013.
- Action Steps:
 1. Complete the Adult Literacy Program Administrative Manual
 2. Complete CDE's *Standards of Quality Self-Review*.
 3. Conduct post-testing to determine student gains.
 4. Conduct tutor and student satisfaction surveys.
 5. Compile results and data to use in future planning.

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.
 - IRS has acknowledged receipt of 501(c)3 application, Foundation officer hired, and fundraising planning underway.

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. *Complete.*
 2. Train selected staff on how to monitor and use visual images from the security cameras. *Complete.*
 3. Provide a work plan and a budget to install additional security cameras at the Pueblo West Library.
 - No work has been done on Action Step 3.

- 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.

- All action steps are ongoing. Action Step 6 Update: The Circulation Manager is presenting a program at department and Branch meetings to visually highlight what RFID and AMH equipment looks like and to answer questions about future changes.
- 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.
 - Complete.
- 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.
 - Fines data reports out of Sirsi are currently being sent to Finance on a weekly basis. Development of a report for analysis is in progress. Point

of Sale hardware and cash management procedures are being addressed to a large extent by implementation of RFID; additional needs will be analyzed as we proceed with this implementation.

- 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.
 - 7/11/12 – All proposals received from the RFP were over budget. The scope of work is currently being reduced, some of which will be produced in-house by Human Resources. The modified timeline is now to enter into contract in September, with implementation in the 2nd quarter of 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.
 - 7/11/2012 – The program concept has been developed, and a Career Opportunities at PCCLD tool is being developed. The end product will be a Career Development booklet that managers and employees can use to identify career goals. This program will launch in Q4.

- G. Evaluate staffing needs and work processes throughout the District.

Sara Rose

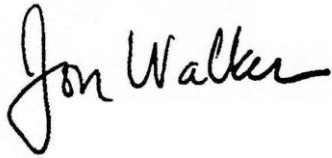
▪ Action Steps

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.
 - Meeting set to begin discussion.
 - The job vacancy rate has slowed slightly in 2012. With the RFID implementation to occur this year, the appropriate timing for assessing staffing needs will be following the implementation of the RFID. Anticipate developing new job descriptions and plan for some job reassignments.
- 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.
 - 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.
 - Monthly statistics and YTD statistics are being tracked. The quarterly volunteer meetings continue to generate a good participation level which supports volunteer retention and promotes awareness of the volunteer program. The last objective to improve the volunteer postings on the website has yet to be achieved.

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,

A handwritten signature in black ink that reads "Jon Walker". The signature is written in a cursive, flowing style.

Jon Walker
Executive Director
Pueblo City-County Library District