2021 Annual Plan

January 28, 2021

This document constitutes the 2021 Pueblo City-County Library District (PCCLD) Annual Plan. It includes current information and analysis regarding the library district plus a list of objectives and action steps intended to help ensure PCCLD's success continues this year and beyond. This plan aligns with the 2021 PCCLD Budget adopted by the Board of Trustees on December 10, 2020.

BACKGROUND

PCCLD has received positive recognition in recent years for exemplary engagement with the community it serves. The library district recently was designated as a *Five Star Library*. PCCLD has received recognition now as a national *Star Library* for five consecutive years. This selection is based upon widely recognized industry standards and places PCCLD's performance in the top one percent of institutions from among nearly 6,000 public libraries in the United States.   PCCLD has been accorded other prestigious awards in the last few years, including the *National Medal for Museum and Library Service* and America's *Best Public Library*. A resounding positive vote by the community to increase the library district's tax levy in November 2019 is notable. This not only affirms the high-level of confidence in PCCLD among the voting public but, also, helps assure a solid financial footing for local libraries for the foreseeable future.

These distinctions for PCCLD demonstrate a history of strength and success. PCCLD built upon this in 2020 with extensive efforts to develop a new institutional strategic plan. This work included stakeholder focus groups about PCCLD conducted with citizens from throughout Pueblo County, an in-depth survey of county residents about PCCLD, analysis of community demographics and library district use, examination of library industry and information technology trends, study of PCCLD human, financial, and capital resources, and review of other institutional strengths, weaknesses, threats, and opportunities. The outcome of this comprehensive effort should result in the adoption of a new PCCLD strategic plan in 2021. This annual plan works in support of the strategic plan.

2020 was notorious due to the negative consequences for Pueblo County from the COVID-19 public health crisis. This catastrophe impacted the entire world. Its dire influence on the local community is difficult to overstate. PCCLD has been forced to respond to this and the pandemic continues to have calamitous repercussions now. It required PCCLD to expend much of its energy and resources in 2020 in dramatically revamping services and activities on-the-fly. The institution remains resilient with ongoing focus to provide the best possible library service to the community during an extraordinarily challenging time. PCCLD moved forward in a judicious manner in 2020 including providing services as public health conditions allowed, working on the aforementioned strategic plan, and key effort on its master facilities plan.

All the factors outlined above confirm the importance of PCCLD's dedication to forethought, accountability, and service plus strong support for the institution from the community it serves. PCCLD's longstanding activities, tactics, and strategies consistently have aimed at providing the finest library service for local residents. This relates directly to its success in recent years. PCCLD will strive in 2021 to implement specific objectives in further support of this.

The objectives and action steps delineated below are intended to accomplish this aim. The 2021 planning process has been different from others undertaken in recent years. Typically, PCCLD's annual plans are the end product of engagement with a broad swath of PCCLD stakeholders, including employees, Trustees, Friends of the Library, and the Pueblo Library Foundation. This year—in large measure due to the exigencies of the pandemic—the plan largely derives more from PCCLD administrative leadership with review to ensure it supports the institution's mission and long-range goals.

Each 2021 objective is listed in alphabetical order below and accompanied by action steps intended to facilitate their accomplishment. These are not intended to be a comprehensive list of all that will happen at PCCLD in 2021. Rather, it includes those objectives that represent significant new initiatives for 2021 along with others identified with notable bearing on institutional resources. This document is the outcome of much consideration and effort, and it provides positive direction for PCCLD in fulfilling its overarching aim to provide the best possible public library service to the community.

2021 OBJECTIVES

I.   Adjust library service in Beulah to improve access to PCCLD materials, services, and programs.

Sherri Baca

Action Steps

1. Review current library service to the Beulah area.
2. Assemble improvement alternatives.
3. Implement recommended changes and evaluate outcome.

Q1: The new Greenhorn Valley Library Manager is in the process of assessing the Beulah satellite operations. Work will commence on the creation of a plan for improvement.

Q2: The Beulah satellite's operational plan is undergoing update to include broader community access with next steps expected in Q3.

Q3: A community engagement plan for Beulah is launching to gather stakeholder input and assess needs. This feedback will inform improvements to the Beulah satellite's service model.

II.   Adopt policy aligned with recent state legislation to better protect library user personal information.

Jon Walker

Action Steps

1. Appraise legal requirements and relevant PCCLD policy.
2. Write new policy aligned with recommended best practices aligned with the law.
3. Seek approval from the Board of Trustees and implement.

Q1: A legal analysis has been completed with recommendations to the Trustees forthcoming in Q2.

Q2: This project is moved to Q3.

Q3: A policy proposal is slated for presentation to the Board of Trustees in December.

III.   Assess PCCLD's adult collection of materials to assure appropriate diversity of titles representative of different groups and cultures in order to foster equitable access.

Jill Kleven

Action Steps

1. Assign project tasks to individuals for collection evaluation and re-cataloging using agreed-upon criteria.
2. Make appropriate collection additions and withdrawals.
3. Adjust subject headings on selected titles.
4. Evaluate project results.

Q1: A new collection development tool has been procured to assist with this objective and collection development librarians are training on best practices.

Q2: Collection development librarians are now using a new software tool to ensure more diverse and inclusive collections and work is underway to update cataloging descriptors with this goal in mind.

Q3: Librarians are analyzing results of the print collection audit and sharing findings internally. A relevant media collection audit is planned for 2022 as well as updates to cataloging subject tags.

IV.   Carryout programming activities aligning virtual events with those that are in-person.

Nick Potter

Action Steps

1. Continue to accommodate public health guidelines offering virtual programs only, when appropriate.

2. Reinstitute in-person events when public health guidelines allow.

3. Determine appropriate mix of virtual and in-person events.

4. Assess outcomes of the new hybrid model and adjust for best impact.

Q1: Virtual programming is ongoing at this time with certain COVID-19 pandemic protocols continue limiting in-person gatherings. A new programming policy and evaluation tool looking to the future have been written in draft form and internal discussion is underway to evaluate needs for support of upcoming hybrid virtual/in-person programs.

Q2: Aligning online/virtual and in-person events is ongoing. A number of programs now are being offered in a hybrid format.

Q3. Data has been pulled about attendance at PCCLD virtual programs and a draft programming policy has been written.

V.   Complete an internal cybersecurity assessment to protect library district data and Information Technology assets.

Robert Childress

Action Steps

1. Inspect current PCCLD cybersecurity protocols comparing with industry standards.

2. Make recommended changes to organization policies and procedures, and implement agreed-upon measures.

3. Evaluate outcomes to ensure district needs are met.

Q1: This item is to be addressed in Q3.

Q2: This item is to be addressed in Q3.

Q3. The assessment working with the cyber risk firm NetDiligence is underway with completion to occur before end of the year.

VI. Conclude implementation of the "fine free" program to gauge its impact on library district key results.

Jill Kleven

Action Steps

1. Complete steps for starting the "fine free" program.
2. Evaluate impact, report, and adjust, as indicated.

Q1: The final steps of project implementation occurred on schedule in Q1 and evaluation commences in Q2.

Q2: PCCLD eliminated overdue fees in Q1 and evaluation of outcomes is underway with report expected in Q4.

Q3: Review of the program is underway with a report expected now in Q1 2022.

VII. Coordinate PCCLD-sponsored cultural and educational programs with library collections of materials in order to maximize community impact.

Nick Potter

Action Steps

1. Assign a team of internal experts to address the issue.
2. Review and adopt recommendations for integration of these services.
3. Assess results.

Q1: An internal team is working on this now with PCCLD programs policy drafted in Q1. The draft policy is under review and subsequent steps scheduled for Q2.

Q2: The 2021 All Pueblo Reads program will serve as a test case for this objective during Q4.

Q3. A draft programming policy has been written including recommendation for a guiding committee to help ensure that programs align with library collections and institutional community initiatives.

VIII. Deploy planned and budgeted changes to the library district's Information Technology infrastructure to include wireless access points and printing, a firewall, battery backup units, photocopiers, and primary Internet Service Provider.

Robert Childress

Action Steps

1. Procure specified equipment and software.
2. Train staff and implement applications.
3. Assess deployments to ensure PCCLD needs are met.

Q1: Wireless printing was implemented in Q1, a new firewall is on-schedule to be operational in early Q2, contracts are in place for a new higher-speed Internet Service Provider starting early Q3, new photocopier deployment districtwide is underway with Lamb completed and Lucero scheduled for early Q2, newly procured switches and battery backup units are scheduled for implementation in Q2, and Wireless Access Points to be procured in Q2.

Q2: Achievements to date include: new network firewall, higher-speed Internet service, all public service branches with new photocopiers (with the exception that units for Rawlings are due in Q3 and in concert with building renovation). Q3 will see new Rawlings Library network switches and battery backup units deployed while new Rawlings wireless access points will be installed in coordination with the building renovation.

Q3. All items completed but for wireless access points and photocopiers for the Rawlings Library, which will be deployed as part of that library's renovation.

IX. Establish practices to track data pertinent to PCCLD's community economic impact.

Sherri Baca

Action Steps

1. Convene a work group to recommend best options.
2. Put procedures in place to record desired information.
3. Gauge benefit of new process.

Q1: A committee has been established to review activities and create a process for gathering data on PCCLD's activities which involve community economic impact.

Q2: A tracking tool has been launched to record and measure activities.

Q3: Data gathering is ongoing and information about PCCLD's work in this area is being shared with internal and external stakeholders.

X.   Evaluate the current credit card merchant process to ensure it is current and cost effective.

Alexandria Romero

Action Steps

1. Review costs and benefits of the current program.
2. Solicit information from vendors on alternatives.
3. Make informed change or maintain existing program.
4. Analyze results and implement agreed-upon actions.

Q1: This is a yearlong project commencing in Q1 with scheduling and benchmarks.

Q2: The data gathering and analysis is complete for this project. A written recommendation with supporting information will be provided in Q3.

Q3: A final written recommendation is scheduled for Q4.

XI.   Finish library facilities' security assessments using Homeland Security standards in order to better ensure safe operations.

Amy Nelson

Action Steps

1. Employ certified security assessment agency and determine timeline for work.
2. Review each site to understand current vulnerabilities and develop a plan for desired changes.
3. Make changes and assess outcomes for each site.

Q1: Assessments were conducted by U.S. Department of Homeland Security with a report and recommendations. These are under review now and active threat training for all employees is planned along with review of evacuation procedures.

Q2: Review of recommendations from security assessments continues and auditing of training for staff proposed by the U.S. Department of Homeland Security is currently underway.

Q3: A master list of security standards is compiled to help inform upcoming planned building renovations for all PCCLD libraries and an employee emergency preparedness training module is under development. A risk assessment will be completed in Q4 and an emergency response document is planned for 2022.

XII.   Examine PCCLD corporate insurance to ensure the best cost-effective solution is in place.

Sherri Baca

Action Steps

1. Survey the marketplace for options for PCCLD.
2. Select and implement best lowest-cost options.

Q1: Work to evaluate PCCLD's current corporate insurance program and to survey the marketplace for 2022 coverage will commence in the 3rd quarter 2021.

Q2: Work on this commences in Q3.

Q3: A request for intent to propose was issued in September and a broker selected. The broker is surveying the private insurance market for opportunities for PCCLD's 2022 corporate insurance renewal as an alternate to current coverage offered via the Colorado Special District Association with recommendations due in Q4.

XIII.   Implement assistant manager role at each branch library to improve PCCLD operations.

Sherri Baca

Action Steps

1. Assign job duties and make other indicated adjustments for each branch.
2. Provide training and support.

3. Gauge outcome of the program.

Q1: Assistant Branch Managers have been identified and assigned duties with evaluation of effectiveness ongoing.

Q2: Manager training for the assistant managers will be offered in Q3 and Q4.

Q3: Assistant Branch Managers have been in place since early 2021 and each has been instrumental in leading the branches as needed.

XIV. Increase staff support for PCCLD web services to improve patron access to library information and services.

Nick Potter

Action Steps

1. Increase investment into PCCLD website support and development.
2. Identify and assign additional tasks.
3. Evaluate use of PCCLD website and assess outcome.

Q1: Website development activities have increased markedly since the pandemic and the creation of PCCLD's *digital branch* and PCCLD's Web Editor hours per week are increased to fulltime.

Q2: The new Reading Pays program and COVID-19 has spurred increase in PCCLD website use by the public. Support for the website has increased both for the front-facing side of the site with more editing hours devoted to keeping the site current and up-to-date, and on the back-end with increased technical support and off-site hosting investment.

Q3. PCCLD's reliance on the website has never been greater with most events being virtual with increasing reliance on PCCLD's subscription databases and eBook offerings. The website will be updated to current web content management software in 2022, and a fundamental redesign of the site has been identified as desirable.

XV. Institute organizational curriculum goals and measures for library employee training.

Terri Daly

Action Steps

1. Establish a team to lead this process.
2. Determine best practices for PCCLD.
3. Start new program and analyze impact.

Q1: A draft PCCLD training plan is under review.

Q2: The Library District Training Plan has been drafted, and currently is in process of editing and revising for release in Q3.

Q3: Rollout with PCCLD Lead Trainer and administrative Team in Q4. District Employee rollout to occur Q1 2022.

XVI.   Investigate the library district's processes related to Payment Card Industry Data Security Standards (PCI DSS) to ensure compliance.

Alexandria Romero

Action Steps

1. Review the current PCI implementation.
2. Update processes to align with current requirements.
3. Assess success of the project.

Q1: PCI compliance steps are underway and investigation will commence to ensure the current credit card merchant services are the best option for PCCLD.

Q2: PCI certificates expire in Q3 and updates are to be completed in August 2021.

Q3: PCI compliance is completed for 2021.

XVII.   Launch a new PCCLD Smartphone application to better engage the public with library services.

Nick Potter

Action Steps

1. Integrate the selected application with other library systems.
2. Develop marketing materials and train staff.
3. Launch application and evaluate results.

Q1: The new Communico PCCLD smartphone application is undergoing configuration with upcoming testing being planned now.

Q2: The app is in its final stages of development with the goal to release to the public in Q3.

Q3. Communico integration with PCCLD's ILS are being completed now with the application's public launch to occur in December.

XVIII. Modernize the library district's Information Technology policies to assure adherence to industry best practices.

Robert Childress

Action Steps

1. Review current policies and compare with peer institutions.
2. Assess pertinent best practices.
3. Write policies aligned with PCCLD's interests and activities.
4. Seek approval from the Trustees to adopt new policies and assess outcomes.

Q1: This is to commence in Q3.

Q2: This is to commence in Q3.

Q3. This is postponed to 2022.

XIX. Modify the PCCLD Information Technology telecommunications network topology with consideration for improved reliability and flexibility.

Robert Childress

Action Steps

1. Employ industry expertise to devise proposed topology.
2. Create and implement work plan to instigate revisions.
3. Review and report on outcomes.

Q1: This project has begun with completion to occur by year's end.

Q2: This project has begun with completion to occur by year's end.

Q3. This project is on target for completion by year end, including improved ISP failover, resiliency and redundancy.

XX.   Provide in-kind support to initiate the reformulated Pueblo Library Foundation Leadership Academy for young people.

Nick Potter

Action Steps

1. Develop curriculum including a mentorship component.
2. Foster relations with feeder organizations and recruit students to participate.
3. Carryout year one of the new project and analyze results.

Q1: Curriculum has been developed and recruiting will begin early in Q2 working with a number of partner organizations with the goal to enroll fifty students this summer.

Q2: The Leadership Academy launched in June with fifty participants. The first modules on mental health are underway with module two on financial literacy scheduled for August.

Q3. The Leadership Academy curriculum has been updated and the 2021 cohort is fully enrolled with 119 students.

XXI.   Put into place new services for the aging population.

Sherri Baca

Action Steps

1. Develop community partnerships with relevant organizations to better reach the aging population.
2. Seek grants to support these programs and services.
3. Provide library materials and programs specifically for seniors including seeking input on needs and preferences for these.

Q1: PCCLD branches and departments have established 2021 goals and plans, many of which include services and programs for the aging population. Leadership will inventory and assess these plans and augment accordingly to be in line with the current PCCLD strategic plan.

Q2: Analysis has commenced and this will be used to determine next steps.

Q3: Data has been gathered regarding services available for seniors. A gap analysis will be conducted to determine strengths and opportunities for improvement.

XXII. Renovate the Rawlings Library to improve library physical facilities.

Jon Walker

Action Steps

1. Complete design development and commence construction.
2. Coordinate service adjustments during construction and keep the public informed.

Q1: Building design development was completed in March and cost estimating is underway now.

Q2: Construction documents have been completed and final construction pricing is being negotiated. Construction is scheduled to commence in Q3 and continue for about one year.

Q3: A construction permit has been issued and phase 1 is fully underway with work to be ongoing into Q3 2022.

XXIII. Respond to the changing conditions presented by the COVID-19 pandemic to provide the best possible public library service to Pueblo County residents.

Jon Walker

Action Steps

1. Monitor and adhere to applicable state and local COVID-19 public health pronouncements and guidelines.
2. Adjust library services in response to evolving circumstances.

Q1: PCCLD continues to align with local, state, and federal COVID-19 public health guidelines and is operating in Phase 5 of its reopening plan including a campaign to maximize employee uptake of the safe and effective vaccines.

Q2: In alignment with public health authorities' guidelines and with nearly 90% of staff inoculated, PCCLD reopened most public services and continues providing curbside delivery and virtual programs, and offering complimentary face masks, hand sanitizer, and wipes.

Q3: PCCLD continues to operate with several COVID-19 restrictions in place as well as ongoing work with employees to manage internal COVID-19 cases.

XXIV.   Restructure the Security Department to improve library district safety and protection.

Amy Nelson

Actions Steps

1. Hire a supervisor to lead the Security Department.
2. Review and update internal coverages, procedures, and protocols.
3. Train and implement on changes.
4. Gauge effectiveness of new processes and revise, as required.

Q1: Steps have been taken to meet this objective include hiring a Security Supervisor in January, the addition of new modules to the Security Standard Operating Procedures manual and related training, and improved security schedules for branch libraries.

Q2: Recruitment for a new Security Supervisor was conducted in Q2 and a new Security Supervisor is expected to be on board in Q3, who will be tasked with refining security

procedures, protocols and training for the district security team, PICs and frontline employees.

Q3: A new Security Supervisor is on board, and security operating procedures and training protocols are being evaluated and certain changes implemented.

XXV.   Review and update the materials use policies of the library district.

Amy Nelson

Action Steps

1. Revise current policies.
2. Review updates with stakeholders.
3. Seek Trustees' approval.
4. Communicate newly adopted policy documents and provide appropriate training.

Q1: Draft policies currently are under review.

Q2: The draft updates to materials use policies are prepared and to be presented to other staff in Q3 for feedback.

Q3: Recommended materials use policy revisions have been shared internally with presentation to the Board of Trustees to occur in Q4.

XXVI.   Revise the library district's Finance policies to align with current best practices.

Alexandria Romero

Actions Steps

1. Review current policies and compare with those of similar institutions and best industry practices.
2. Write Finance policies to ensure PCCLD's governance and activities are optimal.
3. Work with the Trustees to adopt and implement new policies.

Q1: Work on this objective is slated to commence in Q2.

Q2: Purchasing policy is first to be reviewed with first draft expected in Q3.

Q3: The purchasing policies have been revised with presentation to the Board of Trustees to occur in Q4 and the remainder of Finance Policies to be updated in 2022.

XXVII.   Start a PCCLD capital fundraising campaign.

Nick Potter

Actions Steps

1. Organize initial campaign logistics to launch by early Q2.
2. Develop marketing and collateral materials for the project.
3. Build upon the fundraising program with a targeted solicitation plan.

Q1. Marketing materials are drafted in anticipation of launching the capital campaign on April 27. The current fundraising goal is $2.5 million with $1.5 million secured to date.

Q2: The Your Future Library Capital Campaign was launched on April 27, 2021. Currently, $1,560,000 has been raised and PCCLD is on-track to earn the entire $500,000 NEH matching grant in Q3. There is another $475,000 in pending grant applications.

Q3. The *Your Future Library Capital Campaign* launched in April and the campaign has raised $2.25 million towards the Rawlings Renovation, so far.

XXVIII.   Streamline management of public-use circulating information devices such as hotspots, tablets, and laptops to help bridge the digital divide in Pueblo County.

Jill Kleven

Action Steps

1. Audit current processes and assets.
2. Determine best practices and apply changes.
3. Evaluate new procedures for effectiveness.

Q1: There are now over 1,000 devices in circulation with ongoing work underway to ensure sustainability of the program.

Q2: An inventory of all devices will be conducted in Q3 to be followed by a renewed marketing effort.

Q3: Hotspot, laptop, and tablet circulation remains high and troubleshooting device issues are occupying significant staff time.

XXIX.   Update PCCLD's Information Technology Capital Replacement Plan to ensure appropriate future upgrades and support for critical systems.

Robert Childress

Action Steps

1. Complete evaluation of current Information Technology Capital Replacement Plan inventory.
2. Revise acquisition calendar in alignment with current best practices and projected needs.
3. Communicate new plan to stakeholders and assess fiscal impact.

Q1: A project RFP was posted with plans to complete the work in Q3

Q2: A company was selected to complete the work in Q3.

Q3. The project work is underway with completion to occur in Q4.

XXX.   Upgrade Pueblo West Library lighting and HVAC systems.

Alan Rocco

Action Steps

1. Review current systems and determine specifications for replacements.
2. Perform an open bidding process to solicit best, lowest-cost systems.
3. Contract to put in place new systems and proceed with upgrades.

Q1: Work is underway on new Pueblo West Library lighting and HVAC controls and an HVAC controls competitive bid was awarded in Q1 to a local company.

Q2: This work is underway with HVAC controls to be installed in Q3 and lighting upgrades in Q4.

Q3: The lighting controls upgrade is complete and work is ongoing on HVAC controls.

XXXI.   Work to enhance PCCLD's work culture embracing diversity and inclusion.

Terri Daly

Action Steps

1. Assign work group to recommend best work place practices.
2. Review and adopt accepted suggestions.
3. Commence implementation.

Q1: PCCLD started on this with a training component for all staff in Q1. A scope of work will be drafted in Q2 to solicit assistance from consultants for implementing additional tenets in support of this objective.

Q2: Bid request has been posted and 10 proposals received. Deadline to select a vendor is August 2021.

Q3: A consulting firm has been selected and contracts are in place for work to commence in Q4.