

2017 Annual Plan

Approved December 13, 2016



PUEBLO CITY-COUNTY
LIBRARY
Ideas • Imagination • Information

The Pueblo City-County Library District (PCCLD) recently received the Library Journal's prestigious *Star Library* award. This recognition places the local public library among the top three percent of all public libraries in the United States. It also affirms the dedication to planning, accountability, and service of those involved with the district in recent years plus strong support from the community. This work continues with this presentation of the PCCLD 2017 Annual Plan.

PCCLD's new strategic plan

(http://www.pueblolibrary.org/sites/default/files/2015_strategicplan.pdf), which was developed and adopted in 2015 via a comprehensive and collaborative process involving library stakeholders, helps set the current path forward for libraries locally in calling for special attention by the district in these six areas:

- Create young readers
- Strengthen community partnerships
- Bridge the digital divide
- Data-driven planning
- Serve the whole family at all stages of life
- Lifelong learning begins with staff.

These areas of focus are prominent in this 2017 annual planning document. The PCCLD team also continues to work toward achieving designated key results, which include increasing use of digital services and traditional collections plus ensuring more customers visit district libraries to read and study, learn, and participate in library-sponsored cultural and educational events and activities. Delivery on these is an important measure of the organization's vitality and success. PCCLD's progress in its mission to provide the best possible public library service for the community relates directly to these strategic areas of focus and institutional key results. PCCLD will strive in 2017 to implement specific objectives in support of the stated areas of strategic focus and key results.

The objectives outlined below in this plan are intended to do this. They are the end product of a planning process that involved participation by PCCLD trustees, managers and administrators, and employees. The planning exercise also integrated contributions from vital PCCLD partners, such as the Friends of the Library and the Pueblo Library Foundation. This 2017 Annual Plan incorporates specific objectives identified as priorities at a special retreat of PCCLD stakeholders conducted on August 24, 2016, including these consensus items: support for procurement of abundant new collection materials, investment in refreshing library facilities and information technology, revitalizing library ADA assistive services, and special attention to library digital and online resources. Finally, this plan takes into consideration revenue projections for 2017 with the somewhat somber anticipation of no increase over current year funding.

Those objectives representing new initiatives for 2017 are delineated in the following pages along with those identified with notable bearing on financial resources. Listed in alphabetical order, each objective is accompanied by action steps intended to facilitate accomplishment. This annual plan document is the outcome of much consideration and effort, and provides positive direction for the district in moving forward to fulfill its mission to provide the best possible public library service to the community.

- I. Accent PCCLD's commitment to support for employee success by fully funding the pay-for-performance program and proportional subsidy for staff health benefits.

Sherri Baca

Action Steps

1. Allocate money in the 2017 budget sufficient for the pay-for-performance program and to preserve the current level of institutional support for employee health benefits.
2. Complete annual employee benefits enrollment activities.
3. Carry out the pay-for-performance processes in 2017.
4. Award qualifying employees at year end with increases to compensation equal to up to 2.5% of salary where meritorious performance dictates.

Q1: The 2016 PFP program is complete and a report delivered to the trustees and other stakeholders. The 2017 plan is funded and performance evaluation procedures are in place and underway. Benefits broker firms for the year upcoming have submitted proposals and a selection process is underway at this time. A committee of staff under the direction of Terri Daly (Human Resources Manager) has convened to review the current performance evaluation system with recommendations expected in 2018.

- II. Adopt measures for organization success aligned with the Public Library Association's *Project Outcome* recommendations.

Midori Clark

Action Steps

1. Review pilot institutional data and recommendations from 2016.
2. Consider best approach for PCCLD positioned with PLA outcomes measures.
3. Develop and launch survey tools.
4. Determine results and recommendations for next steps.

Q1: Dave Hayden (Data Analyst) is working with staff from throughout the district to define and collect outcome data. So far, the focus of attention has been within the departments of the Rawlings Library.

- III. Assess the current contract for outsourced custodial services to ensure the district is receiving the best, lowest-cost janitorial assistance.

Jon Walker

Action Steps

1. Review current custodial service contract.
2. Consider best practices and current institutional needs.
3. Develop Request for Proposal and seek qualified vendor responses.
4. Determine best, lowest-cost proposal.
5. Establish service with selected vendor.

Q1: Review and assessment concluded with issuance of a 20-page RFP to which there were seven qualifying responses. The lowest, best bid was CBM, LLC, which was approved by PCCLD trustees on February 23, 2017, and, subsequently, a contract was concluded between CBM and the library district. Transitioning from the former vendor to the new vendor commenced thereafter. The district is on track for the new janitorial service to start at all locations at the beginning of Q2.

- IV. Begin replacing the oldest and malfunctioning security cameras throughout the district in order to ensure good video surveillance of sensitive areas.

Charles Hutchins

Actions Steps

1. Audit current operational statuses of individual security cameras.
2. Procure replacement cameras.
3. Replace outmoded equipment.

Q1: Ten replacement cameras were ordered and received to update outmoded equipment. Five replacement cameras have been installed to date. Replacement of other older cameras at public entrances is a priority to provide more detailed facial recognition.

- V. Bring all call center operations in-house foregoing the current outsourced service.

Sara Rose

Action Steps

1. Review telephone systems and call center protocols.
2. Establish new procedures to best manage external calls into the district.
3. Provide training and support for changes.
4. Commence new processes.
5. Evaluate and adjust, as needed.

Q1: This objective is completed but for final evaluation and adjustments, which are ongoing at this time. Initial evaluation shows annual expenses for the district have reduced by \$65,000 and customer service improved with more calls answered at point of first pick-up with fewer transfers.

- VI. Conclude lighting upgrade work inside the Lamb Library converting fixtures to brighter, more energy-efficient LED.

Jon Walker

Action Steps

1. Survey site for needed additional fixture changes.
2. Procure new lights.
3. Install and test.

Q1: Upgrade to LED lighting fixtures at Lamb Library continues. All fixtures are procured and most are installed, including upstairs and parking lot. Final fixtures should be in place before Q3.

- VII. Commence a mentoring program for further development of early-career PCCLD professionals.

Jill Deulen

Action Steps

1. Identify current institutional leaders to oversee program development.
2. Work with Human Resources on curriculum and eligibility for participation.
3. Determine a group of individuals to participate, both mentors and mentees.
4. Initiate the program and evaluate outcomes.

Q1: Amy Martin (Rawlings Readers Advisory & Reference Manager) and Jill Deulen (Director of Technical Services & Collection Development) are facilitating the Library Leadership Academy, which has a cohort of four early-career PCCLD staff members from various departments within the district. Each participant will complete a final project and make a presentation at the end of 2017 on what they have learned.

- VIII. Complete a competitive bid process for the district's Human Resource Information System (HRIS) to ensure PCCLD enjoys the best possible benefits of online HR activities and processes.

Sherri Baca

Action Steps

1. Evaluate state of current system, including what is working well, what is not working well, and current best practices.
2. Write and issue Request for Proposal to solicit proposals from qualified vendors.
3. Appraise vendor responses for best, lowest-cost proposal.

4. Negotiate contract and proceed with implementation.
5. Assess outcomes.

Q1: Evaluation of current system determined it is outmoded and needs replacement, either by current vendor or another. An RFP process has been completed and an updated product selected. Implementation is expected in Q3.

- IX. Continue gang suppression activities at the Lucero Library to help prevent crime, increase safety, and create positive future opportunities for neighborhood residents.

Sara Rose

Action Steps

1. Employ qualified gang intervention counselor.
2. Provide aggression replacement therapy activities.
3. Develop a parental program.
4. Monitor activity and respond with increased policing and/or other safety measures, as required.

Q1: PCCLD contracted with certified counselor Mark Salazar to hold regular gang prevention workshops for the neighborhood in 2017 with focus on aggression replacement and prevention role play. Gang activities at Lucero are being monitored with three reported gang incidents so far this year.

- X. Coordinate efforts to boost district-wide circulation along with visits.

Jill Deulen

Action Steps

1. Maintain materials expenditures at current year levels.
2. Shift materials procurement from low-use, high-cost to low-cost, high-use formats and titles.
3. Monitor collection circulation using automated tools and staff evaluation.
4. Adjust procurement and collection maintenance protocols with an eye to best circulation outcomes.

Q1: Technical Services has started purchasing more high-use, low-cost items such as DVDs rather than low-use, high-cost items such as laptops. We also continue to expand our variety of formats such as WiFi hotspots and tablets. ConnectED project also to help increase use, particularly new satellite services at the community college and university.

- XI. Create an action plan to support Special Collections digitization and other unique technology needs.

Charles Hutchins

Action Steps

1. Resolve digital storage needs for PCCLD special collections.
2. Establish a rotating update to key hardware, including digitization and microform readers/printers.

Q1: Microform reader/printers are under evaluation for replacement this year. Also reviewing long-term support and replacement plan for unique Special Collection technology requirements.

- XII. Develop custom planning documents reflective of the unique neighborhoods served by each library outlet.

Jon Walker

Action Steps

1. Work with each location manager to carry out unique action steps.
2. Action steps to include community surveys, focus groups, demographic analysis, resources audit, and library trends consideration.
3. Write a plan for each branch.

Q1: Location managers continue this work including both development of a community survey for each neighborhood and incorporating community engagement principles from the Harwood Institute for Public Innovation.

- XIII. Evaluate use of the Ingram Content Group, offering the industry's largest active book inventory, as a principle book and materials jobber for PCCLD.

Jill Deulen

Action Steps

1. Establish cataloging and 9XX field transfer data.
2. Define physical processing characteristics.
3. Run test orders.
4. Move to production and evaluate.

Q1: The cataloging and processing profiles with Ingram are almost complete with a test order scheduled in early Q2. Regular ordering should begin shortly thereafter.

- XIV. Examine opportunities presented by expiration of long-term Integrated Library System (ILS) service contract with Sirsi/Dynix and to increase efficiency and

effectiveness of Interlibrary Loan (ILL) services via Prospector, the single-search unified library catalog of 30 million books, journals, and other materials held by academic, public and special libraries in this region.

Jill Deulen

Action Steps

1. Evaluate upgrading to most recent major release (Symphony 3.5.2 or later).
2. Examine ILS marketplace for best position for PCCLD in future years.
3. Analyze local ILL practices to determine if Prospector/ILL offers efficiency and effectiveness advantages.

Q1: Upgrade to most recent version of Sirsi occurred at the end of Q1. Daniel Gaghan (ILS & Databases Librarian) has coordinated on-site demonstrations for PCCLD staff with five different ILS vendors, which will be completed early in Q2 and followed by formal PCCLD Request for Information thereafter. PCCLD ILL staff are visiting in April with colleagues at Pikes Peak Library District on their use of Prospector.

- XV. Finalize data network assessment and Information Technology policy update work.

Charles Hutchins

Action Steps

1. Utilize consultant to review network configuration for best practices and recommendations for future needs.
2. Review acceptable use policies from other similar institutions.
3. Utilize Erate funds to procure new network core equipment.
4. Implement approved changes.

Q1: Network assessment report was delivered in Q1 by Flair Networks, working as PCCLD consultants. This included recommendations for upgraded equipment, which currently is out to bid and eRate grant funding requested.

- XVI. Finish internal review of institutional core values work and look to adopt a district *Values Statement*.

Sara Rose

Action Steps

1. Review work to date conducted by consultant.
2. Convene stakeholders for consideration of work-to-date and facilitate process for finalizing recommended statement.
3. Conduct steps for institutional adoption.

Q1: Partners in Leadership firm was utilized to conduct organization-wide cultural beliefs training with follow-up discussions now conducted within departments. Values Committee work is commencing in Q2.

- XVII. Identify funding support to sustain current level of library cultural and educational programming impact.

Midori Clark

Action Steps

1. Retain funding for PCCLD summer reading program and push to revitalize.
2. Apply for *Big Read* grant in support of 2017 All Pueblo Reads.
3. Use grant funds to sustain and grow cultural and educational programming efforts at LU and GV.
4. Use state grant to pilot early literacy program to non-professional caregivers (SPELL 2) to provide training, materials, and programs to support and educate non-licenses childcare providers in promoting early literacy.
5. Work with library supporters for additional sponsorship and support for PCCLD cultural and educational programs and events.

Q1: The Friends of the Library funded more than \$17,000 in PCCLD programming requests with grants awarded in Q1. Additional supplemental funding is being sought, including the National Endowment for the Arts *Big Read* grant submitted in January.

- XVIII. Implement ConnectED-type partnerships with Pueblo Community College (PCC) and local charter schools.

Jill Deulen

Action Steps

1. Assess successes and failures with current ConnectED partners.
2. Reach out to PCC and charter schools to solicit commitment.
3. Address details of the collaborative opportunities.
4. Implement and evaluate.

Q1: *Library @ PCC* launched in January with the opening of PCCLD satellite services on campus there. Discussions for a ConnectED partnership with Pueblo School for Arts and Sciences has begun with expected launch in Q3.

- XIX. Improve access to online and downloadable collections.

Jill Deulen

Action Steps

1. Continue promotion and instruction about library digital resources to local education communities via ConnectED partners.
2. Review current online presence in light of best practices.
3. Improve website presence.
4. Study best practices of downloadable successes at other libraries and consider best options for increasing market penetration locally.

Q1: A work group has convened to review this project, including Jill Deulen (Director of Technical Services & Collection Development), Michelle Vigil (Website Editor), Lori Kozel (e-Resource & Digital Collections Librarian) and Daniel Gaghan (ILS & Databases Librarian). Goal is to finish this in Q3.

- XX. Improve tracking of library event and program attendance and participation.

Midori Clark

Action Steps

1. Review event categories
2. Agree upon reporting standards.
3. Establish defined categories within the tracking software.
4. Train staff in use and implement.
5. Assess results and modify as required.

Q1: Dave Hayden (Data Analyst) and Michelle Vigil (Website Editor) continue to monitor data and train PCCLD staff on best practices. All five action steps are in progress.

- XXI. Investigate best, lowest cost contract service for outsourced security to ensure the district employs the security program optimally meeting its needs.

Sara Rose

Action Steps

1. Study current contract and services.
2. Consider present PCCLD security requirements.
3. Develop Request for Proposal and distribute to qualified vendors.
4. Evaluate proposals and select best, lowest cost partner.
5. Establish contract for services and proceed with implementation.
6. Gauge results and adjust, as necessary.

Q1: Janina Goodwin (Rawlings Library Manager) oversaw review of PCCLD's current security contracts and services and now is coordinating consideration of desired services moving forward. A Request for Proposal is in development with expected release by Q3.

- XXII. Lead an institution-wide discussion on the public library principles of privacy and intellectual freedom.

Jon Walker

Action Steps

1. Develop curriculum and deliver to internal stakeholders.
2. Assess PCCLD activities to ensure alignment with best practices.
3. Adjust policies and procedures, as needed.

Q1: No progress to report.

- XXIII. Lower office supply costs via improved procurement efficiencies and conservation.

Sherri Baca

Action Steps

1. Examine procurement practices.
2. Make changes where cost-savings dictate.
3. Evaluate spending reductions.

Q1: Improvements have been made to procurement of paper and office supplies resulting in over \$9,000 savings YTD 2017.

- XXIV. Overlay parking lot surface at Pueblo West Library.

Jon Walker

Action Steps

1. Solicit price quotes from qualified contractors.
2. Evaluate proposals.
3. Contract with best, lowest-cost proposer to provide work.
4. Evaluate outcome.

Q1: Bids for this work have been received and the best, lowest proposal accepted. Final work will take place in Q2.

XXV. Pivot staff development toward lower-cost programs offered by the Special District Association and take a one-year hiatus on professional and community memberships.

Sherri Baca

Action Steps

1. Survey all professional and community memberships, provide notice to affected organizations that PCCLD will forego FY2017 enrollment, and maintain list for consideration for reinstatement in FY2018.
2. Audit individual requests for training and development for 2017, prioritize according to institutional needs, and focus on Special District Association membership training for broad staff and supervisor development.

Q1: Special Districts Association training requirements for employees is met. Working now to ensure manager training component is completed. The goal is to net a credit on liability insurance premiums for the 2018 insurance renewal. Institutional memberships in local community groups have been cut back to the minimum budgeted for 2017.

XXVI. Plan to automate vendor payment processes for collection materials to improve efficiency.

Sherri Baca

Action Steps

1. Review and document current procedures.
2. Communicate needs to PCCLD ILS and accounting software vendors.
3. Develop technical data exchange protocols.
4. Test data interchange and resolve discrepancies.
5. Implement in production environment and assess outcomes.

Q1: This project is on hold pending the review of ILS options for the district.

XXVII. Rebid contract services for banking in search of the top, least-costly program for PCCLD.

Sherri Baca

Action Steps

1. Write specifications for desired banking services.
2. Put specifications in form of a Request for Proposal or Request for Bid.

3. Solicit proposals or bids from qualified vendors.
4. Judge responses and award to the best, lowest-cost proposer or bidder.
5. Implement changes, as required.

Q1: Industry contacts are being cultivated at this time, and an RFP is contemplated by Q3.

- XXVIII. Reduce surplus equipment stored within PCCLD's area at 622 S. Union rental building and repurpose to better accommodate Facilities Department needs.

Jon Walker

Action Steps

1. Inventory equipment and work to dispose of surplus items.
2. Move woodworking operations to 622 S. Union facility
3. Reset Rawlings shop for better support for day-to-day furniture and equipment maintenance duties such as break-fix of furniture, fixtures, and equipment.

Q1: The initial inventory of surplus equipment focused on electrical fixtures. This equipment was authorized by the trustees for disposal on March 23, 2017, with disposal to occur in Q2. Subsequent surplus disposal requests are anticipated later this year.

- XXIX. Re-examine PCCLD processes for recovering overdue materials, fines and fees to improve cost effectiveness.

Sherri Baca

Actions Steps

1. Analyze the current service provided by Unique Management Service.
2. Solicit other agencies for costs and service offerings.
3. Consider advantages and disadvantages of competing programs.
4. Take best step forward in best interest of PCCLD.

Q1: Review of the current vendor's collection processes is underway with a lower rate negotiated now for some services. Data collection and analysis is ongoing with goal of writing a summary of recommendations as the next step.

- XXX. Refinish front entrance of Rawlings Library to remove chalky, oxidized painted metal surfaces.

Jon Walker

Action Steps

1. Solicit proposals from qualified firms.
2. Select best, lowest-cost proposal.
3. Employ chosen firm to complete painting.
4. Assess and report on outcome.

Q1: Bids are being accepted at this time with anticipation of work to be completed by Q3.

XXXI. Refresh PCCLD's ADA assistive services and technologies.

Sara Rose

Action Steps

1. Work with local ADA advocates
2. Provide training for staff in use of the technologies and assistive services.
3. Restart the PCCLD assistive technologies
4. Plan a celebratory event with keynote speaker.

Q1: PCCLD has two representatives attending City of Pueblo's ADA Committee for advice and comment on updated library assistive technology services. New equipment and software which has been procured with input from the city advocacy group. Staff training will commence in Q2 as equipment and software is put in place. Launch of the updated program is planned in early Q3.

XXXII. Renew insurance broker contracts.

Sherri Baca

Action Steps

1. Write specifications for desired broker services.
2. Put specifications in form of a Request for Proposal.
3. Solicit proposals or bids from qualified vendors.
4. Judge responses and award to the best, lowest-cost proposer.

Q1: Specifications have been written, and proposals are being accepted for employee benefits and business insurance broker services.

XXXIII. Replace aging HVAC and light control systems at the Rawlings Library.

Jon Walker

Action Steps

1. Assess current systems and develop a Request for Proposal to solicit proposals from qualified vendors.

2. Review vendor submittals with an eye for the best, lowest cost solutions.
3. Employ selected proposals to complete work.
4. Review finished products.

Q1: RFP document for HVAC controls is written and undergoing review. HVAC Controls RFP to be issued in Q2. Lighting controls to follow.

XXXIV. Study approaches to enhance services for the aging community.

Sara Rose

Action Steps

1. Coordinate with partnering groups.
2. Celebratory week and focus services.

Q1: PCCLD staff participated in webinar on library services to the aging community. A weeklong celebration focus on library services to the aging is contemplated for 2017 with dates to be determined.

XXXV. Swap the Lamb and Pueblo West key audio-visual meeting room equipment with new hardware.

Charles Hutchins

Action Steps

1. Develop a list of specific equipment for replacement.
2. Research best options for new equipment.
3. Issue procurement requests.
4. Install new equipment, test, and train staff in utilization.
5. Assess project outcome.

Q1: The evaluation of existing equipment is underway in preparation for an RFP in Q2.

XXXVI. Update library capital replacement plan to ensure funding is sufficient to maintain attractive, well-maintained facilities and equipment throughout the district.

Sherri Baca

Action Steps

1. Review the current plan.
2. Update the inventory of assets to be periodically replaced.
3. Research costs for replacement items.

4. Produce new plan for discussion and approval.

Q1: A comprehensive review of the current plan has commenced with current goal to update it with new fixed assets, current useful life of equipment, and cost allocations.