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Pueblo City-County Library District (PCCLD) 2011 Annual Plan

The Pueblo City-County Library District has established the following strategic goals for 2011:

I. Increase use of library materials
II. Improve information technology
III. Expand services to the underserved
IV. Improve funding
V. Maintain District assets.

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

Strategic Goal I: INCREASE USE OF LIBRARY MATERIALS

- <u>Objectives</u>

  1. Improve online catalog searching to enhance the customer experience by providing more relevant and meaningful access to items within PCCLD's collections of books and other materials. Teresa Valenti
     - <u>Action Steps</u>

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A. Re-index the Machine Readable Catalog (MARC) bibliographic records within the catalog
B. Link the bibliographic file with the MARC authority file
C. Maintain currency of authority records
D. Complete major de-selection project, and remove discarded and missing items from the catalog.

- The authority files are now maintained as a regular procedure. The Barkman Library weeding project is completed and Rawlings is in process. Work yet to commence to link the bibliographic file with the MARC authority file.

- Major deselection project is nearly complete, and the suspended "Delete discarded items" report is being run again, reflecting current actual holdings. Abby Koehler and Teresa will begin working on re-indexing project later this year.

- Authority currency is being maintained and the de-selection project is nearly complete, while re-indexing the catalog and linking the bibliographic and authority files will carry over to 2012.

2. Adopt system-wide procedures for culling unwanted items from PCCLD's circulating collections in order to increase use of library materials and customer satisfaction. Teresa Valenti

- Action Steps
  A. Complete systematic project to de-select outdated and unused materials
  B. Visit each location to determine specific needs for de-selecting in certain areas
  C. Write reports to identify items to be de-selected on an ongoing basis
  D. Deliver reports to each library location, and collect de-selected materials in Technical Services for evaluation prior to sending to Books Again.

- The Barkman Library weeding project is completed, and Rawlings is in process. Barkman now receiving ongoing maintenance weeding reports.

- Rawlings, Barkman and Lamb have all been weeded and are following new weeding procedures. Pueblo West will be completed soon, finishing the first stage of the weeding changes project. A new issue is learning to deal with the large volume of withdrawn material moving through Technical Services. We are still developing our procedures for handling this.

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- Pueblo West Library is scheduled for weeding in November, and, with that, Barkman, Pueblo West, Lamb and Rawlings will be on weeding maintenance schedule. The Library @ the Y and satellites remain to be considered.

3. Continue to allocate 15% of the operating budget to purchase new books and other library materials, and implement procedures to insure this appropriation is spent fully and effectively. Teresa Valenti
   - Action Steps
     A. Use the newly implemented Integrated Library System report writing software to determine usage trends, and purchase to meet customer demand
     B. Allow over-encumbrance of 10% in the materials budget to help insure funds are fully spent each year
     C. Float collections, allowing for a larger breadth of collection, and reducing duplication at all locations.
   - The library is using collection-use trends to help guide selection and materials budget allocations. PCCLD enabled over-encumbering at the end of 2010, and was able to expend all but 2% of the materials budget allocation.
   - This objective is completed.
   - Objective is completed.

4. Adopt a communication plan to insure effective publicity for PCCLD in order to attract positive attention, create interest and gain support, and connect with the media. Midori Clark
   - Action Steps
     A. Study other libraries' communication plans and research best practices
     B. Write a draft plan for PCCLD
     C. Share draft communications plan with PCCLD's administrators, supervisors and employees.
     D. Present the final plan and adopt it to use
     E. Communicate the plan to PCCLD staff.
   - Research is being conducted on best practices, and information from other libraries is being collected. Input meetings have taken place with all public service managers, most of the support service managers, and several PCCLD departments. A draft plan is scheduled to be available by early fall 2011.

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- A summary of ideas based on the feedback from the focus interviews with supervisors and staff was created. Midori Clark attended a communications best practices training on June 28 by the Colorado Nonprofit Association which covered creating a communications plan. We are on target to have a draft of the plan toward the end of November or early December.
- The project is on track for completion before year's end.

5. Develop plans and procedures for floating the District's collection in order to move materials 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
   - <u>Action Steps</u>
     A. Use the successful floating collection pilot program as a model for the entire library collection
     B. Write staff procedures for managing materials in a floating collection
     C. Train staff in the new processes and create marketing materials
     D. Follow-up with an evaluation of the program to determine benefits and detriments.
   - A staff committee first convened in March to expand a successful pilot program (currently floating MP3 audiobooks, video games, and music on CD) to include all library circulating collections.
   - Project Management plan still in progress, to be completed in August. Work will commence then, and we are still aiming for floating all collections by the end of the year.
   - Meetings on implementation considerations with various stakeholders are underway. Project completion will carry over into early 2012.

6. Pilot a program to provide downloadable eBooks for use on portable and wireless eReaders. Jon Walker
   - <u>Action Steps</u>
     A. Obtain price quotes for downloadable eBooks from vendors
     B. Provide access to eBooks in the PCCLD online catalog and develop a new PCCLD webpage as a gateway to eBooks with instructions in use
     C. Train staff in use of eBooks and eBook readers
     D. Work with Community Relations to publicize the new service.

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- A staff committee began working on this project in December 2010. A project manager began work in February, and oversaw a staff e-reader training at the staff development day that month. A number of Nook e-readers are being procured with preloaded best sellers to circulate these from the Rawlings Library. Work currently taking place to develop detailed procedures on configuration and use of the e-readers. The project manager is working with the committee to examine vendors' eBook content.
- The pilot program to circulate Nooks to the public commenced in mid-June.
- The pilot program continues with twelve Nooks successfully circulating to the public. To date, 51 Nook checkouts have taken place.

Strategic Goal II: IMPROVE INFORMATION TECHNOLOGY

- Objectives

1. Establish policies and procedures for technology use to address necessary controls to restrict and protect access to sensitive online data, determine email retention, and provide for a coordinated data recovery plan. Charles Hutchins
   - Action Steps
     A. Assign task to the Information Technology Manager and the PCCLD technology committee
     B. Conduct research on similar policies and procedures in place at like organizations
     C. Present draft policies and procedures to the Employee Steering Committee, Library Supervisors, and the Strategic Advisory Team (START) for comment and refinement
     D. Submit final draft policies to the Board of Trustees for discussion and approval.
   - Data recovery procedures are now in place. Newly hired IT Director is reviewing existing IT policies to determine additional recommended changes or additions.
   - Planning is underway to move existing data recovery equipment offsite from the primary data center at the Rawlings Library to the Pueblo West Library. Review and evaluation of existing policies will take place. The email retention program still awaits implementation, which will allow users 30-60 days to delete or save old emails.

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- **Data backup hardware has been moved to Pueblo West Library and is fully operational. New email server with email retention of 60 days has been built and is in final testing phase. Entire district should be moved by end of the year.**

2. Establish an email policy to insure employees are using this tool to communicate effectively and appropriately. Jane Palmer
   - Action Steps
     A. Assign task to the Information Technology Manager and the PCCLD technology committee
     B. Conduct research on similar policies and procedures in place at like organizations
     C. Present draft policies and procedures to the Employee Steering Committee, Library Supervisors, and the Strategic Advisory Team (START) for comment and refinement
     D. Submit final draft policies to the Board of Trustees for discussion and approval.
   - Preliminary work has been done to develop procedures to automatically delete older email. Policy development pending.
   - This task reassigned from Charles Hutchins to Jane Palmer, and the objective is changing to focus on making employees responsible for accessing email accounts every workday, and also to access pertinent information shared via the PCCLD shared "O" drive and via Workforce Access. The actions steps for this will include requiring managers to designate time for employees to check email at least once each day, training in the use of email, accessing "O" drive information, and Workforce Access.
   - Managers will train staff in the use of email, TimeClock, the "O" drive, the website, and Workforce Access by the end of the year with designated time available to check email and review District information at least once per workday. Manager performance will be evaluated partially by their effectiveness in training and motivating staff to regularly review District information. Staff performance will be evaluated partially on their regular review and awareness of District information.

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3. Implement an all-new website for the District, incorporating current graphics and web content management system technologies, and reflecting the full breadth of library services. Charles Hutchins
   ▪ Action Steps
      A. Build upon 2010 accomplishments, including hiring a Web Administrator, updating current website content and functionality, selecting a preferred content management system, and engaging a graphic design firm to provide site concept and design
      B. Complete site design and development
      C. Incorporate current content into design
      D. Test new site
      E. Unveil new site to staff
      F. Prepare press release and make site available to the public.
   ▪ The graphics for the new site are completed, and a web-server platform selected. The current timeline is move current content to the new site for release to the public by July 1, 2011.
   ▪ New District website is now tentatively scheduled for release for staff review by September 1.
   ▪ The new website is currently undergoing staff review. We are identifying responsible parties for contributors to the website and training for content management. Next step will so be a beta release to public for feedback and comments before going live.

4. Develop a plan to implement Radio Frequency ID tagging and related equipment in order to reduce materials handling, ease inventory maintenance, require fewer staff hours to process materials, and improve customer self-services. Jon Walker
   ▪ Action Steps
      A. Develop and issue a Request for Information (RFI) to potential vendors
      B. Use the results of the RFI process to develop a Request for Proposal (RFP)
      C. Evaluate the results of the RFP process to award a contract to a vendor to implement an RFID solution for PCCLD in 2012.
   ▪ Most of the work on this objective will take place in the second half of 2011 building on prior work and recommendations by consultant Sue Epstein. A project manager is assigned and scheduled to commence work on the project in June.

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- Work commenced in June with project manager reviewing current project objectives, attended the American Library Association Conference to visit with potential vendors and consultants, and prepared and issued an RFQ for the purpose of hiring a qualified consultant to assist in the development of an RFID and automated materials handling implementation strategy.
- RMG Consultants, Inc., was awarded a consulting services contract to assist PCCLD with developing planning and procurement for an RFID and Automated Materials Handling system. The consulting firm is beginning its work in Pueblo in October. The firm's work will include preparing an RFP to select an RFID vendor and assistance with selecting the best, lowest cost response to the RFP. A PCCLD RFID project team has been formed, headed up by Richard Tucey (Special Projects Librarian). It is anticipated that Rob McGee, President of RMG Consultants, Inc., will be present to address the Trustees regarding this project at their October meeting.

5. Seek grants to assist in digitizing portions of the Rawlings Library Special Collections in order to broaden access. Jane Palmer
   - Action Steps
     A. Assign the Special Collections Librarian to work with the Information Technology Manager to identify prime projects for digitization
     B. Designate the Grant Writer responsibility to identify and apply for appropriate grants.
   - The new manager overseeing Special Collections is evaluating current digitized resources and the process for developing a comprehensive plan for future digitization projects.
   - A proposal for budgeting purposes has been received on developing a digitization plan, and staff members are attending formal training on content management and digitization. PCCLD received a grant to help archive the state fair photos and staff are collaborating with the Pueblo Historical Society and state fair to digitize the photos.
   - A competitive bid process will be used to hire a qualified consultant to work collaboratively with stakeholders in creating a PCCLD digitization plan in 2012. In the near term, staff is digitizing frequently-accessed archival photographs.

6. Offer Summer Reading online to reach a wider audience. Jane Palmer
   - Action Steps:

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A. Test ReadingRecord, a free, hosted service offered to Colorado libraries, using 2010 data
B. Develop Summer Reading registration procedures to accommodate an online option
C. Customize ReadingRecord web forms to fit PCCLD specifications
D. Implement ReadingRecord by May 20, 2011.

- The Youth Services Manager is reviewing how this has worked for other institutions, and is planning to pilot with the PCCLD 2011 summer reading program.
- Reading Record, a free hosted service provided to Colorado libraries by the Westminster Public Library, has been successfully tested, configured for PCCLD and implemented with the 2011 local summer reading program.
- Evaluation shows the Reading Record program was successful, allowing a flexible means to register customers and to compile data.

Strategic Goal III: EXPAND SERVICES TO THE UNDERSERVED

- <u>Objectives</u>

1. Unveil Centers for New Information Technology at both the Rawlings and Barkman Libraries in order to expand community access to broadband technologies using proceeds from the recently approved grant from the U.S. Department of Commerce, National Telecommunications and Information Administration (NTIA), Broadband Technology Opportunities Program (BTOP). Jon Walker
   - <u>Action Steps</u>
     A. Assign a team of employees to oversee implementation of the BTOP grant
     B. Identify appropriate wireless technologies for lending from libraries
     C. Write procedures for public use of the selected wireless technologies
     D. Train staff in use of the technologies and policies for customer use
     E. Create marketing materials, issue press release, and implement program.
   - A staff committee began work in December 2010 towards this objective. A project manager is assigned. The work group has been examining various laptops and tablets with consideration for use by the public.
   - The staff committee continues its work, and, to date, has procured laptops, ereaders, and tablets, and is configuring these devices for public use. eContent also has been recommended by the committee, and the first eContent will be available for public access in August. The Center for New

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Information Technology will be fully up and running by October 1, when a celebration of the new service is scheduled to take place.

- The Center for New Information Technology successfully opened to the public at both the Rawlings and Barkman Libraries on October 1. The Center includes wireless laptop computers and tablets available to checkout to the public, along with instruction in use of these devices. Still to come before the end of the year are more robust offerings of e-books for public library users.

2. Launch an Adult Literacy Program in partnership with Project Literacy and AmeriCorps in order to help teach illiterate adults in our community to read. Jane Palmer

   - <u>Action Steps</u>
   A. Form a committee to launch Adult Literacy Program using Project Literacy curriculum based on 2009 pilot program
   B. Commit to program objectives and timeline
   C. Recruit AmeriCorps worker for a one-year period and additional volunteer support
   D. Train the employees and volunteers in the Project Literacy teaching model
   E. Secure class materials, set course schedules, and prepare marketing materials including a press release announcing the program
   F. Administer program with each course to run for six weeks, three nights per week, and two hours per night.
   G. Evaluate results.

   - A librarian with adult literacy emphasis was hired early in 2011, and she has implemented the program, although revised from the Project Literacy curriculum utilized during the pilot in 2009. An AmeriCorps worker is on-the-job, and additional volunteers have been recruited. The first classes have taken place, and the program continues to grow. A report to the Board on the program is scheduled to take place in May.
   - The program continues to operate with the following actions steps in process: preparation of an administrative program manual, renewal of the AmeriCorps contract into next year, offering three fifteen-hour tutor training programs per year to increase number of volunteer literacy tutors, recruitment of more literacy students, build collaboration with local agencies working with illiterate and low-literate clients, establish a collection of reading and skill-building materials for adult learner and tutors, evaluate results with regular student progress assessments and satisfaction surveys.
   - The AmeriCorps contract has been renewed for a second year with additional students continuing to enroll in the program. In addition, PCCLD received grants

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totally $5,000 from the National Book Fund and the Friends of the Library to support the project. Finally, PCCLD is in discussion with the Pueblo division of Colorado Vocational Rehabilitation and Spanish Peaks Mental Health Center regarding possible collaboration on adult literacy.

3. Partner with the Sangre de Cristo Hospice Center to establish a collection of materials on dying, death, and grieving. Jon Walker
    ▪ Action Steps
        • Receive a proposal from the Sangre de Cristo Hospice Center for collaborating on a library collection of materials on dying, death, and grieving
        • Locate the collection to the Reference and Readers Advisory department at the Rawlings Library
        • Catalog materials, and provide appropriate shelving, furniture and signage
        • Create marketing materials, train staff, and issue a press release.
    ▪ The hospice has donated a number of selected titles to be housed in the collection, and discussion has taken place on furniture and signage required to host the collection.
    ▪ Materials of the collection have been received and cataloged. The location of the collection has been agreed upon, and the furniture and signs are being put into place. Next steps include a brochure and web presence to market the collection, a joint press release with the Sangre de Cristo Hospice, and public programming provided by the hospice to help with community education.
    ▪ Materials and furniture are ready. Signs and brochures are completed. A kick-off for the collection service is planned for November.

4. Change the District's status as a participant in the Federal Depository Library Program (FDLP) to "digital repository," which is in line with the significant increase in government information transitioning online and the de-emphasis of government documents in paper format. Jane Palmer
    ▪ Action Steps
        A. Continue de-selecting government documents collection
        B. Create withdrawal lists for de-selected items to offer to other depositories.
        C. Confirm de-selection decisions with Regional Depository Coordinator

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D. Subscribe to the Documents Without Shelves service at a cost of $1600.00 annually and establish automatic download of government document bibliographic records into the local online catalog with hot links to digital government publications

E. Create a page on PCCLD's website providing a government publications link directory.

- A librarian is overseeing the de-selection of the current government documents collection. A staff committee is working to create the local online access to the e-documents using the PCCLD ILS and the Documents without Shelves service.

- Working on a final recommendation to terminate PCCLD's Federal Depository status, and focusing instead on collaboration with more robust Federal Depository at Colorado State University-Pueblo and building PCCLD's state document depository service. This will involve a series of action steps, including terminating Federal Depository status as specified by federal program, improve state document collection management by centralizing location of all state documents, entering records of the documents to the PCCLD catalog, increasing public awareness and access with a new government information page on PCCLD's website, and improving customer service by providing staff training on the use of government document resources available in the community via both PCCLD for state documents and CSU-P for federal documents.

- An action plan has been approved for terminating PCCLD's federal depository status by December 1, 2011, to be replaced by a collaborative arrangement with Colorado State University-Pueblo Library whereby the university library will host the federal depository collection for the community while PCCLD hosts the state depository collection. Final changes are to be in place by March 1, 2012.

Strategic Goal IV: IMPROVE FUNDING

- Objective

1. Establish a Pueblo Library Foundation in order to provide an alternative source of funding for the Library District. Jon Walker
   - Action Steps

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A. Assign a committee of community members and employees to create a framework and mission for the foundation
B. Work with the District's attorney to establish legal standing for the foundation and insure compliance with Internal Revenue Service regulations
C. Recruit a board of directors to oversee all aspects of business operations
D. Craft preliminary operating plans and bylaws
E. Begin doing business under the foundation's name upon receiving federal and state tax identification numbers.

- Meetings have taken place with the foundation officer at the Pikes Peak Library District, the PCCLD Board of Trustees, members of the Southern Colorado Community Foundation, PCCLD's attorney, and the Board of the Friends of the Library on the opportunities and challenges with the formation of a Pueblo Library Foundation. Next steps include a Board work session on the topic to be held in May, which will be facilitated by an expert in foundations and trusts.

- The Trustees assigned a committee to draft bylaws and articles of incorporation. This followed a joint meeting with the Board of the Friends of the Library, the PCCLD Trustees, and administrative staff, which was facilitated by an attorney who specializes in foundation work. A first draft of the bylaws and articles of incorporation currently are under review by the committee, and things are on track to present a committee draft to the PCCLD Trustees in late August.

- The Trustees approved the new Pueblo Library Foundation Articles of Incorporation and Bylaws in September. This work is being prepared for filing with the State of Colorado in order to establish the foundation as a Colorado non-profit corporation and the Internal Revenue Service to establish the foundation as a 501 (c) 3 public charity. Next steps include appointing the initial foundation board.

Strategic Goal V: MAINTAIN DISTRICT ASSETS

- <u>Objectives</u>

  1. Write security and disaster recovery policies and procedures to protect "business critical" library functions. Chris Brogan

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- Action Steps
  A. Identify a crisis management team
  B. Meet with the team to establish roles, define areas of responsibility, and identify key systems procedures
  C. Establish regular measures to maintain integrity of systems
  D. Gather information from governmental entities who have established policies for security and disaster recovery.
  E. Collaborate with local governments to ensure compliance with local ordinances, as well as establish cooperative agreements
  F. Draft a policy for board approval
  G. Issue a procedures manual in online and hard copy formats
  H. Establish an ongoing process to ensure updating, communication and training of staff
- Issues surrounding this matter have been discussed with auditor.
- Preliminary meeting of a newly assigned Crisis Management Team has been scheduled for August. Members of the team are CFO, Director of IT, Facilities Superintendent, HR Director, Director of Technical Services & Collection Development, Associate Director and Director of Community Relations. These members cover all of the recommended functions that need to be addressed, including finance, facilities, HR, PR, operations, and security.
- A draft policy has been written, and the committee is working on possible procedures.

2. Complete the implementation of a new IP telephony and unified communication system to replace PCCLD's obsolete phone and voice mail service in order to reduce costs, improve operational efficiency, and optimize library services. Charles Hutchins
- Action Steps
  A. Complete the RFP process to solicit and select a qualified and experienced vendor offering the best value which suit the library's requirements to furnish and install an IP telephony and unified communications system
  B. Work with the selected vendor to develop a specific timeline to replace the existing system with a new product to include considerations such as suitable equipment, configuration, and training.

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C. Install and configure equipment, train staff, and implement system.
- The RFP was issued, proposals received and evaluated, a vendor selected, and a contract for services and equipment signed. The installation team is scheduled to kick off work on April 1st.
- The new IP phone system has been successfully installed and is operating. The phone system is now in normal operation with ongoing modifications and adjustments, as needed.
- No Change – Objective completed.

3. Procure and install new, updated photocopiers to replace outdated equipment. Charles Hutchins
- Action Steps
   A. Use the Request for Proposal developed in 2010 to solicit and select a vendor which can supply photocopiers providing the best value that meet the needs of PCCLD
   B. Procure the photocopiers, train staff, and install the machines.
- The IT Director is reviewing an earlier photocopier RFP, and is planning to reissue an RFP with the goal of utilizing multi-function printers to consolidate and increase efficiency and reduce costs of PCCLD printing.
- The draft RFP is being finalized for release in the next thirty days.
- The RFP was released and closed with five vendors responding. Currently evaluating the bids for final selection. Intent on beginning installation in November.

4. Insure solutions provided to PCCLD offer the best value and suit library requirements by using a Request for Proposal process to update contracts for banking services. Chris Brogan
- Action Steps
   A. Evaluate current banking needs and requirements
   B. Compile a Request for Proposal using Government Finance Officers' Association recommended practices, sample RFP documents, and PCCLD requirements
   C. Issue RFP to local banking institutions and publish on the PCCLD web site
   D. Evaluate proposals
   E. Selector contractor and identify conversion process.
- An RFP was issued in February. Four proposals were received— Sunflower Bank, US Bank, Vectra Bank, and Wells Fargo. A team of four raters evaluated the proposals for thoroughness and accuracy, financial

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stability and credit worthiness of the institutions, fee structure, and customer service and convenience. Wells Fargo was selected. Conversion from Vectra to Wells Fargo will begin on April 1.

- The conversion was completed before July 1. All payroll, operating and other accounts have been transferred to Wells Fargo. Direct Deposit is functioning well, and positive pay has been implemented, offering an enhanced level of security to prevent fraud in the accounts payable process. This objective is complete.
- This objective has been completed.

5. Develop plans and procedures for centralized purchasing to insure new purchases are at the best costs. Chris Brogan
   - Action Steps
     A. Identify current departmental procedures for purchasing
     B. Establish best practices as recommended by the Government Finance Officers' Association and other governmental entities
     C. Evaluate staff time necessary in Finance to accomplish goal; submit personnel request if indicated
     D. Meet the stakeholders throughout the evaluation and transition process to establish and communicate more efficient methods of purchasing
     E. Update necessary forms and chart of accounts; evaluate and eliminate redundant work
     F. Implement procurement card process
     G. Thoroughly train staff in new systems and issue written procedures
     H. Transition to centralized purchasing.
   - Restructuring within the Finance Office following the retirement of an employee has allowed the creation of a new Purchasing Specialist position. PCCLD is recruiting to fill this position at this time. Upon filling the position, procedures will be established to move forward with centralizing purchasing, including the possibility of procuring and implementing the purchasing module of the MAS90 accounting system.
   - A highly qualified purchasing specialist was hired in May. She began working on forms and procedures to implement a centralized purchasing process, and established a database to record purchase orders until we procure an electronic purchasing module for the accounting system. We plan to set up training sessions in early fall to inform staff of changes to the purchasing process.
   - The software will be procured in October, followed by implementation and training. Staffing issues have caused some delay.

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6. Replace damaged copper flashing at the Rawlings Library. Chris Brogan
   - Action Steps
     A. Complete measurements of all damaged areas
     B. Verify current salvage price per pound of salvageable metal
     C. Develop Request for Proposal
     D. Issue RFP to qualified vendors and publish on PCCLD website
     E. Select vendor based on proposals
     F. Schedule to complete work in the first quarter of 2011
     G. Coordinate with insurance company to seek additional reimbursement, if necessary.
   - An RFP was issued for this project, and a contractor selected in February. The project work was completed in mid-March, $16,000 under budget.
   - Complete.
   - Complete.

7. Modify the Bret Kelly Room in order to eliminate the problematic support beam columns obstructing effective use of the room. Chris Brogan
   - Action Steps
     A. Develop plans to modify the meeting space into two rooms
     B. Solicit contractors to complete work at best cost.
   - Preliminary planning has commenced with the intent to issue an RFQ to get an informal estimate of cost. Depending upon costs, PCCLD may approach the Friends with a proposal to underwrite construction with an opportunity for naming one of the rooms.
   - An RFQ was issued to get cost estimates. We are currently considering three options for completing the work, depending upon funds available: 1) Completion of the remodel work only, separating the current space into two meeting rooms ($30K). 2) Adding audio visual equipment to only one of the rooms ($47K). 3) Installing audio visual equipment to both rooms ($54K).
   - An RFP was issued and responses received by September 30. Contractor selection is taking place now with work to be completed by November 10.

8. Complete the planned update of the InfoZone Museum exhibits as funded by private donations received from the Rawlings Foundation. Jane Palmer

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- <u>Action Steps</u>
  A. Issue a Request For Proposal for exhibit fabrication for completed exhibit designs
  B. Award contract for fabrication and installation to best, lowest proposal.
  C. Develop a project schedule for fabrication and installation of new exhibit areas
  D. Relocate InfoZone Desk and install new electrical and data ports for new exhibit areas
  E. Purchase off the shelf items/equipment for new exhibit areas based on completed exhibit designs
  F. Complete design for the Microsoft Touch table exhibit.
- Exhibit cases have been built and are scheduled for delivery April 1, 2011. The RFP for further exhibit fabrication is scheduled for issue by April 15, 2011 with contract award to occur by June 1, 2011. Work needs to be completed on a bid for required electrical work before service desk can be moved. Quotes for some other off-the-shelf items have been received.
- The exhibit project schedule has been updated. A grant from the Rawlings Foundation will cover some higher than anticipated electrical and data costs of this project. The project schedule provides dates for the electrical and data work, exhibit fabrication, Microsoft Surface Interactive Development, and other activities. The majority of the work will be done in 2011. It is anticipated that the exhibits will be completed by March 2012.
- Progress continues toward completion of four new interactive exhibits, a new typesetting exhibit, and the design implementation of the First Amendment wall. It is anticipated the project will be completed in the Spring of 2012.

9. Continue the merit pay system to tie job performance to the rate of compensation. Sara Rose
   - <u>Action Steps</u>
     A. Notify supervisors and employees of monthly employee performance evaluations scheduled for completion
     B. Individual completed performance evaluations are assessed by the Human Resources Manager
     C. Employee and supervisor discuss evaluation

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   D. Employees earning meritorious performance evaluations receive a one-step increase on the salary chart and recognition by the Board of Trustees.

- Supervisors now are automatically notified via Workforce Access when employee performance evaluations are due. 19 performance reviews have been assessed as of April 1, 2011. The first Board recognition in 2011 of employees with meritorious performance is scheduled for April 2011.

- Several steps have been taken to improve the merit pay system as it relates to the performance review process. Supervisory staff has attended performance appraisal training sessions provided by Ben Leichtling. This resulted in modification of the performance appraisal form to include "next steps for development" and reframing the disciplinary process based on the book "Discipline Without Punishment". I am now working with the management team to identify core competencies for each position on which they will be evaluated. The automatic notification generated by ABRA was not sufficient for tracking the completion of performance appraisals and two steps have been added to the process: A) manually generate a monthly notification to supervisors of performance reviews that are due over the coming 2 months, and B) immediately notify the Executive Director and Director of Public Services when reviews become past due. We also modified the Supervisor's Performance Review form to include accountability for completing reviews on time and creating work schedules one month in advance. We continue to work with the Employee Steering Committee, administrative team and middle managers on these issues and will continue to do so until we reach the goal of 100% on-time reviews. Sharing information between these groups has made a significant impact on improvement. We are currently at about 60% completion of merit pay increases for the year.

- The new performance reviews are being used. There will be some modifications made to the appraisal form once the management team identifies the core competencies of the organization and of each job and possibly through working with the HR consultant we will work with on the compensation structure. Currently plan to select a qualified HR consultant through an RFP process to guide us in the transition from a

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step pay increase to a pay for performance process with implementation early in 2012.

10. Implement Integrated Digital Media Unlockers (IDMU) to better secure DVDs. Jon Walker
    - Action Steps
      A. Procure IDMUs for each library self-check machine
      B. Train staff in their use and install
      C. Create appropriate marketing materials
    - An oversight committee of staff has been assigned to work on this project, and their first meeting is tentatively scheduled to take place in April.
    - The committee has reviewed the Integrate Digital Media Unlocker in demonstration, discussed the equipment in use by other libraries, and is recommending this is not a good fit for PCCLD at this time. The device is somewhat clumsy and slow to operate, and, since it is based on RFID technology, it is recommended to come back to this with the full review of all RFID options planned for the second half of 2011.
    - The objective of the IDMU project now is included in the RFID project plan.

11. Develop a program for career pathing to insure employees understand how to be promoted at PCCLD and make librarianship a career. Sara Rose
    - Action Steps
      A. Identify assessment tools and resources, including self-assessment tools to employees to help them identify strengths, skills, values, and interests
      B. Provide in-depth information about a variety of library careers.
      C. Encourage employees to conduct further research into areas of interest
      D. Assist individuals in developing a career path, including education and experience requirements and a timeline to achieve goals
      E. Monitor the employee's progress.
    - Input has been gathered regarding the program from a number of staff sources. A general concept has been developed including some desired components. The Career Path Program will provide a structured format for managers to meet with an employee to identify and build a career path plan. The program format will include a self- assessment tool, career opportunity information, shadowing opportunities within PCCLD, as well as educational and funding resources information. Employees will be build a

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timeline to reach their career goals and managers will mentor employees along the way.

- This objective has been augmented to include creating a program to encourage employees to build career value without focusing on a progression of promotions into a particular position. Work is underway to create a brochure and posters to promote the Educational Reimbursement Program and MLS Friends Scholarship program, and these programs have been discussed with middle managers to encourage their use. How to make librarianship a career will be included in this program. The program will still include assessment tools. In addition the Value Building Program will provide an array of suggestions and ways to enhance your skills and knowledge as it relates to your career goals both informally through readily available resources at the library and formally through outside educational resources. We plan to use internal resources to provide some "information sharing" sessions on various topics such as digital technology. Staff Development Day will also play a role to support this objective. Program will be rolled out in Q4.

- A "Value Growth Points" system is drafted where employees earn points for completing training, attending seminars or completing professional certification or an educational degree. A "Value Growth Record" will be kept on all participants. Value points will be included in the "Motivation" area of the performance evaluation form. The Value Growth Record information sheets will be different for different career fields to include "Building a Career in the field of Library Science." Employees will request a "Value Building" meeting with their manager, and managers will utilize the tracking and mentoring tools provided to them. This will be completed and communicated to employees before the end of the year.
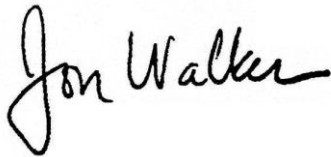
12. Implement a District-wide recycling program by building on the program piloted at the Pueblo West Library beginning in 2009. Chris Brogan
    - Action Steps
      A. Determine parameters of recycling procedures based on Pueblo West Library program
      B. Complete bid packet for submittal to recycle vendors, indentifying recycling services required and following bid process
      C. Select recycle vendor and train custodial staff in procedures
      D. Train staff in recycle procedures and goals.

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- Informal discussions have taken place.
- A recycle pilot at the Rawlings Library has been implemented. After evaluation of this pilot, we will move forward with detailed guidelines for custodial staff and employees, a formal RFP for recycle services, and implementation at Lamb & Barkman as well.
- RFP for qualified contractor was issued on September 30. Plan to implement service by November 1.

The 2011 Annual Plan has been developed with the opportunity for input from Library Trustees, supervisors and managers, employees, and customers. It is the outcome of much consideration and effort, and provides a positive direction for the District in moving toward objectives that will better serve the community.

Respectively submitted,

Jon Walker
Executive Director
Pueblo City-County Library District