



Pueblo City-County Library District 2014 Annual Plan

The Pueblo City-County Library District (PCCLD) is focusing on four key results: (1) the circulation of materials, (2) customer visits to libraries, (3) attendance at library programs and events, and (4) the use of library digital services. Delivery on these results is vital to sustaining the organization's health, well-being, strength, viability, growth, and success. PCCLD's progress in its mission to provide the best possible public library service for the community is directly related to these key results.

PCCLD's goal in 2014 is to implement specific objectives to enhance the key results. The objectives outlined in this plan are the end product of a process that included participation by PCCLD trustees, supervisors and managers, and employees. The objectives representing new and budgeted initiatives for 2014 are delineated in the following pages. 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 a positive direction for the district in moving forward in its mission to provide the best possible public library service to the community.

- I. Attract more customers to the library by increasing media advertising. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.* Midori Clark

- Action Steps

1. Develop a marketing campaign to promote library services and events.
2. Provide funding necessary to support the effort.
3. Launch the campaign.
4. Evaluate and report on results.

Research has commenced, and audience demographics and pricing have been discussed during meetings with several local media outlets. A strategy of more commercials over a shorter period of time was determined to be the best way to proceed. A high frequency of PCCLD commercials will run during four weeks out of the year; two during the Summer Reading Program and two during All Pueblo Reads. The first television campaign aired in May to advertise the Summer Reading Program. The commercial was produced in-house and aired on KOAA, KRDO, cable stations and the Internet. The next campaign will air in September to advertise All Pueblo Reads.

- II. Centralize library-sponsored public programs and events to improve program quality, utilize resources more efficiently, and better serve the public. *KEY RESULTS IMPACT: Program Participation, Visits.* Midori Clark

- Action Steps

1. Identify staffing resources and assignments necessary to support this change.
2. Assign staff specialists the responsibility for identifying and scheduling all public programming at all locations for the district, including business, technology, Hispanic, adult literacy, teen and tween, cultural and educational, and non-storytime youth events.
3. Establish best practices for program and event planning, branding, and execution.
4. Implement approved changes and evaluate results.

A manager of programs and events has been hired. Developing procedures for the programming process continues. Adult Summer Reading will be a testing ground for new concepts in centralized adult programming. Similar efforts are underway with youth programming under the leadership of the Manager of Youth Services/Library @ the Y.

This summer's centralized programming for young people was successful with record participation. A draft of centralized adult programming procedures and guidelines has been shared with public service staff with events to commence in Q3.

- III. Complete the enhancement of the Rawlings Library second floor, including physical renovations and adoption of facilitated customer service principles by staff. *KEY RESULTS IMPACT: Circulation, Visits.* Michael Cox

- Action Steps

1. Make physical changes to the second floor as designed by Studiotrope.

2. Train staff in the facilitated customer service model and implement.
3. Evaluate and report on results.

Final punch list items are nearly finished to complete physical changes to the Rawlings Library second floor, including updated technology, floor and wall coverings, a new makerspace, and other furnishings. Implementation of the facilitated customer service model by Reference & Readers Advisory staff including use of mobile technologies is in place.

Physical changes to the area are complete as is staff training and implementation of facilitated customer service model. Evaluation of service model implementation is informing work towards Objective VI, defining a customer service model.

- IV. Identify additional non-traditional material types to circulate from PCCLD, such as these past examples: zoo passes, laptops/tablets, computer games, and puppets. *KEY RESULTS IMPACT: Circulation, Visits.* **Teresa Valenti**

- Action Steps

1. Identify unusual items to circulate and establish necessary procedures.
2. Train staff.
3. Incorporate into the collection.
4. Begin circulation and evaluate results.

Playaway backpacks have been added as new material type. Next for consideration are bicycle locks and a seed library.

A seed library was established in June at the Rawlings Library. Seeds are available to check out there. Bicycle locks began circulating in July. Now looking at circulating video streaming devices.

- V. Create a customer service employee cross-training program to provide flexibility in staffing and offer additional career growth opportunities. *KEY RESULTS IMPACT: Circulation, Visits.* **Sara Rose**

- Action Steps

1. Identify areas where cross-training will be effective.
2. Tie-in with the Career Pathing program.
3. Create a detailed schedule of which employees will learn which jobs.
4. Communicate the program to employees.
5. Implement approved changes.
6. Evaluate and report on result

Cross training to prepare staff outside circulation to work with AMH, self-check and other public service areas was completed. A career development plan, including cross-training opportunities, has been developed. Employees will earn credits for cross-training and other training received which will tie in to the career pathing program and the performance appraisal system.

No additional progress to report.

- VI. Define all aspects of the new facilitated customer service model in order to improve the user experience. *KEY RESULTS IMPACT: Visits, Circulation.* **Michael Cox**

- Action Steps

1. Describe standards for the service model.
2. Train staff in the new norms.
3. Incorporate service model expectations into individual employee performance evaluations.

A draft describing standards of facilitated customer service is nearly complete. Work also is underway to incorporate service model expectations into SMART goals for staff at various levels.

A staff presentation and survey initiated in July. Description of service model standards to be complete in Q3 with staff training during Q4.

- VII. Digitize selected oral histories from the special collections at the Rawlings Library to enhance preservation and encourage use. *KEY RESULTS IMPACT: Digital Resources Use.* Michael Cox

- Action Steps

1. Identify items to digitize.
2. Utilize grant funds courtesy of the Rawlings Family Foundation to pay the cost for an identified third party to digitize the items.
3. Make the collection available on the Internet and market it to the public.

Oral histories are being selected to commence digitization in Q2. Addition of digital files for PCCLD website accessibility to occur by the end of the year.

Approximately two-hundred oral histories have been selected for digitization, and the copyright release for this group is complete. A vendor has been selected to digitize tapes. When digitized files are delivered PCCLD, work will begin to make the collection available via PCCLD website.

- VIII. Effectuate a streaming video service in order to provide more robust e-content to PCCLD customers. *KEY RESULTS IMPACT: Circulation, Digital Resources.*

Teresa Valenti

- Action Steps

1. Research streaming video services proven to work well for public libraries.
2. Assess budgetary impact for available streaming video services.
3. Implement new service and market to customers.
4. Evaluate and report on results.

Implemented streaming video service called hoopla in Q1. Preliminary evaluation to occur in Q2.

Preliminary analysis indicates increasing use each month of the service. An in-depth analysis will occur this year.

- IX. Establish a work culture of accountability. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.* Sara Rose

- Action Steps

1. Provide training for all employees focusing on accountability and key results based on the Partners in Leadership curriculum.

2. Develop a process to follow-up the Partners in Leadership training for managers to use with individual work teams in reviewing and adopting accountability principles.
3. Assess the effectiveness of training and develop next steps.

The first of three full-day accountability workshops was completed in February. The remaining two workshops are scheduled for June and October. Six hour-long follow-up sessions commenced in March as well as availability of special online access tools.

Three of four scheduled daylong workshops have been completed for all staff with Partners In Leadership instructors. The fourth workshop is scheduled for October 13. Follow-up lunchtime workshops are in process and will continue on a monthly basis into 2015.

- X. Evaluate options to streamline cash management in order to free staff to focus on customer service. *KEY RESULTS IMPACT: Visits.* Chris Brogan

- Action Steps

1. Vend the sales of miscellaneous items (e.g., ear buds, book bags, library cards, jump drives, etc.) and eliminate cash registers.
2. Evaluate the viability of implementing smart card technology.
3. Assess e-commerce solutions with MAS.90 for ACH payments.

Locking bank bags were selected over vending options as being more affordable and a simpler approach. With most transactions now managed via selfcheck machines, cash registers and credit card swipe equipment have been removed from most service desks. Smart card options will be evaluated later in the year. The necessary upgrade of the accounting software will be used as an opportunity to investigate paperless accounting options.

Smart card technology evaluation is in process with current look at vendor solutions. Assessment of e-commerce solutions is delayed until Q3 and Q4 due to current priority of migrating to new accounting software.

- XI. Expand access to a broader selection of new titles available in the PCCLD collection by developing procedures to buy books from Brodart Company, a premier supplier of shelf-ready materials to libraries. *KEY RESULTS IMPACT: Circulation, Visits.*

Teresa Valenti

- Action Steps

1. Establish ordering and processing standards with Brodart.
2. Test and implement the new service.
3. Evaluate results.

The first orders from Brodart were received in March. Regular ordering to commence in Q2.

Routine ordering with Brodart is established, and the vendor now is source for most popular adult fiction, juvenile materials, and to be used for Spanish-language material. Brodart also is the first vendor to deliver shelf-ready materials.

XII. Finish upgrading library landscaping by completing work at the Rawlings Library as provided in plans from NES Landscape Architects. *KEY RESULTS IMPACT: Visits.*

Chris Brogan

- Action Steps

1. Add decorative rock, weed barrier, sod, and adjust sprinkler system.
2. Install rock and concrete walls.
3. Install planting material.

Rock and concrete walls are completed. Planting beds including irrigation will be completed in April with plantings to follow in Q2.

Project complete.

XIII. Identify specific, measurable, achievable, relevant, and time-bound (SMART) goals tied to key results for each PCCLD job and implement the new pay-for-performance compensation program. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.* Sara Rose

- Action Steps

1. Review and identify SMART goals and measurements for each PCCLD job.
2. Ensure each goal is tied to organization key results.
3. Develop performance measures related to the duties for each job.
4. Develop appraisal tools for evaluating individual job performance.
5. Communicate relevant goals and measures to each employee and train supervisors in the new program.
6. Test the new program in 2014, make any necessary adjustments and fully implement in 2015.

A worksheet to identify tasks associated with key results and draft SMART goals has been compiled. A spreadsheet has been created with draft SMART goals per position incorporating key results and performance measures. New online performance appraisal tools are complete and in use.

SMART goals have been reviewed and revised based on feedback, and will be distributed to all staff in August. Additional training on SMART goals and pay-for-performance will be provided in Q3. HR and Finance Departments are working on logistics of making pay adjustments moving forward under pay-for-performance guidelines beginning in 2015.

XIV. Implement new plan for existing departments and branches considering the efficiencies from AMH/RFID, the new facilitated customer service model, and staffing needs of the new libraries. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.* Sara Rose

- Action Steps

1. Analyze efficiencies from AMH/RFID and new facilitated customer service model at current locations.
2. Create redeployment plan to staff newly built libraries.
3. Revise job descriptions and duties as appropriate.

4. Redeploy selected employees prior to opening the new libraries in the summer of 2014.

Initial analysis is completed to determine current staffing needs and gaps as workflow and methods have been streamlined. Internal staff interest and availability of candidates have provided a robust applicant pool for the three new libraries. Redeployment efforts are in the initial stages. First round interviews are scheduled beginning in Q2 for Branch Manager, Library Assistant, Customer Service Representative and Materials Handling Technician. A plan and timeline have been created with October 2014 openings in mind. Strategies to fill remaining staffing gaps will be determined and further refined once the internal applicant pool has reduced the number of positions to be filled.

Approximately half of the jobs for the new libraries have now been filled with internal transfers, which will consummate in Q3 just prior to opening of the new libraries. Perhaps one or two additional internal transfers remain to be decided with remaining available jobs to be advertised for hire in Q3.

- XV. Improve materials use policies and procedures to reduce barriers to access. *KEY RESULTS IMPACT: Circulation.* Michael Cox

- Action Steps

1. Review Section 2 “Use of Materials” portion of the PCCLD Customer Service Policies & Procedures.
2. Ensure consideration of all materials types including use of laptops and tablets.
3. Make recommendations to modify policies and/or procedures intended to enhance access and increase use.
4. Instruct staff on changes and implement.

An updated loan period and fee schedule went into effect on April 1. Procedures surrounding public use of devices such as laptops and tablets is currently under review with initial recommendations expected in Q2.

An updated loan period and fee schedule went into effect in April. Procedures for use of laptops and tablets for both circulation and in-house use is currently under review with recommendations expected in Q3.

- XVI. Integrate CollectionHQ evidence-based stock management software into PCCLD materials collection-development methods to improve selection, management, and promotion of library books and other circulating items. *KEY RESULTS IMPACT: Circulation.* Teresa Valenti

- Action Steps

1. Produce regular reports using CollectionHQ to determine items to procure, items to discard, and items to move from one collection to another.
2. Designate Collection Development staff to procure new items indicated.
3. Assign public service staff at respective locations to pull items indicated for discard or transfer.

4. Create a shelving and furniture plan for libraries based upon new space requirements as collections are right-sized and proportions of materials types evolve.
5. Implement shelving and furniture plan in FY2015.

CollectionHQ is being used to guide weeding and create ideal collections. Use of transfer or balancing reports will begin in Q3.

The weeding reports generated by CollectionHQ were delivered in July. Adjustments to the new reports now are being addressed.

XVII. Merge the functions of Outreach Services into other departments. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.* Michael Cox

- Action Steps

1. Assimilate the Vineland, North Mesa, and South Mesa Satellites into the new St. Charles Mesa Library, the Cesar Chavez Satellite into the Library @ the Y, the Risley Satellite into the new East Side Library, and the Rye and Craver Satellites into the new Greenhorn Valley Library.
2. Transfer the Beulah Satellite oversight to the new Greenhorn Valley Library and the Avondale Satellite to the new St. Charles Mesa Library.
3. Transfer the Books in the Park function to Youth Services at the Rawlings Library.
4. Develop plans to transfer oversight of the Homebound and Books a la Cart functions to a suitable department.
5. Monitor changes and adjust, as required.

A plan detailing closure dates for each satellite location is complete. The Books in the Parks program is now being administered by Youth Services. A recommendation for relocating Homebound to Reference & Readers Advisory has been made with staffing implications still being considered. The Books a la Cart program is planned to be administered by staff at the East Side Library.

Closure plans for each satellite location are complete, and the first group of satellites scheduled for closure occurred in Q2 with remaining agreed-upon closures scheduled for July 31. The Books in the Park program is being successfully administered by Youth Services this summer. A transition plan to relocate Homebound into Reference & Readers Advisory will be complete in Q3. Relocation of Books a la Cart services to Lucero Library operations will be complete in Q4 along with administration of Beulah Satellite by the Greenhorn Valley Library and the Avondale Satellite by the St. Charles Mesa Library.

XVIII. Open the new East Side Library. *KEY RESULTS IMPACT: Circulation, Visits, Digital Resources Use, Program Participation.* Jon Walker

- Action Steps

1. Complete the new library capital fundraising campaign.
2. Oversee contractor construction of the new building.
3. Procure and install necessary collections, furniture, fixtures and equipment.

4. Select, hire, and train staff.
5. Open to the public in the summer of 2014.
6. Enact a facilities maintenance program for the building, including janitorial, grounds, HVAC, and other services.

Fundraising is 98.7% complete. Construction is underway with foundation footings in place. A team of staff is now working on identifying materials, furniture, fixtures, and equipment to procure. A staffing plan has been developed and work to fill positions commenced. Current schedule calls for substantial completion of building construction in September and opening to the public in late October or November.

Fundraising progress continues on-track with full funding expected to be in place in Q3. Construction also is progressing well with substantial completion estimated for October. Furniture, appliances, shelving, materials, signage, IT equipment and staffing also on track to be in place to enable the library's public opening in November. The major issue at this site is vacating the adjacent alley to library ownership.

XIX. Open the new Greenhorn Valley Library. *KEY RESULTS IMPACT: Circulation, Visits, Digital Resources Use, Program Participation.* Jon Walker

- Action Steps

1. Complete the new library capital fundraising campaign.
2. Oversee contractor construction of the new building.
3. Procure and install necessary collections, furniture, fixtures and equipment.
4. Select, hire and train staff.
5. Open to the public in the summer of 2014.
6. Enact a facilities maintenance program for the building, including janitorial, grounds, HVAC, and other services.

Fundraising is 98.7% complete. Construction is underway with foundation complete and framing underway. A team of staff is now working on identifying materials, furniture, fixtures, and equipment to procure. A staffing plan has been developed and work to fill positions commenced. Current schedule calls for substantial completion of building construction in August and opening to the public in October.

Fundraising progress continues on-track with full funding expected by Q3. Construction also is progressing well with substantial completion estimated for September. Furniture, appliances, shelving, materials, signage, IT equipment and staffing also on track to be in place to enable the library's public opening in October.

XX. Open the new St. Charles Mesa Library. *KEY RESULTS IMPACT: Circulation, Visits, Digital Resources Use, Program Participation.* Jon Walker

- Action Steps

1. Complete the new library capital fundraising campaign.
2. Oversee contractor construction of the new building.
3. Procure and install necessary collections, furniture, fixtures and equipment.
4. Select, hire, and train staff.
5. Open to the public in the summer of 2014.

6. Enact a facilities maintenance program for the building, including janitorial, grounds, HVAC, and other services.

Fundraising is 98.7% complete. Construction is underway with foundation complete and framing to commence. A team of staff is now working on identifying materials, furniture, fixtures, and equipment to procure. A staffing plan has been developed and work to fill positions commenced. Current schedule calls for substantial completion of building construction in September and opening to the public in mid-to late-October.

Fundraising progress continues on-track with full funding expected by Q3. Construction also is progressing well with substantial completion estimated for October. Furniture, appliances, shelving, materials, signage, IT equipment and staffing also on track to be in place to enable the library's public opening in November. The major issue at this site includes finalizing library naming and resolving some site stormwater drainage problems.

- XXI. Plan for the future provision of excellent public library services in Pueblo County by updating the PCCLD strategic plan. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources use.* Jon Walker

- Action Steps

1. Identify a process for updating the 2009 strategic plan.
2. Include in the planning process consideration of community input and demographics, current public library best practices, and projected library resources
3. Employ necessary resources to complete the new plan.

Preliminary consideration of planning process is underway. Project is to kick-off in Q4.

Preliminary consideration of planning process continuing. Project to kick-off in Q4 and complete in 2015.

- XXII. Replace all public-use computers. *KEY RESULTS IMPACT: Digital Resources Use.* Charles Hutchins

- Action Steps

1. Design a program for replacing outdated desktop computers with appropriate new devices, including consideration for upgraded public-computer management software.
2. Procure and configure necessary hardware and software.
3. Train staff in use of the new equipment and software, and deploy.

New public-use PCs procured in March. Configuration of PCs is complete and testing is underway. Deployment of new PCs to take place in Q2.

Project complete.

- XXIII. Strive to improve work processes in Technical Services and Collection Development in order to save time and improve productivity to accommodate PCCLD's growth. *KEY RESULTS IMPACT: Circulation, Digital Resources.* Teresa Valenti

- Action Steps
 1. Document current workflow.
 2. Examine activities in the service delivery chain with the aim of eliminating waste.
 3. Revise procedures and implement approved changes.
 4. Evaluate performance of new system and adjust as necessary.

Selected JHA Consultants in March and started a four-month long project under this firm's guidance.

Phase one of the JHA consulting project completed in Q2. Phased implementation of a transition plan is now occurring. First step to complete work with vendors to receive completely shelf-ready material. One vendor has achieved this, but there remains additional work from our side to achieve truly shelf-ready material. Implementation of new workflow design will occur in Q3.

XXIV. Study and modify public meeting room use policies and procedures to allow after-hours use at Pueblo West Library and new locations. *KEY RESULTS IMPACT:*

Visits. Michael Cox

- Action Steps
 1. Assess Section 5 part 1 "Meeting Room Use" portion of the PCCLD Customer Service Policies & Procedures.
 2. Make recommendations to modify policies and/or procedures to allow after-hours use at locations that are designed with this practice in mind.
 3. Train staff regarding changes and implement approved changes.
 4. Track and evaluate results.

Work developing recommendations to modify existing policies/procedures to detail after-hours use of meeting rooms is scheduled to begin in Q2.

Modification of existing policies/procedures to further encourage after-hours use of meeting rooms has begun with implementation to occur in Q3.

XXV. Update the InfoZone Theater audio-visual technology and review and update other meeting room technology, as appropriate. *KEY RESULTS IMPACT: Visits.* Charles Hutchins

- Action Steps
 1. Devise a program to update the decade-old InfoZone Theater technology.
 2. Utilize Rawlings Foundation grant funds to implement the program.
 3. Review meeting room technologies in other existing locations.
 4. Develop a program for updating these technologies, as appropriate.

Ryals Room A-V upgrade has been completed. Consideration of the InfoZone to commence in Q2.

Barkman and Bret Kelly A audiovisual hardware is ordered with installation scheduled in Q3. InfoZone theater update to be addressed in Q4.