2015 Annual Plan

PUEBLO CITY-COUNTY
LIBRARY
Ideas · Imagination · Information

PUEBLO CITY-COUNTY LIBRARY DISTRICT

2015 ANNUAL PLAN

The Pueblo City-County Library District (PCCLD) is focusing on four key results:

1. The number of library books and other materials checked out

2. The quantity of customers visiting PCCLD libraries

3. The size of attendance at library programs and events

4. The volume of use of library digital services.

Delivery on these results is critical 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 relates directly to these key results.

2014 is turning out to be an historic year for PCCLD. The library district is on track to significantly exceed expectations for each of the four key results. Moreover, three additional libraries are opening during the fourth quarter of 2014, expanding the number of full-service libraries within the district considerably from five to eight. PCCLD also is finishing work on its current long-range strategic plan, which was adopted in 2009. It is fair to say that the last several years have been building toward what appears to be a crescendo of PCCLD activities and accomplishments; perhaps a golden age for local public library services. This is testimony to a community that cares about the value of quality public library services, an engaged team of employees who are focused on PCCLD's mission, and the strong commitment of library supporters and stakeholders, including the District Board of Trustees, the Friends of the Library, and the Pueblo Library Foundation.

PCCLD's goal in 2015 is to implement specific objectives to sustain its positive momentum and continue improving on key results. The objectives outlined in this plan are intended to do this. They are the end product of a process that included participation by PCCLD trustees, managers and administrators, and employees. The planning process also incorporated contribution from vital PCCLD partners, including both the Friends of the Library and the Pueblo Library Foundation.

The objectives representing new and budgeted initiatives for 2015 are delineated in the pages following. Listed in alphabetical order, each objective is accompanied by action steps intended to facilitate accomplishment and the PCCLD administrator responsible for tracking progress during the year. This annual plan document is the outcome of much consideration and effort, and provides positive direction for the district in moving forward with its mission to provide the best possible public library service to the community.

I. Analyze efficacy of new wireless public computing service model implemented at Giodone, Greenhorn Valley and Lucero libraries.

Jon Walker

KEY RESULTS IMPACT: Digital Use, Visits.

Action Steps
1. Adjust service as necessary to ensure its effectiveness.
2. Consider wireless model as alternative to current hardwired public computing service.
3. Examine implications of the wireless service model on current services and practices, including IT support and collection development.

The three new libraries are operating nearly entirely with wireless public computing services, including laptops and tablets, and with overall satisfactory results. Additional laptops are now being added at Lucero due to large volume of use there.

Lucero, Giodone and Greenhorn Valley Libraries' wireless public computing experience continues to have overall satisfactory results, although IT support for this service continues to evolve best practices. The best example of the overall favorable outcome to date is the Lucero Library, where overall public computer use is greater than all other branches but for Rawlings Library.

II. Assess the effectiveness of the recently-adopted *Facilitated Customer Service Model*.

~~Michael Cox~~ Sara Rose

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Document the adopted standards for public service delivery based on the *Facilitated Customer Service Model*.
2. Ensure staff has access to quality training on the program.
3. Evaluate and report on results.

An assessment tool has been developed, training provided, and managers are now using this tool to assess performance and provide feedback. Kayci Barnett (Giodone Manager) has been trained in the use of an evaluation tool to assess the effectiveness of this model.

The Facilitated Customer Service (FCS) model has been successfully adopted throughout the district, and the related technology (selfcheck, automated materials handling, staff mobile technology) is working well.

III. Commence a pilot digitization program of the earliest editions of the *Pueblo Chieftain* beginning with those published in 1868.

~~Michael Cox~~ Janina Goodwin

KEY RESULTS IMPACT: Digital Use, Visits.

Action Steps

1. Identify a qualified vendor to scan and load data.
2. Train staff in use of the new collection.
3. Make scanned documents available to the public via the Internet.
4. Publicize new access and track utilization.

The first issue of the newspaper has been digitized, indexed and published: http://pcclddigitalcollection.contentdm.oclc.org/cdm/landingpage/collection/p16620coll15. Work on additional editions continues.

The 1868 edition of the *Colorado Chieftain* is fully available in PCCLD Digital Collections. Work is underway now to digitize additional years. Approximately two years will be digitized with currently available funding. Maria Tucker (Museums and Special Collections Manager) has submitted a grant application to the Rawlings Foundation for additional funding to continue the project.

IV. Complete the implementation of updated new materials processing in Technical Services to save time and improve productivity.

Jill Deulen

KEY RESULTS IMPACT: Circulation, Digital Use, Visits.

Action Steps
1. Incorporate modifications to work processes as recommended in the 2014 workflow analysis led by J. Huber and Associates.
2. Measure improvement on outcomes and report on results.

Adjustments to achieve five-day turnaround from materials received from vendors to shelf-ready status are nearly complete.

Processes now in place enable new collection items to be prepared for public use on average in 2.5 days. The quicker turnaround and shift in duties is allowing additional time for better overall catalog and collection maintenance.

V. Continue to focus on meeting the expectations of the community's mobile technology aficionados.

Charles Hutchins

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation.

Action Steps
1. Ensure PCCLD mobile apps are current and useful.
2. Look to improve the mobile features of the library website and online catalog.
3. Adopt QR codes where useful.

PCCLD now is participating in a current state initiative to enable PCCLD use of Boopsie, a mobile app for tablets and smartphones to provide community members with one-click access to most PCCLD digital content and resources.

PCCLD is on-board with the state library initiative for a shared mobile library application called Boopsie. The contract is under negotiation now and PCCLD's cost for the application is within budget. Implementation is anticipated in Q3.

VI.   Create an action plan on PCCLD's best methods for collaborating with local institutions such as education, business, events/festivals, government, and nonprofits.

Jon Walker

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Draft a charge and assign a committee of PCCLD staff to study and make recommendations.
2. Analyze the recommendations for possible action.

This work is scheduled to commence in the latter half of the current year.

This concept has been incorporated into PCCLD's long-range strategic plan and work now is anticipated to commence as early as FY2016.

VII.   Develop a brochure highlighting library district services and locations, including the unique aesthetic qualities of the Rawlings Library.

Midori Clark

KEY RESULTS IMPACT: Visits

Action Steps
1. Assign the project to the Community Relations Department.
2. Develop a draft brochure with participation from stakeholders.
3. Produce and distribute the brochure.

This work is scheduled to take place in Q3.

This project is scheduled for completion in Q3.

VIII.   Enhance PCCLD makerspace services and activities.

~~Michael Cox~~ Janina Goodwin

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Assign a PCCLD staff member with responsibility to oversee district makerspace services and activities.
2. Refresh equipment in the Rawlings *Idea Factory*, and train staff in its use and support.
3. Plan and implement makerspace activities at other PCCLD locations.
4. Promote new programs and report on outcomes.

A Technology Trainer job with makerspace duties has been developed and filled. Another position, Idea Factory Librarian, currently is being recruited.

Derrick Mason, the new Idea Factory Librarian, begins work at PCCLD on July 6. Current maker activities include several collaborative activities with entities such as First Friday Art Walk, Pueblo Storytellers, the Fiber Art and Origami Clubs, among

others. PCCLD also is sponsoring a maker club—hosted by David Hartkop, Technology Trainer.

IX. Enlarge the district's English Language Learner (ELL) program using the recently awarded Colorado Library Services and Technology Act Grant.

~~Michael Cox~~ Janina Goodwin

KEY RESULTS IMPACT: Program Participation, Visits.

Action Steps
1. Expand enrollees in the English Language Learner program, which currently has a waiting list.
2. Offer a complementary bilingual (Spanish/English) computer basics course series.
3. Evaluate and report results.

Additional staff to support English Language Learner activities have been hired. Work is underway to implement additional capacity for this service.

Library Services and Technology Act (LSTA) grant funds enabled PCCLD to hire Kevin Willis, who is teaching English Language Learners and computer basics for non-English speakers. The LSTA grant also has funded procurement of instructional books for three levels of instruction in the program along with new laptops for use with the project.

X. Ensure the 2014 expansion of the library district with three additional libraries is successfully sustained by PCCLD support service operations.

Jon Walker

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Monitor operations at each of the three new libraries plus existing locations.
2. Adjust, as required, if and when gaps in support are identified.
3. Evaluate and report on outcomes.

Modifications have occurred to date in 2015 in support areas including administration, technical services, human resources, and data analysis.

Mid-year analysis of new libraries shows the key results for each is meeting or exceeding expectations.

XI. Evaluate options to streamline cash management in order to free staff to focus on customer service.

Chris Brogan

KEY RESULTS IMPACT: Visits.

Action Steps
1. Evaluate the viability of implementing smart card technology.

2. Assess paperless and e-commerce solutions with the district's accounting software.

Initial evaluation is underway to determine feasibility of communicating invoicing data electronically from Sirsi ILS into PCCLD's accounting system. A staff member has been identified to investigate use of smart card technology with analysis to commence in Q3.

Work to investigate use of smart card technology is set to commence in Q3.

XII. Exchange current building lighting at the Pueblo West Library for LED fixtures to save resources and enhance quality.

Chris Brogan

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Identify a vendor to provide the most cost-effective LED lighting for Pueblo West fixtures.
2. Remove old and install new fixtures.
3. Evaluate savings and report on results.

A fixture has been identified that will work with the Pueblo West automated lighting system. The fixture is to be tested before full implementation.

Light fixtures have been procured and installation is approximately twenty percent complete at this time with full completion of project to occur in Q3.

XIII. Expand the district's video surveillance system to enable adequate retention of video files and accommodate the addition of cameras at the three new libraries.

Charles Hutchins

KEY RESULTS IMPACT: Circulation, Program Participation, Visits.

Action Steps
1. Identify a vendor that is best able to provide the necessary hardware and software at the best value.
2. Procure and install equipment.
3. Train staff in use of the new equipment.

Options for expanding system are under investigation, including looking into alternative video surveillance management software or upgrading with the current vendor to a more robust system.

New hardware has been identified with procurement expected in Q3.

XIV. Modify postal and interoffice mail operations to improve efficiency and reduce costs.

Jill Deulen

KEY RESULTS IMPACT: Circulation, Visits.

Action Steps

1. Reduce postal mailing of overdue notices by focusing additional resources on email and automated telephone notifications.
2. Save time by eliminating interoffice mail delivery at the Rawlings Library.
3. Reallocate savings to other high priority activities.

All notices but final notices are now delivered exclusively by automated telephone system or email. Changes to interoffice mail delivery processes are complete. These changes have allowed additional resources to be devoted to speedier delivery of newly procured materials.

This project has been fully implemented and preliminary evaluation has determined that operations continue to realize anticipated increased efficiencies.

XV. Monitor outcomes of the newly adopted public service staffing levels and adjust as required to ensure excellent customer experiences.

~~Michael Cox~~ Sara Rose

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Observe coverage needs at public service locations.
2. Guarantee necessary staffing is available during regular hours of operation at each service desk.
3. Utilize substitute coverage budget and/or contingency salary budget, as needed.
4. Report on outcomes and adjust for identified shortcomings.

A pool of substitutes at the Customer Service Representative and Material Handling Technician job levels has been hired and trained. Procedures for identifying and communicating for substitute coverage have been developed and implemented. Observations of the Lucero Library have led to recommendation for additional staffing there to support higher-than-expected volume of activity.

Additional substitutes are being recruited to replenish the temporary staffing pool. The substitute budget pool has been reallocated recently into individual departments, and a substitute approval system has been put into place for better management of these resources. Library visits, circulation, program attendance and digital use at Lucero remain at a significantly higher rate than earlier projected resulting in staffing adjustments there to accommodate the greater-than-anticipated need.

XVI. Overlay parking lots at Barkman and Lamb Libraries.

Chris Brogan

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Request bids for parking lot overlays at the Barkman and Lamb Libraries.
2. Award work to the lowest, best bidder.
3. Report on work results.

Bids are being sought now for the project, which is anticipated to occur in Q2.

Bids have been received, but costs are higher than budgeted. To accommodate this, work at Barkman will be delayed until 2016, while Lamb work is now being scheduled. The asphalt overlay will require two days to complete, so it will be done when the library is scheduled to be closed two consecutive days, such as the Sunday and Monday of either the Labor Day or Columbus Day weekends.

XVII. Partner with the Colorado State Library to implement the Institute of Museum and Library Services (IMLS) grant *Supporting Parents in Early Literacy through Libraries (SPELL)* to support low-income parents of children birth-3 years in incorporating early literacy activities into daily lives*.*

~~Michael Cox~~ Janina Goodwin

KEY RESULTS IMPACT: Circulation, Program Participation, Visits.

Action Steps
1. Assign PCCLD staff to work on the project with state library officials.
2. Identify local partners and participate in SPELL training and development activities.
3. Put training into action with prototype services and activities.
4. Evaluate and report on results.

The Youth Services Early Literacy Librarian has been assigned oversight of this project. Local partners have been identified, materials have been procured, and activities commenced.

Kirsten Dees (Early Literacy Librarian) has coordinated procurement and development of appropriate materials to equip daycare kits, which include materials to support early literacy learning. She is making regular visits with the kits to child care centers to provide early literacy activities for children and parents. She intends also to work with Pueblo City Schools in a similar capacity beginning in September.

XVIII. Plan for the future provision of excellent public library services in Pueblo County by completing a new PCCLD strategic plan.

Abby Koehler

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Complete the planning process initiated in 2014.
2. Include consideration of community input and demographics, current library trends and best practices, and projected resources requirements.
3. Employ necessary resources to complete the plan and present it for formal adoption.

Strategic planning is progressing well with focus group work completed in April, and community survey work, stakeholder sessions, community data analysis, long-range financial plan update, and library trend reports scheduled to complete early in Q2. The project is on target to conclude in Q3.

Strategic planning work continues to track well. Community survey, stakeholder input, community data analysis, long-range financial update and library trend reports are complete. The first draft of the final report has been written and the full plan is on schedule for completion in Q3.

XIX.   Proceed with the transition to *Ideal Collections* using guidance obtained from Collection Development specialists, Collection HQ software, and stakeholder feedback.

Jill Deulen

KEY RESULTS IMPACT: Circulation, Digital Use, Visits.

Action Steps
1. Continue to procure new materials, discard outdated or worn materials, and transfer lesser-used materials to new locations within the district.
2. Use Collection HQ software to guide decision making, but also incorporate appropriate stakeholder feedback.
3. Communicate clearly and effectively with stakeholders about the changing nature of library physical and digital collections.
4. Monitor and report on use to ensure collections are appropriately engaging for customers.

Collection Development librarians are using specialized software to determine items not circulating and overly worn. Librarians are also monitoring holds volume, circulation statistics, patron requests, and off-the-shelf-rate for selection and weeding guidance. Steps also are underway to improve communication regarding collection development with stakeholders including the Friends' bookstore volunteers and public service librarians.

Increased staff understanding and effective use of PCCLD's Evidence Based Stock Management Software (collectionHQ) continues to show positive results in selecting, managing and promoting collections for improved use. Collection development librarians continue to monitor holds volume, customer requests and off-the-shelf rate for selection and weeding guidance. The Technical Services Director has met with individual branch teams to discuss local collection needs as well as ongoing maintenance processes. Overall use of PCCLD's collections increased 49.5% in 2014 and, halfway through 2015, has increased, again, by another 42.5%.

XX.   Provide monumental public art for the exterior of the new Patrick A. Lucero Library to enhance this library's aesthetic presence in the neighborhood.

Midori Clark

KEY RESULTS IMPACT: Program Participation, Visits.

Action Steps
1. Conduct a public competition to identify and select the best artistic concept within the scope of need and budget for public art at the Lucero Library.
2. Work with the selected artist to ensure the work of art is produced timely and installed appropriately.

   3. Host a public event unveiling the art.
   4. Evaluate and report on results.

A Request for Proposal for the art was issued, several proposals were received and reviewed, and an artist and proposal have been selected for recommendation by a committee of library staff and community members. Board consideration of the recommendations is scheduled early in Q2 with project completion in Q3.

The artwork is being prepared for completion and installation, including current work with the artist, architect, structural engineer, and others.

XXI.   Refine the specific, measurable, achievable, relevant, and time-bound (SMART) goals for each district job as implemented in the 2014 pilot Pay-For-Performance employee compensation program.

Sara Rose

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

<u>Action Steps</u>
   1. Review results of the 2014 pilot Pay-For-Performance program results.
   2. Modify the draft SMART goals and measurements, as required.
   3. Complete implementation and evaluate results.

99.7% of all employees received successful evaluation scores from supervisors resulting in 2.5% salary increases for each. 61% of all non-supervisory staff also received additional 1% merit award. 42% of all supervisory staff received additional 1% merit award. Future steps include more scheduled training for all supervisors on performance evaluation processes, ongoing feedback and adjustments as we prepare for the next evaluation period in October-November 2015.

Most library staff and managers are well utilizing the "Walk Around the Block" evaluation model to track performance and SMART goals. Work is contemplated now to refine the process somewhat next year based on experiences learned now.

XXII.   Replace the front door closing mechanisms at the Rawlings Library.

Chris Brogan

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

<u>Action Steps</u>
   1. Request bids for replacing the front door mechanisms at the Rawlings Library.
   2. Award work to the lowest, best bidder.
   3. Oversee work and report on work results.

Front door closing mechanisms have been procured and facilities staff will replace during 2015.

Door closing mechanisms have been replaced and the doors are operating well.

XXIII.   Resolve the sanitary sewer infrastructure problem at the Lamb Library.

Chris Brogan

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Request bids for replacing and repairing necessary sanitary sewer infrastructure which caused minor basement flooding and some unexpected closures of the facility in 2014.
2. Award work to the lowest, best bidder.
3. Oversee work and report on work results.

Bids are currently being sought for sewer line replacement.

The project is well underway and on schedule for to be completed in early July.

XXIV. Review and update PCCLD employment policies to assure their currency, accuracy, and appropriateness in support of the institution's winning workplace.

Sara Rose

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Seek a third party expert to thoroughly review PCCLD employment policies.
2. Invite participation in the review process from stakeholders.
3. Revise and update policies, as agreed upon.
4. Obtain a legal review of the updated policies and make necessary adjustments to ensure alignment with the law.
5. Request Trustee approval of updated policies.
6. Inform employees of new policies.

The guidelines have been reviewed by the Executive Director, managers and the employee Steering Committee. Edits to the first draft of the updated guidelines are complete.

Review and additional edits of the updated Employment Guidelines are underway now. The Steering Committee, management team and a third-party consulting firm are providing final review with presentations for approval by the next Board of Trustees anticipated in Q3.

XXV. Revisit collections recovery practices in order to ensure most effective return of circulating materials and any associated use fees.

Chris Brogan

KEY RESULTS IMPACT: Circulation

Action Steps
1. Work with Unique Management Services (UMS) to better understand current loss rates and any potential to increase materials recovery.
2. Consider modifying current procedures to maximize return of checked out items and use fees.
3. Make agreed-upon changes.
4. Evaluate and report results.

Information regarding methods for improving collections revenues for outstanding fines and fees have been determined. Communication and training for public service staff is scheduled to take place in Q2 with program changes to take effect in Q3.

Updated agreements with UMS have been authorized, information on the new program have been distributed to staff, and postcards have been mailed to patrons impacted by the changes. All processes are now in place for enhanced fees collection efforts to commence in July.

XXVI. Stipulate a series of supervisor training programs for all new PCCLD managers and refreshers for all veteran PCCLD managers.

Sara Rose

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Identify a series of programs for library manager supervisor training.
2. Contract with a provider that can meet the identified needs at the best value.
3. Deliver training and report on results.

Mountain States Employers Council has been engaged to provide a series of manager training programs on (1) legal issues for supervisors and managers on May 21, (2) performance documentation on September 17, and (3) setting goals and objectives on October 1.

Legal Issues for Managers training was held on May 21. The PCCLD management team participated in the workshop with positive feedback. Two additional management training sessions are scheduled to take place in Q3.

XXVII. Study the outcomes of the changes to PCCLD outreach services.

~~Michael Cox~~ Jon Walker

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Analyze the results of 2014 elimination of the Outreach Services Department
2. Ensure the reassignment of Avondale Satellite to the Giodone Library team is working well, the Beulah Satellite to the Greenhorn Valley Library team, the Books in the Park program to the Youth Services/Library @ the Y team, the Books a la Cart service to the Lucero Library Team, and the Homebound Book service to the Reference and Readers Advisory Department team.
3. Formulate a plan for effectively repurposing the vacated Outreach Services Department space in the Rawlings Library.
4. Report on results and plan for adjustments, as required.

Reassignment is complete for oversight of the Avondale Satellite by the Giodone Manager, Beulah Satellite by Greenhorn Valley Manager, Books a la Cart by the Lucero Manager, Books in the Park by the Youth Services Manager, and Homebound by the Readers and Reference Manager. A change in 2015 with Books

in the Park moves programming from east side park to west side Hyde Park neighborhood due both to construction activities at east side park and the opening of the Lucero Library nearby. The former Outreach Services office space at Rawlings is being repurposed.

The implemented changes continue to be monitored and evaluated. The Books in the Park program moved to grounds of the Cesar Chavez Academy with satisfactory results. A proposal is under development now to make changes to the Beulah Satellite effective in Q3 to increase use there.

XXVIII.   Support the Pueblo Library Foundation (PLF) in developing its endowment to help safeguard the ongoing financial well-being of local public library services.

Midori Clark

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Assist the PLF as it seeks to establish additional programs designed to raise funds for its endowment.
2. Provide logistical and staff support, as required.
3. Evaluate and report results.

The Pueblo Library Foundation Board has determined a process moving forward, including an endowment fund and investment strategy. Three early contributors to the fund have stepped forward, including two who intend to contribute annually on an ongoing basis. A professional financial advisor has been identified via a competitive process for employment by the foundation. An endowment fundraising plan, timeline and goals are under development.

The endowment fund has been established with an initial deposit of $25,000 courtesy of local library supporters. Additional fundraising activities are planned and underway with the goal of increasing the endowment to $250,000 by December 31, 2016.

XXIX.   Update all staff-use computers to assure employee access to current IT productivity tools.

Charles Hutchins

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

Action Steps
1. Design a program for replacing outdated desktop computers with appropriate new devices.
2. Procure and configure necessary hardware and software.
3. Train staff in use of the new equipment and software, deploy, and report on results.

IT currently is investigating alternative staff desktop computer software deployment and maintenance using newer technologies that allow reduction in operating costs

with improved functionality. Contemplated platforms will be tested in Q2 with plans to release an RFP and implement in Q3.

IT is preparing to test new desktop computer infrastructure mechanisms including virtualization of applications over the network to enhance end-user support, mobility, security, and performance.

XXX.   Upgrade the InfoZone Museum audio-visual presentation equipment and produce new museum films.

Charles Hutchins

KEY RESULTS IMPACT: Visits.

Action Steps
1.   Devise a project to update the decade-old InfoZone Theater and Museum audio-visual equipment, and provide new films.
2.   Procure and install new equipment, and produce replacement films.
3.   Train staff and report on outcomes.

A Request for Proposal for required equipment and services was released in Q1 and vendors selected. Upgrades to the theater are ongoing with scheduled completion in early Q2.

This project reached substantial completion in May 2015.