2023 ANNUAL PLAN

Strategic Focus	Objective & Update	Leader	Status
			COLOR KEY:
			Substantially complete
			In progress
			Not Complete/In Review
ACCESS TO SERVICES	**Successfully administer the $497,386 Emergency Connectivity Fund grant program to provide access to broadband and Wi-Fi-enabled devices for the community** Q1 - Program has launched, 582 devices are checked out; partners are engaged Q3 - We are still doing outreach to check out remaining devices. Funds reimbursement requests have started.	Exec Director	Substantially complete
	Implement a new library account collections program Q1 - Collections agency Unique Management Services has been engaged. Collection activities are beginning in Q2. Q3 - PCCLD contracted with Unique Management Services to reinstate our patron collections/material recovery program on account balances over $50. Files are being sent weekly from the Koha ILS to UMS on these high balance accounts. Project is completely implemented.	Dir of Tech Services	Substantially complete
	Plan and initiate the renovation and expansion of the Barkman and Lucero Libraries Q1 - Design work is nearing completion. We will initiate construction documents for Barkman soon. A final design development cost estimate is expected soon. Q3 - We are finalizing the Guaranteed Maximum Price for the project. The library closed August 1st. Demolition has commenced. RFP for automated material handling equipment and self checks has been issued. Capital campaign is launching in Q3.	Exec Director	Substantially complete
	Refresh the Beulah Satellite library Q1 - D70 administration has approved proposed collection and service enhancements. Contract for the satellite is under revision and is expected to be implemented in Q2. Community hours for holds pick up have been expanded to 2 days/wk. Q3 - Multiple phases of the Beulah project have been completed and many improvements are now being enjoyed by satellite patrons to include: new and expanded evening and weekend hours, weekly storytimes and pop-up programming, new exterior book drop, new shelving (repurposed from Barkman), and an expansive collection refresh to include new youth, adult and A/V materials. Plans are in place during Q4 to complete new signage installation, finalizing installation of improved printing and WiFi services and notifying focus group attendees and all area cardholders about satellite upgrades.	Assoc Dir of Public Services	Substantially complete
	Return attention to achieving PCCLD key results—circulation, visits, digital use, and program attendance—to reinforce great local library service		In progress

	Status
Q1 - Qtrly reporting schedule for branch managers has been implemented to track strategies/initiatives. Examples include: expanding holds pick up locations, checkout incentives, boosting outreach. Q3 - Monitoring of key results and brainstorming for strategies to increase metrics is ongoing. Dave Hayden presented to the START Team and Public Service Managers about the data affecting PCCLD's Star Library status in recent years.	Assoc Dir of Public Services	🟨
Assess future community needs for public library services and accomplish strategic objectives for long-term financial stability for PCCLD Q1 - S Baca will attend CO Library Director's annual retreat in May. Gathering referrals and recommendations for this project is a goal. Launch is expected after mid-year. Q3 - Referrals and sample RFPs have been gathered. Work on the RFP has not yet commenced. Will evaluate when to launch.	Exec Director	🟥
Rededicate the Rawlings Library after the renovation project including engagement with the public with a cornerstone ceremony; promotion of new programs and services; assessment of strength and performance of newly reorganized staffing, updated collections, and new spaces Q1 - Grand opening events, open house, tours, ribbon cutting, and cornerstone ceremony are complete. SWOT analysis of staffing plan is in progress. Promotion of programs and services, staffing, collections and spaces will continue into Q2. Q3 - The Experiential Learning Department has applied for a $150,000 grant from Next 50 to fund new makerspace equipment and implement a maker in residence program. This space has also been activated with increased program offerings and drop-in hours. Tour scripts for the InfoZone are in development and the traveling exhibit space has been moved to the 2nd floor to increase options for museum-quality exhibitions. New materials have been purchased to fill empty shelving in the youth area and managers for youth and adult teams have been hired. Organization and location of materials in all departments continues to be refined to improve access. Deaccessioning procedures have been created for Local History and Genealogy (LHG) collections and other procedures have been reviewed and revised for approval in Q4. LHG has also provided training to all district staff to promote resources, hosted scanning days in the community and increased promotion of the Digital Memory Lab. Increased programming and tours are being facilitated by all Rawlings teams to increase use, boost public visibility and celebrate all that the newly renovated Rawlings Library has to offer.	Dir of Rawlings Library & Customer Experience	🟩
Further define the library's digital branch to include ease of access to e-content, data collection, initiatives and goals, and marketing to the public Q1 - Adding Library IQ, a collection analysis tool, will enable seamless data gathering. There will be more work to commence in Q2. Q3 - With the addition of the new product, Library IQ- collecting data on e-resources should be seamless. A new Digital Resources Librarian who will manage subscription databases and eresources has been hired and will start in Q4. This new librarian's role will emphasize working with customers to troubleshoot issues as well as train staff on the various platforms.	Dir of Tech Services	🟨

	Increase patron and library employee perception of safety and comfort in our libraries through enhanced security measures Q1 - Added fulltime Float Security Officer to increase flexibility & coverage at libraries. Response guidelines for emergencies have been drafted and are in administrative review. Security training is ongoing. Quarterly Person in Charge (PIC) trainings are happening and recordings are added to the new PIC training module in Niche Academy. Additional PIC training is being developed. Q3 - The Emergency Procedures Manual and library evacuation plans have been revised to include various emergency response guidelines for all locations. Site-specific active threat training has been provided to all district staff during branch department meetings. Despite turnover, the security team is once again fully staffed and extra coverage has been implemented at Rawlings and frequent patrols are being conducted at the Barkman property since closing for renovation. Additional event support staff have also been hired to assist with after-hours meeting room security and hospitality needs. A database has been created and is being monitored to proactively track drug-related incidents across the district and PCCLD has been in close contact with the Pueblo Police Department to mitigate unlawful activities on library property. Security has increased community outreach efforts and hosted a booth at the Pueblo Police Department's 2023 Neighborhood Safety Night in August. PCCLD's Security Supervisor attended training from Steve Albrecht about planning for library emergencies, as well as the Public Library Safety Summit in Columbus, OH and is integrating information gleaned into future planning and training for Security and Public Service staff. Site visits are being conducted to determine the need for additional security improvements across the district. Review and refinement of the Security Operation Procedures Manual and PIC Training Guide are ongoing.	Dir of Rawlings Library & Customer Experience	
CULTURE & DIVERSITY	**Launch a culture strengthening effort** Q1 - Employee roundtables with Exec Dir are in progress. Valuable feedback is being gathered. In Q2, an RFP will be released to hire a consultant to help launch the defined project. Q3 - The RFP for organizational culture consulting services has been published. The contract is anticipated to be awarded in November. Work should commenced by early December. Employee roundtable data has been published and is being shared with library teams and the trustees.	Exec Director	
	Continue planning, implementing, and supporting IDEA (inclusion, diversity, equity and access) principles and practices Q1 - IDEA work is ongoing. The Director's Office has published IDEA initiatives for 2023. Accomplishment of those objectives is underway. A periodic report to library trustees is planned.		

	Q3 - Work is ongoing. Employee roundtables are accomplished and data is being provided to library teams. The *Social Justice Interest Group* (staff book club) continues to provide learning opportunities. Work continues on collection development to offer diversity to reflect our community--the NAACP and The Arc of Pueblo collections have launched. Leadership is working to keep IDEA concepts top of mind. The Rawlings staff are working on a grant application for Museums Advancing Racial Justice.	Exec Director	
EDUCATION & LIFELONG LEARNING	**Promote materials, programs and services focused on information literacy to community learning groups including homeschoolers** Q1 - Webpage for homeschool resources is being reviewed and updated. Department and branches are building contacts with homeschool community. Q3 - PCCLD has started using LibGuides to curate information and resources for the public and will be adding these resources to the website in Q4. Libguides will promote database usage and improve visibility of collections with a particular focus on K-12 students and homeschoolers. Staff have been actively working with community contacts and groups to assess information literacy needs of various populations. One example includes working with Pueblo Community College to assess information literacy needs of their student population. The youth team have focused on support for homeschoolers such as including their participation in Read Out Loud, creating Kits2Go for homeschool families and building new relationships. Sensory kits have been created for all district locations.	Dir of Rawlings Library & Customer Experience	
	Educate library trustees and employees on intellectual freedom and the ideals of librarianship Q1 - Staff Day Feb 2023 training included content provided by Dodie Ownes from the CAL Intellectual Freedom Committee. Work is ongoing Q3 - A few Trustees attended ALA and participated in numerous sessions that focused on intellectual freedom, resulting in the Board's interest in pursuing national committee work. Additionally, memberships to United for Libraries have been purchased for all Trustees, the Executive Director and the Associate Director of Public Services which grants access to content about intellectual freedom that can be used for ongoing learning and development. The Program and Events Policy was revised in August to include a section about Requests for Reconsideration of Library Programs with accompanying procedures and forms to appropriately vet challenges to library programs.	Assoc Dir of Public Services	
	Revitalize the Adult Literacy Program's ability to meet the needs of adult learners as they pursue their goals Q1 - Evaluation of community adult literacy needs has been conducted. Updated recruitment and training for tutors are being developed. Partnerships have been expanded to include collaboration with The Learning Source and SEL Tutoring which offers GED classes weekly at Rawlings Library. Northstar Digital Literacy curriculum has been added.		

	Q3 - PCCLD has awarded all 13 Career Online High School scholarships and will be celebrating a new cohort of graduates on September 23. The Program has also seen a return of learners and tutors. PCCLD was awarded the Public Library Association AT&T Digital Literacy Grant ($6,000) to support bilingual computer classes that started this fall and enabled PCCLD to purchase new computers to support learners in these classes that started this fall. Community advocacy and collaboration has increased through film screenings, partnerships with the Learning Source and Servicios de la Raza, and sharing test results with other organizations within Pueblo's learner and tutor network.	Dir of Rawlings Library & Customer Experience	🟩
EMPLOYMENT	**Provide workforce development via Rawlings Library programs and services including makerspace** Q1 - Makerspace became available to the public in March 2023 and will expand offerings in Q2. Adult Q3 - The Makerspace offered two workforce development workshops in collaboration with the Adult	Dir of Rawlings Library & Customer Experience	🟩
	Activate initiatives and build a set of robust reference tools for use throughout the library district to Q1 - Currently adding a refreshed list of community resources on website which have been curated by Q3 - Circulation of items for the Doris Kester Nonprofit Resource Center have increased and the	Dir of Rawlings Library & Customer Experience	🟩
INTERNAL CAPACITY	**Assess current paid time off employee benefits, compare to benchmarks and make recommendations** Q1 - In progress. Employers Council membership is a tool being leveraged in this work as well as Q3 - Work is ongoing.	Dir of HR	🟨
	Refresh the Nesbitt Employee Activities Committee Q1 - The employee staff association has been streamlined to focus on core activities. HR Director Q3 - Work on this function will include evaluating its optimal format -- possibly alter or update it in the	Dir of HR	🟩
	Conduct a market wage study to ensure that the library remains competitive with market Q1 - In progress. Data has been gathered and in process of being analyzed. Q3 - The market wage study is completed. Phase 1 has been implemented as of July 31, 2023. Phase 2	Dir of HR	🟩
	Update or replace the existing financial accounting and reporting software with a cloud-based option Q1 - Project has commenced. Obtaining a cost quote and implementation planning are in progress at Q3 - Upgrade in process as of September 9, 2023 - testing and go live to be determined week of	CFO	🟨
	Release an RFP for audit services Q1 - This RFP will be published in June with the contract likely being awarded in August. Q3 - Completed - audit services awarded to DMC Auditing and Consulting - awaiting engagement letter	CFO	🟩
	Successfully support the single audit for federal funding of library programs to ensure accountability Q1 - The single audit of federal funds has gone smoothly. Draft reports are expected in May. The Audit Q3 - The single audit report is published with a clean opinion.	CFO	🟩
	Develop a robust data reporting system regarding library collections, provide this information to Q1 - In Q2, PCCLD is acquiring LibraryIQ, a collection and circulation data analysis tool. This tool will Q3 - Data in the Koha ILS needed to be reviewed and verified before the official launch of LibraryIQ.	Dir of Technical Services	🟨
	Accomplish operational goals which include assessing and improving internal library courier services, Q1 - Construction on Rawlings Library is completed to the punch list stage. The new HVAC equipment is Q3 - Activities planned for 2023 are completed and some are ongoing, such as meeting room setups. A	Facilities Superintendent	🟩
MARKETING & OUTREACH	**Fulfill a comprehensive public relations plan to reconnect with the community, strategic stakeholders** Q1 - Work has commenced. Additional focused meetings and outreach will launch after CFO position is Q3 - The Executive Director continues to provide external stakeholders with information about PCCLD	Exec Director	🟨

	Successfully implement the new PCCLD logo and brand Q1 - Brand launch is in progress as of Jan 1, 2023 and during Q1; Electronic instances of the logo have Q3 - This goal is about 98% finished. All external signs for branches have been created and will be	Exec Dir of Pueblo Library Foundation & Strategic Initiatives		🟩
	Add an outreach librarian to the Lamb Library as a pilot project and evaluate outcomes Q1 - Recruitment and interview for an outreach librarian were conducted during Q1. An employment Q3 - An Outreach Librarian was hired in May and was successfully onboarded and cross-trained at Lamb,	Assoc Dir of Public Services		🟩
	Plan and implement strategies to expand PCCLD's information gathering, reporting and data analysis Q1 - In progress. Use of Communico as a hub for all program data is being reviewed. A new dashboard Q3 - This goal is near completion. Dave Hayden, Data Analyst, has been working with IT to improve our	Exec Dir of Pueblo Library Foundation & Strategic Initiatives		🟨
	Host grand reopening for the newly renovated Rawlings Library Q1 - Rawlings Library grand reopening & public engagement is complete. Four events and a weeklong	Exec Dir of Pueblo Library Foundation & Strategic Initiatives		🟩
TECHNOLOGY	**Create a critical IT incident plan** Q1 - Work on this will develop further in Q3 after systems are stabilized and assessed. Once Q3- Almost all systems have now been stabilized, work continues with documentation and compiling all	Dir of IT		🟨
	Assess IT infrastructure and set a 3-5 year IT strategic plan Q1 - This task started at the end of Q1 but will continue through Q2. Info systems have been identified Q3- All information systems have documentation, it needs to be compiled, however a plan is being	Dir of IT		🟨
	Improve existing systems via procurement, upgrades and replacements Q1 - Through external resources, we have had six Dell R630 Blade servers, two Dell R620 Blade servers, Q3- The Dell R630 servers have been taken apart and rebuilt to maximize memory and resources per	Dir of IT		🟩
	Revamp library materials budget and collection development to reflect changing preferences of library Q1 - Immediate changes have been made to our cost per circulation e-resources platforms in order to Q3 - Additional materials are being purchased for the youth and adult collections at Rawlings. Shelves	Dir of Technical Services		🟩