

2024 ANNUAL PLAN

Strategic Focus	Objective & Update	Leader	Status
ACCESS TO SERVICES	Assess future community needs for public library services which informs strategic planning to ensure the long-term success of PCCLD Q1 Update: Evaluation and implementation of this project will happen in the coming months. Q2 Update: The request for proposal for consulting services is currently being drafted. Plan is to launch procurement process in early Q3.	Executive Director	In progress
	Utilize LibraryIQ collection development software to increase physical circulations [Access to Services] Q1 Update: The data review and training have been completed. Collection development librarians will begin running reports in Q2. Q2 Update: A basic overview of the software has been shown to all public services staff. The collection development team is beginning to run weeding and balance reports to move the collection around.	Director of Technical Services	Substantially completed
	Complete the renovation of the Barkman Library; plan and initiate the renovation and expansion of the Lucero Library as determined by budgetary resources Q1 Update: Barkman Library renovation is on schedule and within budget. It has been determined that the Lucero Library project can proceed--the plan is currently being finalized. Q2 Update: The Barkman renovation is nearing completion. Grand re-opening is planned for early September. The project is within budget and on time. Construction documents are in process for the Lucero Library renovation.	Executive Director	In progress
	Create, develop and successfully launch a PCCLD-specific app that incorporates all digital library vendors and services. Evaluate outcomes Q1 Update: App vendor has been selected and the app itself is currently under development. The app is on target to launch to staff in April and to the public May 2024. Q2 Update: The app was launched in May 2024 with great success. We have seen about 100 downloads of the app per week since downloading.	Executive Director of Pueblo Library Foundation & Strategic Initiatives	Completed
	Plan and implement initiatives and objectives which increase library key results and concentrate on areas of strategic focus as contained in the library district's strategic plan—include work within the educational, employment and outreach areas of focus Q1 Update: Numerous initiatives and project have been implemented by Public Services teams across the district to support key results and strategic areas of focus. Examples include: RA -Launch of Google Career Certificate Program, increased outreach to online schools and business community, tech support for seniors, focus on data-driven planning; LU - Studio 1315 Concert Series and expanded outreach to local schools; LB - new partnerships with senior living centers and schools, development of long-range outreach plan, expanded outreach to Beulah Community; GV - outreach at SRDA Meals on Wheels weekly lunches and Telehealth Pilot Program; PW - Lifelong Learning Series for adults, History Roundtable, expanded outreach to homeschool community, schools and senior centers; GI - Teen Science Cafe, increased outreach and programming at McHarg Park, addition of hold-pickup services at County HS and Vineland MS.	Associate Director of Public Services	In progress

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	Q2 Update: Public Service teams continue to offer displays, programs and new initiatives to drive key results and increase services offered to the community. Teams have continued to expand outreach to schools and senior centers and participated in year-end assemblies and the Summer Reading Kickoff to widen the library's reach in the community. There has also been a renewed focus on workforce and economic development through outreach at career expos and library tours, as well as continued partnerships with local businesses and nonprofits.		
	Implement electronic browsing capabilities at all locations for major newspaper subscriptions Q1 Update: Electronic browsing is set to launch at Rawlings in May 2024 with 30 digital subscriptions loaded onto 4 ipads. Rollouts at the branches will happen later in 2024. Q2 Update: 4 ipads were launched at Rawlings in Q2. Electronic serial browsing will be available at all locations by Q3 with the exception of Lucero.	Director of Technical Services	In progress
	Develop a new, refreshed adult programming committee that can be used to steer district wide programming; including monthly thematic programs, current district wide efforts, and data driven programming Q1 Update: Meeting participants were identified throughout the district, meeting format was created, Rebecca McGhee was identified as the primary facilitator, goals and group norms have been created, meetings have begun. Q2 Update: A community partner spreadsheet has been created that includes names and contact information for various community partners. This is a useful tool that adult programers can utilize to find potential program partners. Representatives from each branch and public service departments attend.	Manager of Rawlings Library and Customer Experience	Substantially completed
CULTURE & DIVERSITY	Engage the organization to create a 3-5 year organizational culture enhancement plan, launch the effort, and assess progress—include a focus on IDEA Q1 Update: The engagement with consulting firm Moss Adams is currently in progress. The preliminary outcomes workshop was recently completed. We are waiting on the preliminary report from Moss Adams. Q2 Update: The implementation plan is being finalized and should be shared throughout the organization in July.	Executive Director	In progress
	Continue planning, implementing, and supporting IDEA (inclusion, diversity, equity and access) principles and practices Q1 Update: This is in process. Work is ongoing. IDEA will be incorporated in the organizational culture enhancement project. Funds are budgeted for staff support for IDEA initiatives--options are currently being explored. The Associate Director of Public Services is enrolled in an diversity and inclusion training certificate course at the University of Chicago. Q2 Update: IDEA is a focus in the culture enhancement work being drafted and rolled out. IDEA speaker slated for keynote and training session at Staff Day in October.	Director of HR	In progress
EDUCATION & LIFELONG	Launch an updated version of Library Leadership Academy—a mentoring program to develop staff for librarian and leadership positions within the district		

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LEARNING	<p>Q1 Update: The Leadership Academy was launched in February with a cohort of 11 PCCLD staff, led by four librarian mentors. Monthly meetings are scheduled throughout 2024 with featured topics and speakers. Special assignments and leadership projects have been assigned to all participants and are currently underway.</p> <p>Q2 Update: The cohort continues to meet monthly and work on leadership projects and assignments. Two participants were promoted into librarian positions during this quarter.</p>	Associate Director of Public Services	In progress
	<p>Reinforce the support of intellectual freedom and the ideals of librarianship throughout the organization as well as communication with external stakeholders to educate and foster awareness</p> <p>Q1 Update: Training and development continues for library trustees and library staff. Trustees are attending PLA and ALA annual conferences. The Executive Director has testified at the Colorado State legislature regarding a bill that protects the freedom to read for library patrons. Library leaders and librarians continue to contribute through involvement in training and the Colorado Association of Libraries.</p> <p>Q2 Update: Ongoing training of staff and trustees is happening. The library has fielded numerous requests for reconsideration for LGBTQ materials and displays. SB24-216 Decisions Regarding Library Materials was signed by the Governor on 5/31/24. It provides important intellectual freedom provisions for Colorado public libraries.</p>	Executive Director	In progress
INTERNAL CAPACITY	<p>Assess current paid time off employee benefits, compare to benchmarks and make recommendations accordingly</p> <p>Q1 Update: In process of gathering information.</p> <p>Q2 Update: In process of gathering information</p>	Director of HR	In progress
	<p>Assess current emergency preparedness and develop a cohesive plan which includes institutional goals/plans/policies/procedures to ensure safety and security, adequate infrastructure and resources, risk management, and business continuity</p> <p>Q1 Update: An ER preparedness committee of library leaders from many departments has been created. The Committee is gathering information, research, and best practices and taking an inventory of items in place. Guest speakers are meeting with the Committee.</p> <p>Q2 Update: The work group continues to meet, research and work on the draft plan.</p>	Executive Director	In progress
	<p>Implement Phase 2 of the market wage study to ensure that the library remains competitive with market salaries—make necessary salary adjustments within budgeted resources and plan for future steps</p> <p>Q1 Update: Phase 2 has been implemented. Future steps are being planned.</p> <p>Q2 Update: Continuing with work for future steps, particularly in 3rd and 4th quarters of 2024 into the 1st quarter of 2025.</p>	Director of HR	Substantially completed
	<p>Initiate a \$2 million capital campaign for the renovation and expansion of the Barkman and Lucero Libraries; including a public launch of the campaign, donor solicitation, and foundation grant writing</p>	Executive Director of	

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	<p>Q1 Update: Grant writing and fundraising activities are currently active and underway. A capital campaign kickoff will be scheduled to occur at the start of the third quarter.</p> <p>Q2 Update: The capital campaign will launch on July 17th at 10 am. All initial major donors have been contacted and a donor contact plan has been developed as we begin our public campaign work.</p>	Executive Director of Pueblo Library Foundation & Strategic Initiatives	In progress
	<p>Ensure a smooth transition to new financial audit firm and reinforce effective fiscal management and audit outcomes</p> <p>Q1 Update: Field work complete - audit work in process - on track to complete audit on expected timeline established in previous years.</p> <p>Q2 Update: Audit to be accepted and filed by the Board of Trustees at the July meeting. No audit findings or adjustments.</p>	CFO	Substantially completed
	<p>Improve fiscal management through enhanced procedures and effective communication of expectations—includes departmental training, outreach by finance staff to other library departments, reinforcement of internal controls</p> <p>Q1 Update: Finance Provided training on eRequester, UMB and Paylocity at All Staff Development Day -- additional training tools are evolving along with tasks and workload.</p> <p>Q2 Update: Ongoing Finance discussions to identify the problem areas for other departments to develop a plan of where to focus energies for future information from Finance</p>	CFO	In progress
	<p>Finance Department review of finance policies with quarterly goals for completion of updates as determined</p> <p>Q1 Update: Minimal review work completed in quarter 1 - to be better prioritized after audit completion.</p> <p>Q2 Update: Policies are currently under review with items planned to go to the Legislative Committee for August meeting</p>	CFO	In progress
	<p>Evaluate the pursuit of the Distinguished Budget Presentation Award through GFOA for the 2025 Budget by engaging all Finance Department staff throughout 2024 for the 2025 presentation</p> <p>Q1 Update: Minimal review work completed in quarter 1 - to be better prioritized after audit completion.</p> <p>Q2 Update: Finance Department meetings to start including review of requirements at the start of Budget Season</p>	CFO	In progress
	<p>Update the library asset replacement plan for IT components</p> <p>Q1 Update: Assets have been recorded and an Inventory provided that is current, with this we are working to create a replacement plan for staff and patron devices.</p> <p>Q2 Update: Presentation is being created for Trustee work session July 16th for request to purchase equipment.</p>	Director of IT	In progress
	3-year IT strategic plan which includes cyber security as a focus		

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	<p>Q1 Update: An Information Security Policy has been drafted and all hardware has now been identified to facilitate a replacement plan. Working with team to facilitate processes that will focus on system availability, access, and ease of use. KnowBe4 Cyber Security Training has been rolled out with a high completion of training. Phishing campaigns will soon be deployed in Q2-Q3 for additional training. Additional Processes for disaster recovery, incident response, and business continuity are being drafted but will be able to be reviewed in entirety for a strategic plan around Q3.</p> <p>Q2 Update: Security Policy is being broken down into separate policies specifically pointing policy to process documents to remove information not necessary in document.</p>	Director of IT	In progress
	<p>Increase the visibility of the library collection of materials and streamline cataloging processes by implementing an OCLC cataloging subscription</p> <p>Q1 Update: The collection inventory has been completed and holdings will be sent to OCLC in April. Staff training will also occur in April and the project will kick off in May.</p> <p>Q2 Update: The head cataloger has been working on collection profiles and the TS staff has been undergoing training. The holdings have been updated in OCLC and staff will begin receiving records from OCLC in Q3.</p>	Director of Technical Services	In progress
	<p>Ensure compliance with Colorado laws and best practices for energy reporting and energy use reduction</p> <p>Q1 Update: We have registered the appropriate library infrastructure with the State of Colorado's listing. We are working to remain in compliance with energy reduction standards.</p> <p>Q2 Update: I have loaded everything into Energy Star and Beam which is the Colorado State's site. I can not finish the project as we do not have a State ID number which I believe is because our information is not registered correctly with Pueblo County Assessor. So for now I am going to keep our information updated until the state gets the updates from the county assessor and we get put into the system.</p>	Facilities Superintendent	Substantially completed
	<p>Accomplish operational goals which include upgrading/replacing physical assets and improving facilities infrastructure—includes replacing the Chevy 2010 van and cargo trailer per the library asset replacement plan, installation of automatic door openers at Pueblo West Library, and other budgeted items.</p> <p>Q1 Update: We insulated the boiler room to reduce heat in the Friends of the Library meeting room. We installed openers on the restroom doors of the Pueblo West Library. We are going to postpone the van purchase until next year.</p> <p>Q2 Update: We received the new cargo trailer. Technical Services department is emptied and painted capret; should start June 27. We installed a movable partition on the fourth floor instead of a wall this is complete. We are still waiting to fill the pigeon holes so we can clean the 4th floor pavers. Getting ready to submit Lamb settling repairs and fire panels purchase orders.</p>	Facilities Superintendent	In progress
	<p>Work to minimize risk and address physical plant needs of library buildings—includes Pueblo West roof repairs, Lamb Library structural assessment, Rawlings HVAC systems, and Rawlings elevator refurbishment as budget allows</p>		

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	<p>Q1 Update: The roof at the Pueblo West Library has been assessed and emergency repairs have been made. The Rawlings Library HVAC system assesment and fixes are nearly complete. Assessment of the Rawlings Library elevators is commencing now -- they are nearly at estimated useful life.</p> <p>Q2 Update: Dan Cupit, roofing consultant, will be at Pueblo West Library to inspect and evauate the roof. We have a couple minor Rawling HVAC issues that SetPoint is correcting. We recieved our assessment of the Rawlings elvators from Learch Bates.</p>	Facilities Superintendent	In progress
	<p>Ensure acceptable outcomes through effective onsite project management of ongoing construction projects—Barkman and Lucero Libraries</p> <p>Q1 Update: There has been library staff oversight of the Barkman Library renovation since the project commenced. We are tracking onsite quality of construction, budget and schedule.</p> <p>Q2 Update: Barkman is tracking pretty much on schedule. Current work includes furniture deliveries and landscaping.</p>	Facilities Superintendent	In progress
	<p>Plan and initiate activities to strengthen human resources operations including creating statements of procedures (SOPs), refinement of staff roles and duties, and other improvements as needed. Evaluate outcomes and make adjustments as needed.</p> <p>Q1 Update: This is in process. HR staff time is being dedicated to this ongoing process.</p> <p>Q2 Update: Internal process and procedure work continues with a deliverable slated for Q4.</p>	Director of HR	In progress
	<p>Forge a community/key stakeholder committee to develop a community history/legacy wall within the Lucero Library</p> <p>Q1 Update: Key community members have been identified and some have been approached to attend this committee meeting. An initial meeting for this committee is planned to be held sometime in the second quarter.</p> <p>Q2 Update: A list of names for this committee has been developed and plans for the physical look of this project is taking shape. The first committee meeting is planned to be scheduled in the third quarter of 2024.</p>	Executive Director of Pueblo Library Foundation & Strategic Initiatives	In progress
	<p>Refine the fundraising practices of the Pueblo Library Foundation to include profitable online giving, annual giving appeals, capital campaign gifts, and event fundraising. The actionable items include three annual giving campaign efforts, increase fundraising goal for Outstanding Women's Award, and creating a more sophisticated online giving experienc</p> <p>Q1 Update: Online giving has had a first phase change, changing our vendor for online giving, online giving will continue to have more updates throughout the year. Sponsorship mailings have gone out this month (March) and an annual appeal letter will go out in April. The Outstanding Women's Award was a huge success with a major increase in gross and net revenue.</p> <p>Q2 Update: Annual appeals and sponsorship solicitations have been updated and sent to donors. Currently a donor prioritization is occurring with all donors to PCCLD so we can develop a method of turning digital donors into major or larger donors.</p>	Executive Director of Pueblo Library Foundation & Strategic Initiatives	In progress
MARKETING & OUTREACH			
TECHNOLOGY	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.		

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	<p>Q1 Update: The digital branch is launching in April. It has been updated from the <i>Library at Home</i> version during the COVID-19 pandemic. Community Relations is creating a landing page for all digital services; visits to library departments to introduce the branch will commence soon -- this will be complete in April.</p> <p>Q2 Update: The digital branch has been launched in conjunction with the new library app. The Digital Resources Librarian continues to explore new services and content in order to increase digital circulations. We are experiencing all-time highs in monthly digital checkouts.</p>	Director of Technical Services	In progress
	<p>Update the library district's internet filter to enhance compliance with the Children's Internet Protection Act</p> <p>Q1 Update: GoGaurdian's platform has been created, Domain Controllers for the Patron computers have also been created to facilitate Infrastructure required by the GoGaurdian Software. Additional Information is being captured for training and a roll out of a test of the platform is scheduled for May 1st.</p> <p>Q2 Update: All network switches have been modified to include the new patron network across the district. Policies and Blocking have been tested, we are waiting on confirmation for our custom block page to move forward.</p>	Director of IT	In progress
	<p>Assess IT Infrastructure and develop plans to ensure stabilization and improvements which ensure improved access to useful technology and adequate tools for library staff to carry out duties—includes critical upgrades and asset replacement</p> <p>Q1 Update: Citrix infrastrucure has been completely rebuilt in two ways, an on-premise MCS Citrix Environment, and a Citrix Cloud Desktop as a Service platform. I.T. is looking to deploy the onpremise MCS Citrix Environment to end users in the short term untill all front end user devices are replaced then move the users to a cloud based platform for day to day operations. All servers for replacement of backend system have now arrived on site and have been configured for use as hypervisors for servers to be migrated off old platforms. Critical Infrastrucure aka Active Directory, DNS, DHCP, and Group Policy have now been created on Windows Server 2022 operating systems and our domain cut over to these new systems. New storage has been allocated to all systems and we are working in Q2 to create High Availability with our File Servers and Data. Tools like ManageEngine and Solar Winds are being installed to help identify bottlenecks and key areas where infrastructure should be changed. We are working with teams/departments for full Software inventory lists and looking at ADA tools to install against all systems for accessibility.</p> <p>Q2 Update: We will be launching our new Citrix platform with the roll out of new front end equipment in Q3. Barkman will open with the new Citrix Platform and branches will be cut over one by one untill complete.</p>	Director of IT	In progress