

**PUEBLO CITY-COUNTY LIBRARY DISTRICT  
EXECUTIVE SESSION**

DATE: 4/19/11

PURPOSE: Receive Legal Advice from Atty: Re: Trust of  
Colo. City Improvement Corp.

CITATION:

- ☐ Purchase, sale, lease of any real or personal property (24-6-402(4)(a)).
- ☒ Legal advice (24-6-402(4)(b)).
- ☐ Matter that is required to be kept confidential by law (24-6-402(4)(c):
- ☐ Personnel Files (24-72-204(3)(a)(II)).
  - ☐ Letters of Reference (24-72-204(3)(a)(III)).
  - ☐ Library and museum contributions if restrictions are placed on them by the contributor (24-72-204(3)(a)(V)).
  - ☐ Library records disclosing the identity of a Library user (24-72-204(3)(a)(VII)).
  - ☐ Address/phone number/personal financial information of past or present users of public facility unless requested by law enforcement (24-72-204(3)(a)(IX)).
  - ☐ Records regarding sexual harassment complaint or investigation to anybody other than a person in interest (24-72-204(3)(a)(X)).
  - ☒ Other Colo. City Improvement Corp.

*The written minutes attached hereto substantially reflect the substance of the discussion during the Executive Session.*

\_\_\_\_\_  
Chairman of the Board

\_\_\_\_\_  
Date

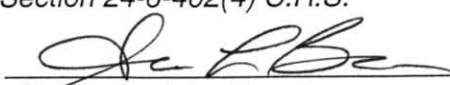
**For attorney-Client Communication ONLY, complete the following:**

The portion of the Executive Session that was not recorded constitutes a privileged attorney-client communication.

  
Attorney

4/19/11  
Date

*The portion of the Executive Session that was not recorded was confined to the topic authorized for discussion in an executive session pursuant to Section 24-6-402(4) C.R.S.*

  
Chairman of the Board

4/19/11  
Date

## **PCCLD Board Development Committee Recommendations Development Plan for PCCLD Board of Trustees Members Meeting on March 10, 2008**

- Series of employee presentations at Board meetings
  - 15 minutes in length
  - Explain what the employee does in his/her job, and provide details on activities so Board can better understand how the library works
  - Conclude with the "ideal situation" in his/her department if there were no constraints present (e.g., budget, staffing, etc.)
  - To begin at April 2008 Board meeting
  - Executive Director will schedule the topics in this order:
    - Collection Development
    - Technical Services (Acquisitions, Cataloging and Physical Processing)
    - Reference
    - Circulation
    - Outreach
    - Children's Services
    - Teen Services
    - Adult Services
    - Human Resources
    - Community Relations
    - Finance
    - Information Technology
    - Facilities
- Work Sessions
  - **Finance** – detailed discussion of the PCCLD financial statements, format, content, etc. Should be facilitated by the CFO in late 2008.
  - **"The More Modern Library"** – technology based; examples of application of IT at PCCLD; what the Board and staff should know to keep current on trends, new developments, etc. – need a discussion leader for this session
  - **Public Library Standards and Policies adopted and not adopted by PCCLD** – a discussion leader should be someone with in-depth knowledge on the subject
  - **Board Responsibility and Duties** – a discussion leader is needed to present the duties and responsibilities of Board members (Phil Mancha knows of a contact)
- Site Visit to a Comparable Library
  - Early 2009
  - An agenda needs to be devised regarding what the PCCLD Board of Trustees would like to see, tour, discuss



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## Board Work Session Poll Results

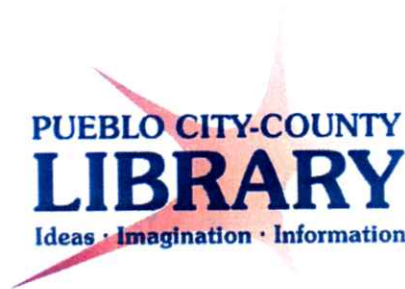
February 2011

✓	Monday				Tuesday				Wednesday				Thursday			
Time	4:00	5:00	5:30	6:00	4:00	5:00	5:30	6:00	4:00	5:00	5:30	6:00	4:00	5:00	5:30	6:00
Fran Alexander				✓												
Sherril Baca	✓	✓	✓	✓	✓							✓	✓			
Martene Bregar	✓	✓		✓		✓	✓	✓					✓			
Katherine Frank												✓				
Philip Mancha	✓		✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓
Roy Milner				✓												
Jim Stuart	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Nick Gradisar																
Totals	4	3	5	6	5	4	4	4	4	3	3	4	4	2	1	1

## Board Work Session Poll Results

March 2011

✓	Monday				Tuesday				Wednesday				Thursday				Friday			
Time	7:30am	11:30am	6:30pm	7:00pm	7:30am	11:30am	6:30pm	7:00pm	7:30am	11:30am	6:30pm	7:00pm	7:30am	11:30am	4:00	5:00	5:30	6:00		
Fran Alexander	✓		✓		✓				✓				✓							
Sherril Baca	✓			✓			✓					✓								
Martene Bregar			✓	✓			✓													
Katherine Frank								✓			✓									
Philip Mancha																				
Roy Milner			✓	✓			✓	✓			✓	✓					✓	✓		
Jim Stuart	✓		✓	✓			✓	✓			✓	✓	✓				✓	✓		
Nick Gradisar	✓																			
Totals	3	2	6	5	4	1	4	3	4	4	3	5	3	3	1	2	2	2		



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

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

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

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

### **Strategic Goal I: INCREASE USE OF LIBRARY MATERIALS**

- Objectives

1. Improve online catalog searching to enhance the customer experience by providing more relevant and meaningful access to items within PCCLD's collections of books and other materials. **Teresa Valenti**

- Action Steps

- A. Re-index the Machine Readable Catalog (MARC) bibliographic records within the catalog



- B. Link the bibliographic file with the MARC authority file
  - C. Maintain currency of authority records
  - D. Complete major de-selection project, and remove discarded and missing items from the catalog.
  - The authority files are now maintained as a regular procedure. The Barkman Library weeding project is completed and Rawlings is in process. Work yet to commence to link the bibliographic file with the MARC authority file.
2. Adopt system-wide procedures for culling unwanted items from PCCLD's circulating collections in order to increase use of library materials and customer satisfaction. **Teresa Valenti**
- Action Steps
    - A. Complete systematic project to de-select outdated and unused materials
    - B. Visit each location to determine specific needs for de-selecting in certain areas
    - C. Write reports to identify items to be de-selected on an ongoing basis
    - D. Deliver reports to each library location, and collect de-selected materials in Technical Services for evaluation prior to sending to Books Again.
  - The Barkman Library weeding project is completed, and Rawlings is in process. Barkman now receiving ongoing maintenance weeding reports.
3. Continue to allocate 15% of the operating budget to purchase new books and other library materials, and implement procedures to insure this appropriation is spent fully and effectively. **Teresa Valenti**
- Action Steps
    - A. Use the newly implemented Integrated Library System report writing software to determine usage trends, and purchase to meet customer demand
    - B. Allow over-encumbrance of 10% in the materials budget to help insure funds are fully spent each year
    - C. Float collections, allowing for a larger breadth of collection, and reducing duplication at all locations.
  - The library is using collection-use trends to help guide selection and materials budget allocations. PCCLD enabled over-encumbering at the end of 2010, and was able to expend all but 2% of the materials budget allocation.
4. Adopt a communication plan to insure effective publicity for PCCLD in order to attract positive attention, create interest and gain support, and connect with the media. **Midori Clark**

- Action Steps
    - A. Study other libraries' communication plans and research best practices
    - B. Write a draft plan for PCCLD
    - C. Share draft communications plan with PCCLD's administrators, supervisors and employees.
    - D. Present the final plan and adopt it to use
    - E. Communicate the plan to PCCLD staff.
  - Research is being conducted on best practices, and information from other libraries is being collected. Input meetings have taken place with all public service managers, most of the support service managers, and several PCCLD departments. A draft plan is scheduled to be available by early fall 2011.
5. Develop plans and procedures for floating the District's collection in order to move materials to locations based upon customer demand and use, and to extend the materials budget, reduce materials handling, improve the life of materials, become more customer-centered, increase materials availability, and continuously refresh collections. **Teresa Valenti**
- Action Steps
    - A. Use the successful floating collection pilot program as a model for the entire library collection
    - B. Write staff procedures for managing materials in a floating collection
    - C. Train staff in the new processes and create marketing materials
    - D. Follow-up with an evaluation of the program to determine benefits and detriments.
  - A staff committee first convened in March to expand a successful pilot program (currently floating MP3 audiobooks, video games, and music on CD) to include all library circulating collections.
6. Pilot a program to provide downloadable eBooks for use on portable and wireless eReaders. **Jon Walker**
- Action Steps
    - A. Obtain price quotes for downloadable eBooks from vendors
    - B. Provide access to eBooks in the PCCLD online catalog and develop a new PCCLD webpage as a gateway to eBooks with instructions in use
    - C. Train staff in use of eBooks and eBook readers
    - D. Work with Community Relations to publicize the new service.
  - A staff committee began working on this project in December 2010. A project manager began work in February, and oversaw a staff e-reader training at the



staff development day that month. A number of Nook e-readers are being procured with preloaded best sellers to circulate these from the Rawlings Library. Work currently taking place to develop detailed procedures on configuration and use of the e-readers. The project manager is working with the committee to examine vendors' eBook content.

## **Strategic Goal II: IMPROVE INFORMATION TECHNOLOGY**

- Objectives

1. Establish policies and procedures for technology use to address necessary controls to restrict and protect access to sensitive online data, determine email retention, and provide for a coordinated data recovery plan. Charles Hutchins
  - Action Steps
    - Assign task to the Information Technology Manager and the PCCLD technology committee
    - Conduct research on similar policies and procedures in place at like organizations
    - Present draft policies and procedures to the Employee Steering Committee, Library Supervisors, and the Strategic Advisory Team (START) for comment and refinement
    - Submit final draft policies to the Board of Trustees for discussion and approval.
  - Data recovery procedures are now in place. Newly hired IT Director is reviewing existing IT policies to determine additional recommended changes or additions.
2. Establish an email policy to insure employees are using this tool to communicate effectively and appropriately. Charles Hutchins
  - Action Steps
    - A. Assign task to the Information Technology Manager and the PCCLD technology committee
    - B. Conduct research on similar policies and procedures in place at like organizations
    - C. Present draft policies and procedures to the Employee Steering Committee, Library Supervisors, and the Strategic Advisory Team (START) for comment and refinement
    - D. Submit final draft policies to the Board of Trustees for discussion and approval.

- Preliminary work has been done to develop procedures to automatically delete older email. Policy development pending.
- 3. Implement an all-new website for the District, incorporating current graphics and web content management system technologies, and reflecting the full breadth of library services. **Charles Hutchins**
  - Action Steps
    - A. Build upon 2010 accomplishments, including hiring a Web Administrator, updating current website content and functionality, selecting a preferred content management system, and engaging a graphic design firm to provide site concept and design
    - B. Complete site design and development
    - C. Incorporate current content into design
    - D. Test new site
    - E. Unveil new site to staff
    - F. Prepare press release and make site available to the public.
  - The graphics for the new site are completed, and a web-server platform selected. The current timeline is move current content to the new site for release to the public by July 1, 2011.
- 4. Develop a plan to implement Radio Frequency ID tagging and related equipment in order to reduce materials handling, ease inventory maintenance, require fewer staff hours to process materials, and improve customer self-services. **Jon Walker**
  - Action Steps
    - A. Develop and issue a Request for Information (RFI) to potential vendors
    - B. Use the results of the RFI process to develop a Request for Proposal (RFP)
    - C. Evaluate the results of the RFP process to award a contract to a vendor to implement an RFID solution for PCCLD in 2012.
  - Most of the work on this objective will take place in the second half of 2011 building on prior work and recommendations by consultant Sue Epstein. A project manager is assigned and scheduled to commence work on the project in June.
- 5. Seek grants to assist in digitizing portions of the Rawlings Library Special Collections in order to broaden access. **Jane Palmer**
  - Action Steps
    - A. Assign the Special Collections Librarian to work with the Information Technology Manager to identify prime projects for digitization



- B. Designate the Grant Writer responsibility to identify and apply for appropriate grants.
  - The new manager overseeing Special Collections is evaluating current digitized resources and the process for developing a comprehensive plan for future digitization projects.
6. Offer Summer Reading online to reach a wider audience. Jane Palmer
- Action Steps:
    - A. Test ReadingRecord, a free, hosted service offered to Colorado libraries, using 2010 data
    - B. Develop Summer Reading registration procedures to accommodate an online option
    - C. Customize ReadingRecord web forms to fit PCCLD specifications
    - D. Implement ReadingRecord by May 20, 2011.
  - The Youth Services Manager is reviewing how this has worked for other institutions, and is planning to pilot with the PCCLD 2011 summer reading program.

### Strategic Goal III: EXPAND SERVICES TO THE UNDERSERVED

- Objectives

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



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

▪ Action Steps

- A. Form a committee to launch Adult Literacy Program using Project Literacy curriculum based on 2009 pilot program
  - B. Commit to program objectives and timeline
  - C. Recruit AmeriCorps worker for a one-year period and additional volunteer support
  - D. Train the employees and volunteers in the Project Literacy teaching model
  - E. Secure class materials, set course schedules, and prepare marketing materials including a press release announcing the program
  - F. Administer program with each course to run for six weeks, three nights per week, and two hours per night.
  - G. Evaluate results.
- A librarian with adult literacy emphasis was hired early in 2011, and she has implemented the program, although revised from the Project Literacy curriculum utilized during the pilot in 2009. An AmeriCorps worker is on-the-job, and additional volunteers have been recruited. The first classes have taken place, and the program continues to grow. A report to the Board on the program is scheduled to take place in May.

3. Partner with the Sangre de Cristo Hospice Center to establish a collection of materials on dying, death, and grieving. Jon Walker

▪ Action Steps

- Receive a proposal from the Sangre de Cristo Hospice Center for collaborating on a library collection of materials on dying, death, and grieving
  - Locate the collection to the Reference and Readers Advisory department at the Rawlings Library
  - Catalog materials, and provide appropriate shelving, furniture and signage
  - Create marketing materials, train staff, and issue a press release.
- The hospice has donated a number of selected titles to be housed in the collection, and discussion has taken place on furniture and signage required to host the collection.

4. Change the District's status as a participant in the Federal Depository Library Program (FDLP) to "digital repository," which is in line with the significant increase in government information transitioning online and the de-emphasis of government documents in paper format. Jane Palmer

- Action Steps
  - A. Continue de-selecting government documents collection
  - B. Create withdrawal lists for de-selected items to offer to other depositories.
  - C. Confirm de-selection decisions with Regional Depository Coordinator
  - D. Subscribe to the Documents Without Shelves service at a cost of \$1600.00 annually and establish automatic download of government document bibliographic records into the local online catalog with hot links to digital government publications
  - E. Create a page on PCCLD's website providing a government publications link directory.
- A librarian is overseeing the de-selection of the current government documents collection. A staff committee is working to create the local online access to the e-documents using the PCCLD ILS and the Documents without Shelves service.

#### **Strategic Goal IV: IMPROVE FUNDING**

- Objective
  - 1. Establish a Pueblo Library Foundation in order to provide an alternative source of funding for the Library District. Jon Walker
    - Action Steps
      - A. Assign a committee of community members and employees to create a framework and mission for the foundation
      - B. Work with the District's attorney to establish legal standing for the foundation and insure compliance with Internal Revenue Service regulations
      - C. Recruit a board of directors to oversee all aspects of business operations
      - D. Craft preliminary operating plans and bylaws
      - E. Begin doing business under the foundation's name upon receiving federal and state tax identification numbers.
    - Meetings have taken place with the foundation officer at the Pikes Peak Library District, the PCCLD Board of Trustees, members of the Southern Colorado Community Foundation, PCCLD's attorney, and the Board of the Friends of the Library on the opportunities and challenges with the formation of a Pueblo Library Foundation. Next steps include a Board work session on the topic to be held in May, which will be facilitated by an expert in foundations and trusts.



## Strategic Goal V: MAINTAIN DISTRICT ASSETS

- Objectives

1. Write security and disaster recovery policies and procedures to protect “business critical” library functions. **Chris Brogan**
  - Action Steps
    - A. Identify a crisis management team
    - B. Meet with the team to establish roles, define areas of responsibility, and identify key systems procedures
    - C. Establish regular measures to maintain integrity of systems
    - D. Gather information from governmental entities who have established policies for security and disaster recovery.
    - E. Collaborate with local governments to ensure compliance with local ordinances, as well as establish cooperative agreements
    - F. Draft a policy for board approval
    - G. Issue a procedures manual in online and hard copy formats
    - H. Establish an ongoing process to ensure updating, communication and training of staff
  - Issues surrounding this matter have been discussed with auditor.
2. Complete the implementation of a new IP telephony and unified communication system to replace PCCLD’s obsolete phone and voice mail service in order to reduce costs, improve operational efficiency, and optimize library services. **Charles Hutchins**
  - Action Steps
    - A. Complete the RFP process to solicit and select a qualified and experienced vendor offering the best value which suit the library’s requirements to furnish and install an IP telephony and unified communications system
    - B. Work with the selected vendor to develop a specific timeline to replace the existing system with a new product to include considerations such as suitable equipment, configuration, and training.
    - C. Install and configure equipment, train staff, and implement system.
  - The RFP was issued, proposals received and evaluated, a vendor selected, and a contract for services and equipment signed. The installation team is scheduled to kick off work on April 1<sup>st</sup>.



3. Procure and install new, updated photocopiers to replace outdated equipment. Charles Hutchins
  - Action Steps
    - A. Use the Request for Proposal developed in 2010 to solicit and select a vendor which can supply photocopiers providing the best value that meet the needs of PCCLD
    - B. Procure the photocopiers, train staff, and install the machines.
  - The IT Director is reviewing an earlier photocopier RFP, and is planning to reissue an RFP with the goal of utilizing multi-function printers to consolidate and increase efficiency and reduce costs of PCCLD printing.
4. Insure solutions provided to PCCLD offer the best value and suit library requirements by using a Request for Proposal process to update contracts for banking services. Chris Brogan
  - Action Steps
    - A. Evaluate current banking needs and requirements
    - B. Compile a Request for Proposal using Government Finance Officers' Association recommended practices, sample RFP documents, and PCCLD requirements
    - C. Issue RFP to local banking institutions and publish on the PCCLD web site
    - D. Evaluate proposals
    - E. Selector contractor and identify conversion process.
  - An RFP was issued in February. Four proposals were received—Sunflower Bank, US Bank, Vectra Bank, and Wells Fargo. A team of four raters evaluated the proposals for thoroughness and accuracy, financial stability and credit worthiness of the institutions, fee structure, and customer service and convenience. Wells Fargo was selected. Conversion from Vectra to Wells Fargo will begin on April 1.
5. Develop plans and procedures for centralized purchasing to insure new purchases are at the best costs. Chris Brogan
  - Action Steps
    - A. Identify current departmental procedures for purchasing
    - B. Establish best practices as recommended by the Government Finance Officers' Association and other governmental entities
    - C. Evaluate staff time necessary in Finance to accomplish goal; submit personnel request if indicated
    - D. Meet the stakeholders throughout the evaluation and transition process to establish and communicate more efficient methods of purchasing
    - E. Update necessary forms and chart of accounts; evaluate and eliminate redundant work

- F. Implement procurement card process
  - G. Thoroughly train staff in new systems and issue written procedures
  - H. Transition to centralized purchasing.
  - Restructuring within the Finance Office following the retirement of an employee has allowed the creation of a new Purchasing Specialist position. PCCLD is recruiting to fill this position at this time. Upon filling the position, procedures will be established to move forward with centralizing purchasing, including the possibility of procuring and implementing the purchasing module of the MAS90 accounting system.
6. Replace damaged copper flashing at the Rawlings Library. **Chris Brogan**
- Action Steps
    - A. Complete measurements of all damaged areas
    - B. Verify current salvage price per pound of salvageable metal
    - C. Develop Request for Proposal
    - D. Issue RFP to qualified vendors and publish on PCCLD website
    - E. Select vendor based on proposals
    - F. Schedule to complete work in the first quarter of 2011
    - G. Coordinate with insurance company to seek additional reimbursement, if necessary.
  - An RFP was issued for this project, and a contractor selected in February. The project work was completed in mid-March, \$16,000 under budget.
7. Modify the Bret Kelly Room in order to eliminate the problematic support beam columns obstructing effective use of the room. **Chris Brogan**
- Action Steps
    - A. Develop plans to modify the meeting space into two rooms
    - B. Solicit contractors to complete work at best cost.
  - Preliminary planning has commenced with the intent to issue an RFQ to get an informal estimate of cost. Depending upon costs, PCCLD may approach the Friends with a proposal to underwrite construction with an opportunity for naming one of the rooms.
8. Complete the planned update of the InfoZone Museum exhibits as funded by private donations received from the Rawlings Foundation. **Jane Palmer**
- Action Steps
    - A. Issue a Request For Proposal for exhibit fabrication for completed exhibit designs
    - B. Award contract for fabrication and installation to best, lowest proposal.



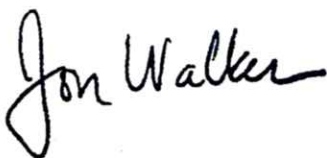
- C. Develop a project schedule for fabrication and installation of new exhibit areas
  - D. Relocate InfoZone Desk and install new electrical and data ports for new exhibit areas
  - E. Purchase off the shelf items/equipment for new exhibit areas based on completed exhibit designs
  - F. Complete design for the Microsoft Touch table exhibit.
  - Exhibit cases have been built and are scheduled for delivery April 1, 2011. The RFP for further exhibit fabrication is scheduled for issue by April 15, 2011 with contract award to occur by June 1, 2011. Work needs to be completed on a bid for required electrical work before service desk can be moved. Quotes for some other off-the-shelf items have been received.
9. Continue the merit pay system to tie job performance to the rate of compensation. Sara Rose
- Action Steps
    - A. Notify supervisors and employees of monthly employee performance evaluations scheduled for completion
    - B. Individual completed performance evaluations are assessed by the Human Resources Manager
    - C. Employee and supervisor discuss evaluation
    - D. Employees earning meritorious performance evaluations receive a one-step increase on the salary chart and recognition by the Board of Trustees.
  - Supervisors now are automatically notified via Workforce Access when employee performance evaluations are due. 19 performance reviews have been assessed as of April 1, 2011. The first Board recognition in 2011 of employees with meritorious performance is scheduled for April 2011.
10. Implement Integrated Digital Media Unlockers (IDMU) to better secure DVDs. Jon Walker
- Action Steps
    - A. Procure IDMUs for each library self-check machine
    - B. Train staff in their use and install
    - C. Create appropriate marketing materials
  - An oversight committee of staff has been assigned to work on this project, and their first meeting is tentatively scheduled to take place in April.
11. Develop a program for career pathing to insure employees understand how to be promoted at PCCLD and make librarianship a career. Sara Rose



- Action Steps
    - A. Identify assessment tools and resources, including self-assessment tools to employees to help them identify strengths, skills, values, and interests
    - B. Provide in-depth information about a variety of library careers.
    - C. Encourage employees to conduct further research into areas of interest
    - D. Assist individuals in developing a career path, including education and experience requirements and a timeline to achieve goals
    - E. Monitor the employee's progress.
  - Input has been gathered regarding the program from a number of staff sources. A general concept has been developed including some desired components. The Career Path Program will provide a structured format for managers to meet with an employee to identify and build a career path plan. The program format will include a self- assessment tool, career opportunity information, shadowing opportunities within PCCLD, as well as educational and funding resources information. Employees will be build a timeline to reach their career goals and managers will mentor employees along the way.
12. Implement a District-wide recycling program by building on the program piloted at the Pueblo West Library beginning in 2009. Chris Brogan
- Action Steps
    - A. Determine parameters of recycling procedures based on Pueblo West Library program
    - B. Complete bid packet for submittal to recycle vendors, indentifying recycling services required and following bid process
    - C. Select recycle vendor and train custodial staff in procedures
    - D. Train staff in recycle procedures and goals.
  - Informal discussions have taken place.

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

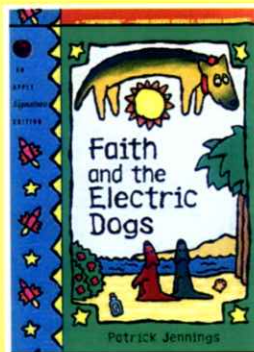
Respectively submitted,



Jon Walker  
Executive Director  
Pueblo City-County Library District

4/29/2011

# Read OUT LOUD!



*"I am about to tell you a story, dear reader, which you may have trouble believing. If it hadn't happened to me, I would probably doubt it myself."*

-Eddie, electric dog



Reading aloud to children is the single most important activity to instill the knowledge, skills, and desire to read in children of any age.

-Mem Fox

## Top Dog & Dog-Gone Good Writers!



### Participation is free and includes:

**Free Book - *Faith and the Electric Dogs* by Patrick Jennings**  
Teachers of grades 4-5 may request a free book to read aloud with their students.

**Author Visit (Feb. 22 & 23, 2011)**  
Chance for your entire class to win a field trip to the Pueblo Library District to meet entertaining author, Patrick Jennings. Bus scholarships are available.

**Lesson Plan**  
One hour writing activity following state standards. Submit the best samples and your entire class may win a bus scholarship to meet the author at the Library.

**Free DVD**  
Follow up writing activity and DVD of author's visit to the Pueblo Library District.



## Meet the Author Patrick Jennings

- 6 Library Events – 988 Participants
- School Sponsorship – 300 Participants



## Kickoff Event Generating Awareness



  
JUNIOR LEAGUE  
OF PUEBLO



## A Great Success

**Total Participation: 4,115** (2010 Participation: 3,010)

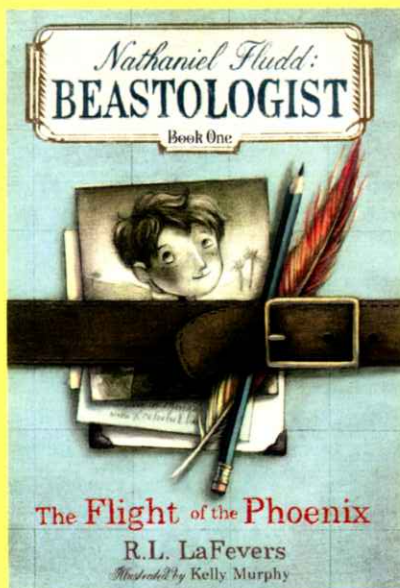
- Classrooms: 70
- Students: 1,699
- Author Event Participants: 988
- Writing Contest Participants: 715
- Kickoff Participants: 240
- Book Circulations: 173
- Highland Park Elem. Sponsored Event: 300

**Total Cost: \$4,754 = \$1.16 per participant**

- Books: \$598.80
- Author: \$2,400.00
- Author Travel/Lodging: \$662.82
- Bus Scholarships: \$891.92
- Kickoff Expenses: \$200



## Read OUT LOUD! 2012



R.L. LaFevers





AAA!

## "The Penguin"

by Caleb Wiederkehr

The name is Penguin. Shawn Penguin. I was finally on my first real mission to defeat evil. My archenemy, Dr. A , was my opponent in this good versus evil game. I was checking in at a hotel in British Columbia, Canada, and luckily I had just finished my French Canadian language course. Unfortunately, they spoke English. Smooth huh? After I checked in, I noticed the faint smell of sulfur and waffles, and it was a horrible, terrible, disgusting smell. Once I had gone "up wind" of the smell, out of the corner of my highly trained eye, I spied a hidden message in the ugly shag carpet of my less than stellar room. It was written in some kind of foreign language like Cantonese, Russian, or maybe Pig-Latin. I used my super spy decoder ring to decipher the true meaning of the shag carpet message. It turned out to be from some "wanna be pirates" that I remember from DIY (do-it-yourself) boat edition, where they accidentally sunk their RV (recreational vehicle). Needless to say, I think they are not the sharpest swords in the pirate drawer. The message stated: "Aye! Ye be givin' me the gold or we will rid the world of ye old gas bag hotel. Forever!"

Ha, ha, ha , old gas bag...he, he, he. Anyway, back to the mission. Using my teleporting skills, that I learned while on a secret hunting/tanning expedition on Okinawa by a group of monks who ironically owned a video/tanning salon (you get a discount if you tell them Shawn sent you), I teleported to Camden, New Jersey. I interrogated the pirates, but they said the message was only to get the public to notice their pirate-ness, and finally proclaim them as "real pirates". The pirates had plastic swords and a stink bomb that may, or may not, have gone off in the bathroom. They did however tell me about a meeting between Dr. A, (an evil monkey from "down under"), and Fred, a grill cook - dun, dun, dun!! The meeting was to take place in Sacramento, California, and just as I arrived there I heard a strange noise like a slide whistle. It made me grit my bill curl my flippers. I realized that the sound was coming from a freaky guy on the street who was

actually playing a slide whistle for money. I thought about asking him to get a burger with me, but I had to stay focused on my mission.

Here is the part where I go through a cool montage of criminal butt-kicking, and riddle solving to end up at the covert meeting spot of Dr. A and...Fred. Dr. A was ready for me. He had a vaporization trap all ready, it was a piece of junk (made in China), and I easily circumvented his cheap trap, where I whipped my laser sanitizer (to wipe him up), and pointed it at his monkey tail. He told me I would never stand in the way of world peace...wait, *huh?* What was this world peace undertaking? I thought he was trying to take over the world! I thought his name stood for Dr. Awful, turns out it was Dr. Awesome, and Fred was just a grill cook, what a disappointment. ): So we all decided to join forces and fight for world peace, even though if we were successful, I would be out of a job. Now we are known as Triple A (Animal Agency Association), and we are...really bizarre.



## Carnation Building Services

Carnation Building Service, Inc. was founded in 1991 by [Michael Bertram \(President / CEO\)](#).

Sample clients:

City & County of Denver

Colorado Springs Utilities

City of Aurora

US Olympic Training Center

City of Lakewood

Arapahoe Library District

Pikes Peak Library District

Rural Transportation District

Doubletree Hotel

Mesa Water District

## Education / Government Facilities

- Public & Private School Janitorial Service
- Gymnasium floor care & Maintenance
- Government Buildings & Offices
- Very Competitive Pricing
- Carnation Building Services has a long history of providing excellent, competitively priced janitorial services for Educational & Government facilities.

## Continuous Improvement

- **Employee Training**

It is fundamental to our business that our management and staff receive the best possible training. This ensures that your valuable property, holdings and our reputation are well maintained and cared for. Our training and orientation program ensures that our staff fully understand mandatory security practices, product usage and application and cleaning methods and procedures.

- **Regular Accountability**

Our management team meets regularly to assess the level quality of service, areas for improvement and training needs of our staff.

## Carnation interview

- Training – emphasized on-going, regular training of staff to keep current on methods, procedures, products, etc.
- Encourage on-sight lead personnel to establish contact with PCCLD manager to make sure issues are handled.
- Tamara or other supervisors schedule surprise visits to facilities to inspect cleaning.



## RFP issued in 2009

- Command was lowest at \$107,072
- Carnation was next at \$ 123,984, 16% higher.
- 13 more bids were received, ranging all the way up to \$317,496.
- References were checked on top 3 – all ok.

## Carnation negotiation to replace Command

- Agreed to meet current PCCLD budget restrictions, which is actually less than their original bid.
- Will also investigate other ways to save budget dollars, including possibility of engaging Easter Seals workers as Arapahoe Library District does.

## Pikes Peak Library District - issues

- Conversation with Mike Varnet, CFO
- PPLD went out to bid because they're required to do so after five years – they had been with Carnation for 5 years.
- They did not go to bid because they were unhappy with Carnation.

## PPLD (continued)

- Bidders were asked to submit quotes for separate sections: all of the smaller libraries as one package, and the two larger libraries combined as another package. (Penrose @ 76K sf, East @ 70K sf). This was done in an effort to seek cost savings.
- Carnation won the bid for the smaller libraries, but were out-bid on the larger ones. Had their bid been the lowest for the larger libraries, it would have been accepted.



## PPLD

- There had been occasional complaints from one of the larger libraries about Carnation, but evidently that's been a pattern for that particular library with every cleaning service.
- Carnation continues to hold the contract for all of the small PPLD libraries, and the library is happy with the work they do.

## PPLD – Al's visit & inspection

- Met w/Tamara Burkett, Regional Director (7 yrs) @ Sand Creek Library (14K sf) in Co Spgs
- Carnation has contract for 9 PPLD facilities
- Operational Manager – Dusty Schneweis
  - Expert with floor care, including carpet, concrete, tile, wood – 19 years experience
  - Startup of new accounts, training of on-site supervisors, custodians
  - 3-4 day training of new hires
  - Oversees day-to-day operations

## PPLD – AI's meeting (continued)

- Operational Manager conducts unannounced weekly inspections of sites; follow-up work assignments generated on basis of findings.
- Training includes:
  - Safety – bodily fluid cleanup
  - Proper personal protective equipment
  - Cleanup methods

## PPLD – AI's meeting

- Asked of Carnation: "What makes your company better than the rest?" Answer:

Management. Training staff to follow example set by management in taking ownership of facilities; management ensures staff are given the tools needed to complete their daily tasks.



## Conclusions

- Command has had problems with other entities; decision to terminate is sound.
- Carnation has been in the janitorial business for 20 years – Colorado based company.
- Rates are most affordable; references check out and are good to excellent.
- No guarantees in this industry, but due diligence has been performed – recommend we approve contract with Carnation.