PUEBLO CITY-COUNTY
LIBRARY
Ideas · Imagination · Information

2015 ANNUAL PLAN & BUDGET

Public Hearing
November 20, 2014

PUBLIC NOTICE OF BUDGET

- Notice of the 2015 budget and budget hearing was published in the Pueblo Chieftain on October 29, 2014.

FUNDS

- PCCLD prepares an annual budget for two funds:

- General Fund
  - This fund reflects property tax and other general revenue, and all of the operating expenses for the District

- Capital Project Fund
  - This fund reflects revenue and expense for capital asset acquisition (library replacement plan), InfoZone Museum updates and renovation, and special building and capital projects

GENERAL FUND - REVENUES

GENERAL FUND BUDGET - REVENUES
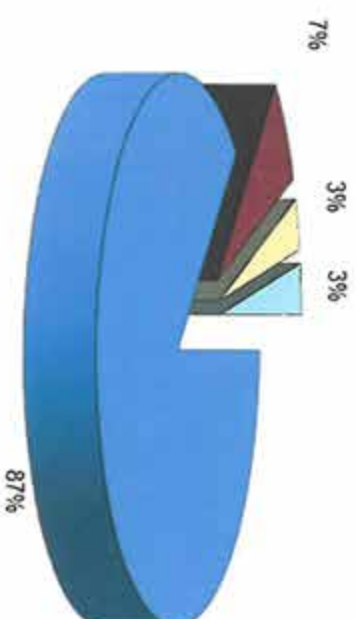
- □ Property Tax Revenue
- ■ Specific Ownership Tax
- □ Fines, Fees, Miscellaneous
- □ Contracts, Grants, Gifts

7%

3%

3%

87%

GENERAL FUND - REVENUES

- Property tax increases by $70,459, which is .83 % - mill levy 5.262
  - Includes $20,117 for abatements/refunds

- Specific ownership tax – down 3% from estimated 2014. Depending upon receipts for November, this budget may increase for 2015.

- Contracts, grants, donations – up 25%, due to State Funding grants and LSTA grant expected in 2015, as well as a significant increase in e-rate funding for 2015.

- Interest earnings – up 11% based on current collections; increase in property tax interest.

- Fines – increase of 108%, reflective of additional collection efforts to collect for fines & fees under $25, our current UMS threshold.

- Photocopier & miscellaneous vary by 9% decrease and 11% increase, respectively. Both based on current receipts.

TOTAL REVENUES - up by 2% - $221,546.

GENERAL FUND - EXPENDITURES

GENERAL FUND BUDGET - EXPENDITURES
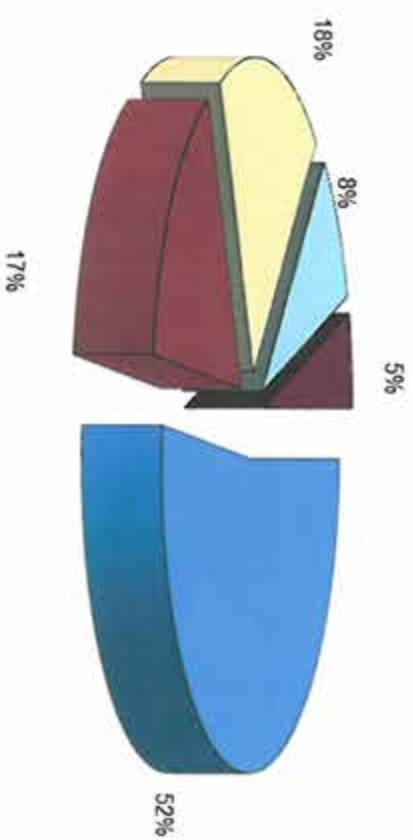
- ☐ Personnel
- ☐ Materials & Services
- ☐ Facilities
- ☐ Operating
- ■ Information Technology

18%

8%

17%

5%

52%

GENERAL FUND EXPENDITURES

- Total expenditures up .06% - $6,105
- All projected annual plan initiatives included
- Personnel – total increase of 7%:
  - 5% Salary increase includes:
    - Increase to allow for changes that may be necessitated by implementation of a Pay for Performance plan.
    - Additional .95 FTE
    - New estimates at 10/31/14 anticipate savings of $119,994 in salaries and benefits

GENERAL FUND EXPENDITURES (continued)

- Employee benefits – health, dental, vision, flex plan

- Workers compensation decreases by 56%; unemployment increases by 9%.

- Health related benefits increase 20% over 2014 to allow for increased enrollments due to the Affordable Care Act, which goes into effect on January 1, 2015. The actual premiums have only increased by about 3%.

- Training increases 22% to recapture some of the 17% decrease last year. Some outside conferences and trainings have been added back.

- Employee relations decreases 2%.

GENERAL FUND EXPENDITURES (continued)

- Materials, services – decrease of 28%

  - This increase maintains our goal of keeping materials at 15% of the total operating budget. Last year's increase for opening day collections was a one-time expense that is eliminated in this budget.

  - Programs increase by 22% to address Key Results.

- Facilities – increase of 13% from 2014

  - Utilities up by 26% to address needs at 3 new locations.

  - Vehicle maintenance at only 2% increase.

  - Building repair & maintenance increases by 33%; new locations.

  - Rent at 2% increase per contractual agreement.

  - Lease purchase reflects increase for debt service on 2012 COPS.

  - Insurance increases 11% over estimated; increase for new locations. Final quotes not yet available; this could increase by final budget.

  - Friends expenditures budgeted at reduced level – decrease of 19%.

GENERAL FUND EXPENDITURES (continued)

- Operating – increased 2%
- Increase of 2% in Contract Services.
- Community Relations decreases by 10% over estimated, which will be adjusted before year end.
- Office supplies increases by 12%, addressing additional needs for new libraries.
- Courier service – increases 68% for provision of service to new libraries.
- Information technology – increase 18%
- Telecommunications & hardware repair/mtce. and Technology mtce., licenses and support increase 24% and 17% respectively; other areas remain fairly constant

GENERAL FUND – FUND BALANCE

- $2,203,203 @ end of 2015 – a decrease of $526,436 over prior year, due to operational funding for the three new libraries.

- $ (482,850) excess of revenue over expenditure – which simply means that we'll be spending $482,850 more than we're bringing in. We still maintain fund balance at 25% of operating expenditures.

CAPITAL PROJECT FUND

- Three purposes:

    - New building and capital projects

    - InfoZone Museum expenses & upgrades

    - Capital Asset acquisitions (Replacement Plan)

CAPITAL PROJECT FUND - REVENUES

- Contribution & grant revenue
  - $15,000 budgeted for grants
  - $10,000 for gifts and miscellaneous grants.
  - $5,000 from Friends of PCCLD.
  - $50,000 from Pueblo Library Foundation
- InfoZone – no income projected.
- Interest earnings – $98
- TOTAL REVENUE - $ 65,098

CAPITAL PROJECT FUND – EXPENDITURES

- **New building projects:** All projects completed in 2014; no new renovation or building projects anticipated for 2015

- **InfoZone** – continue to enhance and upgrade museum - $140,000 using restricted funds contributed by the Rawlings Foundation

CAPITAL PROJECT FUND - EXPENDITURES

Capital Asset Acquisitions

- Info Technology - $85,000
  - Replacement plan – computers for staff
  - Security Camera server system
- Furniture, Fixtures, Equipment - $20,000
  - Digitization/Preservation project
- Building improvements - $21,500
  - Parking lot sealing – Lamb & Barkman
  - LED lighting upgrades – Pueblo West

- **TOTAL EXPENDITURES - $266,500**

- **ENDING FUND BALANCE – $1,392,521 – includes transfer in from General Fund of $392,000.**

ASSUMPTIONS

- Revenues budgeted conservatively, based on assessed valuation & current economic condition.

- Expenditures budgeted in anticipation of all known impact, and to include annual plan initiatives: continue excellent service, plan for growth, provide competitive employee compensation and benefits.

- COMBINED FUND BALANCE: $3,595,753 – 25% of total combined annual expenditures – 20% is minimum per fund balance policy adopted in 2009.

Preliminary to Final

- Adjustments between now and December 11:

  ☐ New information on estimates in 2014 budget

  ☐ End-of-year issues

  ☐ Assessed valuation changes

  ☐ New information on costs for prop/liability insurance

  ☐ Increase of minimum wage from 8.00/hr to 8.23/hr, and other wage adjustments

Comments from the public will continue to be received until 5:30 pm on Thursday, December 11, 2014, at which time the proposed 2015 budget will be presented to the Board of Trustees for adoption and appropriation.
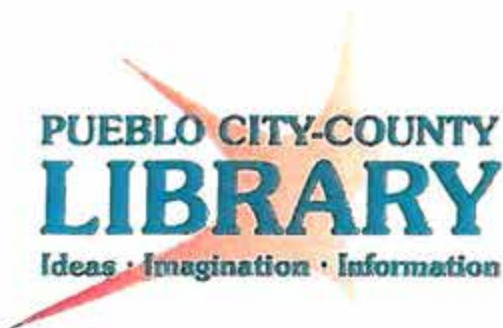
QUESTIONS?   COMMENTS?

PUEBLO CITY-COUNTY
LIBRARY
Ideas · Imagination · Information

Distributed at 11-20-2014 Regular Session

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1ˢᵗ Quarter Update
2ⁿᵈ Quarter Update
3ʳᵈ Quarter Update

Pueblo City-County Library District 2014 Annual Plan

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

PCCLD's goal in 2014 is to implement specific objectives to enhance the key results. The objectives outlined in this plan are the end product of a process that included participation by PCCLD trustees, supervisors and managers, and employees. The objectives representing new and budgeted initiatives for 2014 are delineated in the following pages. Listed in alphabetical order, each objective is accompanied by action steps intended to facilitate accomplishment. This annual plan document is the outcome of much consideration and effort, and provides a positive direction for the district in moving forward in its mission to provide the best possible public library service to the community.

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1st Quarter Update
2nd Quarter Update
3rd Quarter Update

I. Attract more customers to the library by increasing media advertising. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.* Midori Clark
   - Action Steps
   1. Develop a marketing campaign to promote library services and events.
   2. Provide funding necessary to support the effort.
   3. Launch the campaign.
   4. Evaluate and report on results.

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

II. Centralize library-sponsored public programs and events to improve program quality, utilize resources more efficiently, and better serve the public. *KEY RESULTS IMPACT: Program Participation, Visits.* Midori Clark
   - Action Steps
   1. Identify staffing resources and assignments necessary to support this change.
   2. Assign staff specialists the responsibility for identifying and scheduling all public programming at all locations for the district, including business, technology, Hispanic, adult literacy, teen and tween, cultural and educational, and non-storytime youth events.
   3. Establish best practices for program and event planning, branding, and execution.
   4. Implement approved changes and evaluate results.

   A manager of programs and events has been hired. Developing procedures for the programming process continues. Adult Summer Reading will be a testing ground for new concepts in centralized adult programming. Similar efforts are underway with youth programming under the leadership of the Manager of Youth Services/Library @ the Y.
   This summer's centralized programming for young people was successful with record participation. A draft of centralized adult programming procedures and guidelines has been shared with public service staff with events to commence in Q3. Overall program and event planning attendance has increased 30.5% year-to-date through September 2014 compared with the same period in 2013.

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1ˢᵗ Quarter Update
2ⁿᵈ Quarter Update
3ʳᵈ Quarter Update

III. Complete the enhancement of the Rawlings Library second floor, including physical renovations and adoption of facilitated customer service principles by staff. *KEY RESULTS IMPACT: Circulation, Visits.* Michael Cox
- Action Steps
  1. Make physical changes to the second floor as designed by Studiotrope.
  2. Train staff in the facilitated customer service model and implement.
  3. Evaluate and report on results.

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

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

IV. Identify additional non-traditional material types to circulate from PCCLD, such as these past examples: zoo passes, laptops/tablets, computer games, and puppets. *KEY RESULTS IMPACT: Circulation, Visits.* Teresa Valenti
- Action Steps
  1. Identify unusual items to circulate and establish necessary procedures.
  2. Train staff.
  3. Incorporate into the collection.
  4. Begin circulation and evaluate results.

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

A seed library was established in June at the Rawlings Library. Seeds are available to check out there. Bicycle locks began circulating in July. Now looking at circulating video streaming devices.
No additional progress to report.

V. Create a customer service employee cross-training program to provide flexibility in staffing and offer additional career growth opportunities. *KEY RESULTS IMPACT: Circulation, Visits.* Sara Rose
- Action Steps
  1. Identify areas where cross-training will be effective.
  2. Tie-in with the Career Pathing program.
  3. Create a detailed schedule of which employees will learn which jobs.
  4. Communicate the program to employees.
  5. Implement approved changes.
  6. Evaluate and report on result

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1st Quarter Update
2nd Quarter Update
3rd Quarter Update

Cross training to prepare staff outside circulation to work with AMH, self-check and other public service areas was completed. A career development plan, including cross-training opportunities, has been developed. Employees will earn credits for cross-training and other training received which will tie in to the career pathing program and the performance appraisal system.
No additional progress to report.
Two training tracks have occurred this year on special collections and circulation services. A third is scheduled in Q3 targeting new public service employees. Evaluation of results is pending for determining continued application in 2015.

VI. Define all aspects of the new facilitated customer service model in order to improve the user experience. *KEY RESULTS IMPACT: Visits, Circulation.* Michael Cox
  - Action Steps
    1. Describe standards for the service model.
    2. Train staff in the new norms.
    3. Incorporate service model expectations into individual employee performance evaluations.

A draft describing standards of facilitated customer service is nearly complete. Work also is underway to incorporate service model expectations into SMART goals for staff at various levels.
A staff presentation and survey initiated in July. Description of service model standards to be complete in Q3 with staff training during Q4.
Service model standards have been written with training to take place during Q4.

VII. Digitize selected oral histories from the special collections at the Rawlings Library to enhance preservation and encourage use. *KEY RESULTS IMPACT: Digital Resources Use.* Michael Cox
  - Action Steps
    1. Identify items to digitize.
    2. Utilize grant funds courtesy of the Rawlings Family Foundation to pay the cost for an identified third party to digitize the items.
    3. Make the collection available on the Internet and market it to the public.

Oral histories are being selected to commence digitization in Q2. Addition of digital files for PCCLD website accessibility to occur by the end of the year.
Approximately two-hundred oral histories have been selected for digitization, and the copyright release for this group is complete. A vendor has been selected to digitize tapes. When digitized files are delivered PCCLD, work will begin to make the collection available via PCCLD website.
A selection of two hundred oral histories has been digitized and work is now underway to make them accessible online.

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1st Quarter Update
2nd Quarter Update
3rd Quarter Update

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

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

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

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

Full analysis has not yet occurred, but use continues to increase.

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

- Action Steps
1. Provide training for all employees focusing on accountability and key results based on the Partners in Leadership curriculum.
2. Develop a process to follow-up the Partners in Leadership training for managers to use with individual work teams in reviewing and adopting accountability principles.
3. Assess the effectiveness of training and develop next steps.

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

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

The last of three staff workshops, led by Partners In Leadership (PIL) trainers, is completed. Follow-up work continues with monthly staff trainings, and is expected to continue into Q2 2015.

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

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

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1st Quarter Update
2nd Quarter Update
3rd Quarter Update

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

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

Smart card technology evaluation now on hold and unlikely to complete this year. E-commerce solutions also are delayed due to longer-than-expected successful transition to new finance office accounting software. Plans now are to investigate paperless solutions through this upgraded software opportunities exist through the new upgraded version of the software.

XI. Expand access to a broader selection of new titles available in the PCCLD collection by developing procedures to buy books from Brodart Company, a premier supplier of shelf-ready materials to libraries. *KEY RESULTS IMPACT: Circulation, Visits.*
Teresa Valenti
- Action Steps
  1. Establish ordering and processing standards with Brodart.
  2. Test and implement the new service.
  3. Evaluate results.

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

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

Formal evaluation pending, but Brodart is delivering satisfactory service.

XII. Finish upgrading library landscaping by completing work at the Rawlings Library as provided in plans from NES Landscape Architects. *KEY RESULTS IMPACT: Visits.*
Chris Brogan
- Action Steps
  1. Add decorative rock, weed barrier, sod, and adjust sprinkler system.
  2. Install rock and concrete walls.
  3. Install planting material.

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

Project complete.

No change.

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1st Quarter Update
2nd Quarter Update
3rd Quarter Update

XIII.   Identify specific, measurable, achievable, relevant, and time-bound (SMART) goals tied to key results for each PCCLD job and implement the new pay-for-performance compensation program. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.* Sara Rose
- Action Steps
    1. Review and identify SMART goals and measurements for each PCCLD job.
    2. Ensure each goal is tied to organization key results.
    3. Develop performance measures related to the duties for each job.
    4. Develop appraisal tools for evaluating individual job performance.
    5. Communicate relevant goals and measures to each employee and train supervisors in the new program.
    6. Test the new program in 2014, make any necessary adjustments and fully implement in 2015.

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

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

The SMART Goals worksheet has been made available to all staff and formal training on this and the Pay for Performance transition is scheduled in October with a trial evaluation period scheduled in November. On track for full implementation in 2015.

XIV.   Implement new plan for existing departments and branches considering the efficiencies from AMH/RFID, the new facilitated customer service model, and staffing needs of the new libraries. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.* Sara Rose
- Action Steps
    1. Analyze efficiencies from AMH/RFID and new facilitated customer service model at current locations.
    2. Create redeployment plan to staff newly built libraries.
    3. Revise job descriptions and duties as appropriate.
    4. Redeploy selected employees prior to opening the new libraries in the summer of 2014.

Initial analysis is completed to determine current staffing needs and gaps as workflow and methods have been streamlined. Internal staff interest and availability of candidates have provided a robust applicant pool for the three new libraries. Redeployment efforts are in the initial stages. First round interviews are scheduled beginning in Q2 for Branch Manager, Library Assistant. Customer Service

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1st Quarter Update
2nd Quarter Update
3rd Quarter Update

Representative and Materials Handling Technician. A plan and timeline have been created with October 2014 openings in mind. Strategies to fill remaining staffing gaps will be determined and further refined once the internal applicant pool has reduced the number of positions to be filled.

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

Eighteen of 21 available jobs have been filled at the three new libraries. Training for new hires is set in October.

XV. Improve materials use policies and procedures to reduce barriers to access. *KEY RESULTS IMPACT: Circulation.* Michael Cox
- Action Steps
    1. Review Section 2 "Use of Materials" portion of the PCCLD <u>Customer Service Policies & Procedures</u>.
    2. Ensure consideration of all materials types including use of laptops and tablets.
    3. Make recommendations to modify policies and/or procedures intended to enhance access and increase use.
    4. Instruct staff on changes and implement.

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

Procedures for use of laptops and tablets for both circulation and in-house use continues under review with recommendations expected in Q3.

New device lending procedures being piloted at the Rawlings Library with updates to written guidelines to follow.

XVI. Integrate CollectionHQ evidence-based stock management software into PCCLD materials collection-development methods to improve selection, management, and promotion of library books and other circulating items. *KEY RESULTS IMPACT: Circulation.* Teresa Valenti
- Action Steps
    1. Produce regular reports using CollectionHQ to determine items to procure, items to discard, and items to move from one collection to another.
    2. Designate Collection Development staff to procure new items indicated.
    3. Assign public service staff at respective locations to pull items indicated for discard or transfer.
    4. Create a shelving and furniture plan for libraries based upon new space requirements as collections are right-sized and proportions of materials types evolve.
    5. Implement shelving and furniture plan in FY2015.

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1st Quarter Update
2nd Quarter Update
3rd Quarter Update

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

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

Adjustments have been made to weeding reports. Public and staff education efforts continue. A written overview of the ideal collections process will be completed in Q4.

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

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

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

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

All Outreach programs have been fully transitioned with the exception of Books a la Cart, which is underway now.

XVIII. Open the new East Side Library. *KEY RESULTS IMPACT: Circulation, Visits, Digital Resources Use, Program Participation.* Jon Walker
- Action Steps
  1. Complete the new library capital fundraising campaign.

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1ˢᵗ Quarter Update
2ⁿᵈ Quarter Update
3ʳᵈ Quarter Update

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

Fundraising is 98.7% complete. Construction is underway with foundation footings in place. A team of staff is now working on identifying materials, furniture, fixtures, and equipment to procure. A staffing plan has been developed and work to fill positions commenced. Current schedule calls for substantial completion of building construction in September and opening to the public in late October or November. Fundraising progress continues on-track with full funding expected to be in place in Q3. Construction also is progressing well with substantial completion estimated for October. Furniture, appliances, shelving, materials, signage, IT equipment and staffing also on track to be in place to enable the library's public opening in November. The major issue at this site is vacating the adjacent alley to library ownership.

Fundraising goals have been exceeded. Substantial completion of construction expected around November 1. Staffing plan is nearly complete. Public opening scheduled in December.

XIX. Open the new Greenhorn Valley Library. *KEY RESULTS IMPACT:* *Circulation, Visits, Digital Resources Use, Program Participation.* Jon Walker
- Action Steps
  1. Complete the new library capital fundraising campaign.
  2. Oversee contractor construction of the new building.
  3. Procure and install necessary collections, furniture, fixtures and equipment.
  4. Select, hire and train staff.
  5. Open to the public in the summer of 2014.
  6. Enact a facilities maintenance program for the building, including janitorial, grounds, HVAC, and other services.

Fundraising is 98.7% complete. Construction is underway with foundation complete and framing underway. A team of staff is now working on identifying materials, furniture, fixtures, and equipment to procure. A staffing plan has been developed and work to fill positions commenced. Current schedule calls for substantial completion of building construction in August and opening to the public in October. Fundraising progress continues on-track with full funding expected by Q3. Construction also is progressing well with substantial completion estimated for September. Furniture, appliances, shelving, materials, signage, IT equipment and staffing also on track to be in place to enable the library's public opening in October.

Fundraising goals have been exceeded. Substantial completion of construction expected around October 1. Staffing plan is nearly complete. Public opening scheduled in November.

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1st Quarter Update
2nd Quarter Update
3rd Quarter Update

XX. Open the new St. Charles Mesa Library. *KEY RESULTS IMPACT:* Circulation, *Visits, Digital Resources Use, Program Participation.* Jon Walker
- Action Steps
  1. Complete the new library capital fundraising campaign.
  2. Oversee contractor construction of the new building.
  3. Procure and install necessary collections, furniture, fixtures and equipment.
  4. Select, hire, and train staff.
  5. Open to the public in the summer of 2014.
  6. Enact a facilities maintenance program for the building, including janitorial, grounds, HVAC, and other services.

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

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

Fundraising goals have been exceeded. Substantial completion of construction expected around November 1. Staffing plan is nearly complete. Public opening scheduled in early December.

XXI. Plan for the future provision of excellent public library services in Pueblo County by updating the PCCLD strategic plan. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources use.* Jon Walker
- Action Steps
  1. Identify a process for updating the 2009 strategic plan.
  2. Include in the planning process consideration of community input and demographics, current public library best practices, and projected library resources
  3. Employ necessary resources to complete the new plan.

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

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

Project kickoff on-track to kick-off in Q4.

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1st Quarter Update
2nd Quarter Update
3rd Quarter Update

XXII.   Replace all public-use computers. *KEY RESULTS IMPACT: Digital Resources Use.*
Charles Hutchins
- Action Steps
    1. Design a program for replacing outdated desktop computers with appropriate new devices, including consideration for upgraded public-computer management software.
    2. Procure and configure necessary hardware and software.
    3. Train staff in use of the new equipment and software, and deploy.

New public-use PCs procured in March. Configuration of PCs is complete and testing is underway. Deployment of new PCs to take place in Q2.
Project complete.
No change.

XXIII. Strive to improve work processes in Technical Services and Collection Development in order to save time and improve productivity to accommodate PCCLD's growth. *KEY RESULTS IMPACT: Circulation, Digital Resources.* Teresa Valenti
- Action Steps
    1. Document current workflow.
    2. Examine activities in the service delivery chain with the aim of eliminating waste.
    3. Revise procedures and implement approved changes.
    4. Evaluate performance of new system and adjust as necessary.

Selected JHA Consultants in March and started a four-month long project under this firm's guidance.
Phase one of the JHA consulting project completed in Q2. Phased implementation of a transition plan is now occurring. First step to complete work with vendors to receive completely shelf-ready material. One vendor has achieved this, but there remains additional work from our side to achieve truly shelf-ready material. Implementation of new workflow design will occur in Q3.
Receiving station implemented in September. All new material now received at this station, allowing a significant portion to be delivered to public shelves with no further action on our part.

XXIV.   Study and modify public meeting room use policies and procedures to allow after-hours use at Pueblo West Library and new locations. *KEY RESULTS IMPACT: Visits.* Michael Cox
- Action Steps
    1. Assess Section 5 part 1 "Meeting Room Use" portion of the PCCLD Customer Service Policies & Procedures.
    2. Make recommendations to modify policies and/or procedures to allow after-hours use at locations that are designed with this practice in mind.
    3. Train staff regarding changes and implement approved changes.
    4. Track and evaluate results.

2014 Annual Plan
December 30, 2013
January 3, 2014 Update
1st Quarter Update
2nd Quarter Update
3rd Quarter Update

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

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

Work continues with the current goal of updating written guidelines in Q4.

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

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

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

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

Barkman and Bret Kelly-A A/V upgrades were completed. InfoZone Theatre A/V evaluation and upgrade underway. Preparing requirements and RFP with completion planned in Q4 2014 or Q1 2015.

KRDO.com

Library opens on St. Charles Mesa in Pueblo County

Michelle San Miguel, **Multimedia Journalist - Pueblo Chieftain Bureau/Telemundo Anchor,**
michelle.sanmiguel@krdo.com
POSTED: 07:29 PM MST Nov 18, 2014

PUEBLO COUNTY, Colo. -

Book lovers on the St. Charles Mesa no longer have to make the drive into the city to check out a book.

The Pueblo City-County Library District opened a branch at 24655 U.S. Highway 50 East. More than 100 people packed into the library Tuesday morning for a ribbon cutting ceremony.

The library is named after Tom L. & Anna Marie Giodone. The Giodone family has owned a business on the Mesa since the late 1930s.

"All this was farming and now we have a library here that could help secure the educational portion of what we need for younger generations to come," said the couple's son, Tommy Giodone Jr.

The executive director of the library district, Jon Walker, estimates that more than 120,000 books and other library materials will be checked out during the library's first year.

"There are a lot of underserved people out here, people who don't have access to the kind of resources that they need," Walker said.

Walker believes the $2 million facility will improve the quality of life in the community.

KOAA 5

PUEBLO CITY-COUNTY LIBRARY
Ideas · Imagination · Information

(#)   (#)

(#)   (#)

(#)   0(#)

(#)

16 minutes 23 seconds ago by Leah Kraus

Pueblo City-County Library on track for record breaking year

The Pueblo City-County Library District is on track to have a record breaking year.

From circulation, to library programs, to digital use and visitors, they're setting records left and right.

The library says their e-books are one reason they've become more popular.

"[E-book] use is increasing and so we've invested quite a bit of resources into buying e-books and making those available to the public," says Jon Walker, executive director of the Pueblo City-County Library District.

Walker says he's "over the moon" by the numbers and also attributes the popularity of the library's internet to more people visiting.

He says many kids stop by after school to work on projects and homework.

Rich Simcoe, visiting a friend from Florida, stopped by the library on Monday to use the internet.

"This is fantastic," he says. "I understand it's been redeveloped and redesigned and it's quite impressive inside and out."

COMMENTS

You need to accept third-party cookies in your browser in order to comment using this

Love it

Facebook social plugin

LITERACY

Library system set to break all records

More than 2 million items have already been put into circulation

BY PETER STRESCINO
THE PUEBLO CHIEFTAIN

The whole year is not yet in the books, but the Pueblo City-County Library District is shattering all previous records for circulation, visits, program attendance and digital usage.

The district's goal this year was to circulate 1.9 million items, said Jon Walker, library executive director.

"We had never circulated more than 2 million items," Walker said last week. "We circulated 1.7 million items last year. By the end of October we passed that 2 million goal."

Circulated items generally mean books, DVDs, e-books, audio books, e-audiobooks and music CDs.

Other goals and records passed this year include:

● The 2014 goal for visits to the library's Robert Hoag Rawlings Public Library on Abriendo and its several branches was 1.3 million. By the end of October, 1,181,399 individual visits were recorded, and the district most likely will exceed the goal when this month's visitation is tallied.

● Program attendance is way up, with 151,829

CHIEFTAIN PHOTO/JOHN JAQUES

People crowd the second floor of the Robert Hoag Rawlings Public Library last week.

> We've put more resources into interlibrary loans in the last 10 years than we did before. A very important part of what we do is lend and borrow materials of all formats. It's a very sophisticated service.
>
> — JON WALKER
> EXECUTIVE DIRECTOR

and special programs such as All Pueblo Reads gatherings, the district's annual communal literary exercise.

● Digital use, which includes sessions on the Internet and checking out laptops and tablets, reached more than 770,000 through October. The goal had been 750,000 digital uses. The number of times people log on to the library's subscription bases, which includes back-issue periodicals, almanacs and encyclopedias (e-reference, it's called) has easily surpassed the

the count by October's end. The goal was 135,000. This number includes attendance at lectures, book discussions, events at the InfoZone

district's goal.

"As recently as 40 years ago, a library measured its worth by the number of volumes it had on its shelves," Walker said. "It was valid then. It's no longer valid.

"The role of the public library is to ensure the community has free and accurate access to information, in all formats. Today, that measure is online."

What is not on the shelves is easily accessed through the National Interlibrary Loan System, Walker said.

"We've put more resources into interlibrary loans in the last 10 years than we did before. A very important part of what we do is lend and borrow materials of all formats. It's a very sophisticated service. The library developed it a number of years ago. We both lend and borrow through the system."

The district employs a staff member to work full-time on interlibrary loans and another librarian who is so percent overseeing interlibrary loans and the other half is spent on collection development, which is buying materials for the library. That person

SEE LIBRARY, 2B

purchases music, DVDs, movies, audiobooks and subscription databases, referred to as reference tools.

"And we have a full-time librarian who spends his time buying books," Walker said. "We have a half-time librarian buying children's books. We devote a lot of resources to books, but it's moving more and more towards spending more and more on electronics.

"We spend about $1.2 million annually on materials."

When it comes to materials on the shelves, a system called "weeding" is used to keep the collection current. If an item has not been checked out for three years, most likely it's coming off the shelves.

It still will be available through the interlibrary loan service, Walker said.

"It's important for us to have materials on the shelves," he said. "Put in view for potential use. We want materials to be in use. But we're not so focused on the size of the collection as the use of our collection. What we have is what people want to use."

The district is partially financed by an almost 5.3 mill annual levy assessed to county property own-

ers, bringing in a little more than an expected $8.5 million this year. Other sources of funding include late fees, a public tax for automobile licensing and gifts from patrons.

There is the main library and branches on the South Side, in Bel-

mont, in Pueblo West, at the YMCA and in the Greenhorn Valley. The Tom L. and Anna Marie Giodone branch is scheduled to open Tuesday in Blende, and the East Side Patrick A. Lucero Library is slated for a December opening.

"Part of the tradition

of the public library is a comfortable place for the public to come and study and learn," said Walker. "And providing a great space for people to come, engage in ideas and an exchange of information."

pstress@chieftain.com.

Life in the Age of Hyper-Innovation

Implication #10
INTELLECTUAL CAPITAL > PHYSICAL OR MONETARY CAPITAL

Implication #9
BOUNDARIES ARE BLURRED

Implication #8
CREATIVITY IS CHEAPER AND FASTER THAN EVER BEFORE

Implication #7
> MARKETS (global potential)

Implication #6
< MARKETS (less market share per product, yet more products)

Implication #5
MARKETS ARE GETTING FASTER AND MORE EFFICIENT

Implication #4
EVEN THE BEST PRODUCTS' LIFESPANS ARE GETTING SHORTER

Implication #3
EVEN THE BEST COMPANYS' LIFESPANS ARE GETTING SHORTER

Implication #2
ALL WILL CHANGE OR FACE DISRUPTION (innovate ... or else)

Implication #1 ...
YOU'RE NEXT (keep innovating faster)

THE FICTION PROBLEM

By Jon Walker (PCCLD Newsletter, December 2014)

During the early twentieth century there was debate in this country about what was then known as *The Fiction Problem*. Popular fiction was frowned upon in the library world in favor of "more improving books." This was the perspective of one librarian who wrote in 1906: "It is certainly not the function of the public library to foster the mind-weakening habit of novel-reading among the very classes—the uneducated, busy or idle—whom it is the duty of the public library to lift to a higher plane of thinking."

Times change. By the 1970s, popular fiction was a mainstay in public libraries. Libraries in the latter part of the twentieth century commonly centered on a philosophy known by librarians at the time as *Give 'Em What They Want*. This movement was characterized by libraries focusing attention on providing materials people desired rather than materials librarians thought people needed. One result of this change is popular fiction collections in public libraries grew to previously unseen volumes in both size and use.

Now in the early 21st century libraries are evolving once again as information becomes increasingly digital and online. Today's traditionalists now, as in 1906, are concerned about the change. Some are troubled about the loss of "real books" or even view this transition as an "insult" to "book readers." The rhetoric has occasionally reached a higher pitch with absurd accusations of librarians "burning books."

What is striking to me about these complaints is this. Public libraries in our community today have never been busier or more engaged. More people are using our libraries than ever before. We will check out more than two million items this year alone. We have never circulated this many books and other materials in any single year ever in the history of the library district. Record numbers of individuals are attending library educational and cultural programs and events. And, of course, more people are using library digital services, too—including computers, the Internet, e-books, and more.

In many respects this seems to be a golden age for public libraries. Nevertheless, it is important to balance the new with the old. After all, the library has an obligation to ensure free and open access to information for everyone. This principle is fundamental to the role of the public library in America. It was so in the time of Jefferson and Franklin in the eighteenth century. It continued to be true through the nineteenth century when Carnegie gave generously to help establish the system of public libraries we still revere today. It remains accurate now as philanthropists like Bill Gates assist libraries in meeting the need for access in the digital age.

I assure you that library professionals at the Pueblo City-County Library District are dedicated to this task. Most librarians first entered this profession due to their passion for the bound monograph, or what some now refer to as the *paper book*. When you ask most people to describe a library today, they probably first mention the book. Yet libraries have not always been about books. They are not currently all about books. They are not likely to be all about books in the future.

Libraries predated books. The first libraries, 4,000 years ago, consisted of rooms full of clay tablets in cuneiform script and papyrus scrolls with hieroglyphics. Change has been occurring in libraries for literally thousands of years. In fact, it is reasonable to argue that so long as

libraries are willing to adapt, their future is better guaranteed. It is only when libraries refuse or are unable to change that their future will become less certain.

Of course, the *paper book* does play a key role in today's libraries. But modern libraries are more than this. Books are important to libraries, and will continue to be important for years to come. Yet libraries make information available in a variety of formats in addition to books. Libraries also are community and cultural centers with busy study areas, reading and viewing spaces, rooms for larger public gatherings, and the offer of spirited cultural and educational programs and events that are free and open to everyone.

This aspect of the modern public library is important for communities, both today and in the future. Libraries should be beautiful and peaceful, yet vibrant public spaces where people freely gather together to read, listen, view, learn, create, and exchange ideas. This is a big reason people are flocking to our libraries today. They seek that common public space devoted to lifelong learning. Yes, the library is more than simply a warehouse of books.

Not only do libraries furnish the venerable book, but also information in a variety of formats—CDs, DVDs, public-access computers, online reference databases, streaming video, e-books, e-audiobooks, and more. Today, we check out video games, language learning on USB drives, and audiobooks preloaded on MP3 players. We circulate laptops, tablets, and WiFi hotspots. We provide access to software and hardware that individuals might not afford in the home, such as 3D scanning and printing, audio and video recording production, and graphic design, video editing, photography and web development capacity. But it is not all about high-tech. We also provide seed libraries (yes, seeds you plant and grow), bicycle locks, etc. These new and alternative formats are definitely impacting how the library looks and how it is used. This trend will persist into the future for the successful public library.

We will continue to work diligently to give our users what they desire in paper, in online and digital formats, and, undoubtedly, in formats yet to come. The mission of the public library is to engage all members of our community with free and open access to information, lifelong learning, and literacy—excluding no one. As Thomas Jefferson wrote: "A democratic society depends upon an informed and educated citizenry." The free public library is integral to this proposition. This is the promise that I am proudly committed faithfully to keep.
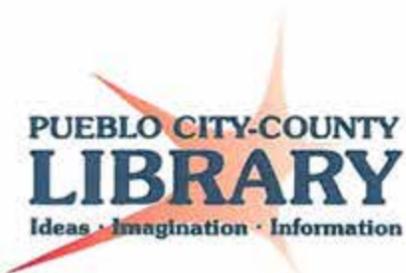
PUEBLO CITY-COUNTY LIBRARY

Ideas · Imagination · Information

100 E. Abriendo Avenue
Pueblo, CO 81004-4232

(719) 562-5600
(719) 562-5610 Fax

www.pueblolibrary.org

Robert Hoag Rawlings
Library

Barkman Library

Giodone Library

Greenhorn Valley Library

Lamb Library

Lucero Library

Pueblo West Library

Library @ the Y

**Community Satellite
Libraries:**

Avondale Elementary

Beulah School

December 11, 2014

Dear «First» «Last_»:

2014 is turning out to be an extraordinary year for PCCLD. Each of our key results are at all-time highs. We are on track to check out more materials than ever before. A record number of people will visit our libraries and attend library-sponsored educational and cultural programs and events. Digital use of library resources has never been greater. To top it off, we are opening three additional new libraries in November and December. This may well go down as the most significant year yet in the rich history of the library district.

The Board of Trustees understands these remarkable accomplishments could not happen without the special efforts of dedicated employees. You are an important member of this high-achieving team, and the Board of Trustees wishes to recognize your contribution. You are hereby awarded a special personal day in 2015. This personal day is in addition to other personal days, holidays and vacation days each employee is annually entitled to use. Please find enclosed a certificate with additional details on your special personal holiday award.

Congratulations on a great year! Thank you for all of your contributions.

Sincerely,

Marlene Bregar
President
Board of Trustees

12.22.2014

HERE'S A GIFT
CERTIFICATE FOR YOU

This paid personal day is in addition to the recognized holidays, vacation and other paid personal days. This certificate must be redeemed in calendar year 2015. The day off must be scheduled with approval of your supervisor. This certificate is only for the person to whom it is issued and is not transferrable nor redeemable for cash.

Presented To

NAME

Issued By

PCCLD Board of Trustees

1 SPECIAL PAID PERSONAL DAY (PRORATA BASIS)

PUEBLO CITY-COUNTY
LIBRARY
Ideas · Imagination · Information