

2021 Annual Plan

DRAFT January 19, 2021



This document constitutes the 2021 Pueblo City-County Library District (PCCLD) Annual Plan. It includes current information and analysis regarding the library district plus a list of objectives and action steps intended to help ensure PCCLD's success continues this year and beyond. This plan aligns with the 2021 PCCLD Budget adopted by the Board of Trustees on December 10, 2020.

BACKGROUND

PCCLD has received positive recognition in recent years for exemplary engagement with the community it serves. The library district recently was designated as a *Five Star Library*. PCCLD has received recognition now as a national *Star Library* for five consecutive years. This selection is based upon widely recognized industry standards and places PCCLD's performance in the top one percent of institutions from among nearly 6,000 public libraries in the United States. PCCLD has been accorded other prestigious awards in the last few years, including the *National Medal for Museum and Library Service* and America's *Best Public Library*. A resounding positive vote by the community to increase the library district's tax levy in November 2019 is notable. This not only affirms the high-level of confidence in PCCLD among the voting public but, also, helps assure a solid financial footing for local libraries for the foreseeable future.

These distinctions for PCCLD demonstrate a history of strength and success. PCCLD built upon this in 2020 with extensive efforts to develop a new institutional strategic plan. This work included stakeholder focus groups about PCCLD conducted with citizens from throughout Pueblo County, an in-depth survey of county residents about PCCLD, analysis of community demographics and library district use, examination of library industry and information technology trends, study of PCCLD human, financial, and capital resources, and review of other institutional strengths, weaknesses, threats, and opportunities. The outcome of this comprehensive effort should result in the adoption of a new PCCLD strategic plan in 2021. This annual plan works in support of the strategic plan.

2020 was notorious due to the negative consequences for Pueblo County from the COVID-19 public health crisis. This catastrophe impacted the entire world. Its dire influence on the local community is difficult to overstate. PCCLD has been forced to respond to this and the

pandemic continues to have calamitous repercussions now. It required PCCLD to expend much of its energy and resources in 2020 in dramatically revamping services and activities on-the-fly. The institution remains resilient with ongoing focus to provide the best possible library service to the community during an extraordinarily challenging time. PCCLD moved forward in a judicious manner in 2020 including providing services as public health conditions allowed, working on the aforementioned strategic plan, and key effort on its master facilities plan.

All the factors outlined above confirm the importance of PCCLD's dedication to forethought, accountability, and service plus strong support for the institution from the community it serves. PCCLD's longstanding activities, tactics, and strategies consistently have aimed at providing the finest library service for local residents. This relates directly to its success in recent years. PCCLD will strive in 2021 to implement specific objectives in further support of this.

The objectives and action steps delineated below are intended to accomplish this aim. The 2021 planning process has been different from others undertaken in recent years. Typically, PCCLD's annual plans are the end product of engagement with a broad swath of PCCLD stakeholders, including employees, Trustees, Friends of the Library, and the Pueblo Library Foundation. This year—in large measure due to the exigencies of the pandemic—the plan largely derives more from PCCLD administrative leadership with review to ensure it supports the institution's mission and long-range goals.

Each 2021 objective is listed in alphabetical order below and accompanied by action steps intended to facilitate their accomplishment. These are not intended to be a comprehensive list of all that will happen at PCCLD in 2021. Rather, it includes those objectives that represent significant new initiatives for 2021 along with others identified with notable bearing on institutional resources. This document is the outcome of much consideration and effort, and it provides positive direction for PCCLD in fulfilling its overarching aim to provide the best possible public library service to the community.

2021 OBJECTIVES

- I. Adjust library service in Beulah to improve access to PCCLD materials, services, and programs.

Action Steps

1. Review current library service to the Beulah area.
 2. Assemble improvement alternatives.
 3. Implement recommended changes and evaluate outcome.
- II. Adopt policy aligned with recent state legislation to better protect library user personal information.

Action Steps

1. Appraise legal requirements and relevant PCCLD policy.
 2. Write new policy aligned with recommended best practices aligned with the law.
 3. Seek approval from the Board of Trustees and implement.
- III. Assess PCCLD's adult collection of materials to assure appropriate diversity of titles representative of different groups and cultures in order to foster equitable access.

Action Steps

1. Assign project tasks to individuals for collection evaluation and re-cataloging using agreed-upon criteria.
 2. Make appropriate collection additions and withdrawals.
 3. Adjust subject headings on selected titles.
 4. Evaluate project results.
- IV. Carryout programming activities aligning virtual events with those that are in-person.

Action Steps

1. Continue to accommodate public health guidelines offering virtual programs only, when appropriate.
 2. Reinstitute in-person events when public health guidelines allow.
 3. Determine appropriate mix of virtual and in-person events.
 4. Assess outcomes of the new hybrid model and adjust for best impact.
- V. Complete an internal cybersecurity assessment to protect library district data and Information Technology assets.

Action Steps

1. Inspect current PCCLD cybersecurity protocols comparing with industry standards.
 2. Make recommended changes to organization policies and procedures, and implement agreed-upon measures.
 3. Evaluate outcomes to ensure district needs are met.
- VI. Conclude implementation of the “fine free” program to gauge its impact on library district key results.

Action Steps

1. Complete steps for starting the “fine free” program.
 2. Evaluate impact, report, and adjust, as indicated.
- VII. Coordinate PCCLD-sponsored cultural and educational programs with library collections of materials in order to maximize community impact.

Action Steps

1. Assign a team of internal experts to address the issue.
 2. Review and adopt recommendations for integration of these services.
 3. Assess results.
- VIII. Deploy planned and budgeted changes to the library district’s Information Technology infrastructure to include wireless access points and printing, a firewall, battery backup units, photocopiers, and primary Internet Service Provider.

Action Steps

1. Procure specified equipment and software.
2. Train staff and implement applications.
3. Assess deployments to ensure PCCLD needs are met.

IX. Establish practices to track data pertinent to PCCLD's community economic impact.

Action Steps

1. Convene a work group to recommend best options.
2. Put procedures in place to record desired information.
3. Gauge benefit of new process.

X. Evaluate the current credit card merchant process to ensure it is current and cost effective.

Action Steps

1. Review costs and benefits of the current program.
2. Solicit information from vendors on alternatives.
3. Make informed change or maintain existing program.
4. Analyze results and implement agreed-upon actions.

XI. Finish library facilities' security assessments using Homeland Security standards in order to better ensure safe operations.

Action Steps

1. Employ certified security assessment agency and determine timeline for work.
2. Review each site to understand current vulnerabilities and develop a plan for desired changes.
3. Make changes and assess outcomes for each site.

XII. Examine PCCLD corporate insurance to ensure the best cost-effective solution is in place.

Action Steps

1. Survey the marketplace for options for PCCLD.
2. Select and implement best lowest-cost options.

XIII. Implement assistant manager role at each branch library to improve PCCLD operations.

Action Steps

1. Assign job duties and make other indicated adjustments for each branch.
2. Provide training and support.
3. Gauge outcome of the program.

XIV. Increase staff support for PCCLD web services to improve patron access to library information and services.

Action Steps

1. Increase investment into PCCLD website support and development.
2. Identify and assign additional tasks.
3. Evaluate use of PCCLD website and assess outcome.

XV. Institute organizational curriculum goals and measures for library employee training.

Action Steps

1. Establish a team to lead this process.
2. Determine best practices for PCCLD.
3. Start new program and analyze impact.

XVI. Investigate the library district's processes related to Payment Card Industry Data Security Standards (PCI DSS) to ensure compliance.

Action Steps

1. Review the current PCI implementation.
2. Update processes to align with current requirements.
3. Assess success of the project.

- XVII. Launch a new PCCLD Smartphone application to better engage the public with library services.

Action Steps

1. Integrate the selected application with other library systems.
2. Develop marketing materials and train staff.
3. Launch application and evaluate results.

- XVIII. Modernize the library district's Information Technology policies to assure adherence to industry best practices.

Action Steps

1. Review current policies and compare with peer institutions.
2. Assess pertinent best practices.
3. Write policies aligned with PCCLD's interests and activities.
4. Seek approval from the Trustees to adopt new policies and assess outcomes.

- XIX. Modify the PCCLD Information Technology telecommunications network topology with consideration for improved reliability and flexibility.

Action Steps

1. Employ industry expertise to devise proposed topology.
2. Create and implement work plan to instigate revisions.
3. Review and report on outcomes.

- XX. Provide in-kind support to initiate the reformulated Pueblo Library Foundation Leadership Academy for young people.

Action Steps

1. Develop curriculum including a mentorship component.
2. Foster relations with feeder organizations and recruit students to participate.
3. Carryout year one of the new project and analyze results.

XXI. Put into place new services for the aging population.

Action Steps

1. Develop community partnerships with relevant organizations to better reach the aging population.
2. Seek grants to support these programs and services.
3. Provide library materials and programs specifically for seniors including seeking input on needs and preferences for these.

XXII. Renovate the Rawlings Library to improve library physical facilities.

Action Steps

1. Complete design development and commence construction.
2. Coordinate service adjustments during construction and keep the public informed.

XXIII. Respond to the changing conditions presented by the COVID-19 pandemic to provide the best possible public library service to Pueblo County residents.

Action Steps

1. Monitor and adhere to applicable state and local COVID-19 public health pronouncements and guidelines.
2. Adjust library services in response to evolving circumstances.

XXIV. Restructure the Security Department to improve library district safety and protection.

Actions Steps

1. Hire a supervisor to lead the Security Department.
2. Review and update internal coverages, procedures, and protocols.
3. Train and implement on changes.
4. Gauge effectiveness of new processes and revise, as required.

XXV. Review and update the materials use policies of the library district.

Action Steps

1. Revise current policies.
2. Review updates with stakeholders.
3. Seek Trustees' approval.
4. Communicate newly adopted policy documents and provide appropriate training.

XXVI. Revise the library district's Finance policies to align with current best practices.

Actions Steps

1. Review current policies and compare with those of similar institutions and best industry practices.
2. Write Finance policies to ensure PCCLD's governance and activities are optimal.
3. Work with the Trustees to adopt and implement new policies.

XXVII. Start a PCCLD capital fundraising campaign.

Actions Steps

1. Organize initial campaign logistics to launch by early Q2.
2. Develop marketing and collateral materials for the project.
3. Build upon the fundraising program with a targeted solicitation plan.

XXVIII. Streamline management of public-use circulating information devices such as hotspots, tablets, and laptops to help bridge the digital divide in Pueblo County.

Action Steps

1. Audit current processes and assets.
2. Determine best practices and apply changes.
3. Evaluate new procedures for effectiveness.

XXIX. Update PCCLD's Information Technology Capital Replacement Plan to ensure appropriate future upgrades and support for critical systems.

Action Steps

1. Complete evaluation of current Information Technology Capital Replacement Plan inventory.
2. Revise acquisition calendar in alignment with current best practices and projected needs.
3. Communicate new plan to stakeholders and assess fiscal impact.

XXX. Upgrade Pueblo West Library lighting and HVAC systems.

Action Steps

1. Review current systems and determine specifications for replacements.
2. Perform an open bidding process to solicit best, lowest-cost systems.
3. Contract to put in place new systems and proceed with upgrades.

XXXI. Work to enhance PCCLD's work culture embracing diversity and inclusion.

Action Steps

1. Assign work group to recommend best work place practices.
2. Review and adopt accepted suggestions.
3. Commence implementation.