

2022 Annual Plan

DRAFT

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**PUEBLO CITY-COUNTY
LIBRARY**

Ideas • Imagination • Information

This document represents the 2022 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 throughout 2022 and beyond. This plan aligns with the PCCLD 2022 Budget adopted by the Board of Trustees on December 9, 2021 (<https://www.pueblolibrary.org/sites/default/files/pdf/2022FinalBudget.pdf>).

BACKGROUND

PCCLD has received a number of honors in recent years for exemplary library service to the local community. The library district recently was selected as a *2021 Star Library*, marking the sixth consecutive year for the institution to receive this prestigious recognition (<https://www.libraryjournal.com/page/americas-star-libraries-2021>). This designation is based upon widely acknowledged library industry performance standards and it places PCCLD among the top three percent among 5,846 public libraries operating in the United States. PCCLD has been accorded other distinguished awards in recent years, included among these being both the *2018 National Medal for Museum and Library Service* (<https://www.ims.gov/issues/national-initiatives/national-medal-museum-and-library-service/2018-medals>) and America's *Best Public Library* (<https://elgl.org/winner-of-the-2018-leslie-b-knope-award/>). The November 2019 election to increase the library district's tax levy also is notable (<https://www.pueblolibrary.org/resolution.pdf>). The landslide "yes" vote for the 2019 PCCLD ballot measure not only affirms the high regard local residents have for PCCLD, but it also helps assure a sound financial footing for local libraries for the foreseeable future.

These distinctions demonstrate strength and achievement. PCCLD's practice of sound planning practices and internal accountability helps sustains its success. The library district took important steps in this regard in late 2020 with the adoption of a new strategic plan. The strategic plan is based upon extensive background work that included stakeholder focus groups, a statistically-significant survey of county residents about PCCLD; review of county demographics, community use of library district

services and resources, examination of library industry trends, study of PCCLD financial, capital, and human resources; and analysis of the institution's strengths, weaknesses, threats, and opportunities. The outcome of this comprehensive effort resulted in the PCCLD Board of Trustees approving the 202-page document entitled *Growing Community Partnerships: The 2021-2025 Strategic Plan for the Pueblo City-County Library District*

(https://www.pueblolibrary.org/sites/default/files/pdf/2021_2025Strategic%20Plan.pdf

and

<https://www.pueblolibrary.org/sites/default/files/pdf/library/2021Appendicesto20212025StrategicPlanFINAL.pdf>). This 2022 Annual Plan functions in support of the strategic

plan.

It must be noted that the past two years have been burdened by the COVID-19 crisis. This public health calamity has impacted the entire world and the dire results for the local community are difficult to overstate. PCCLD has been forced to respond to the pandemic and it continues to have repercussions even now approximately two years since it commenced. The pandemic has required PCCLD to expend significant effort and resources in dramatically revamping services and activities on-the-fly in alignment with guidance and requirements from public health authorities such as the Pueblo Department of Public Health & Environment, the Colorado Department of Public Health & Environment, and the federal Centers for Disease Control & Prevention. This is expected to carry over into 2022.

PCCLD continues to prioritize positive outcomes for the community it serves even in the face of the public health challenges. This is occurring in conformity with the library mission to support reading, literacy, lifelong learning, and free and open access to information. PCCLD also has responded in new ways brought on by the pandemic. Two examples from among several that could be cited are (1) *Reading Pays: Pueblo's \$1 Million Reading Challenge* and (2) PCCLD hosting ongoing COVID-19 vaccination clinics at local libraries. With *Reading Pays*, the library district leveraged a unique opportunity by using federal American Rescue Plan funds provided by the City of Pueblo and Pueblo County. These funds were paid out to keep thousands of local

young people engaged with reading and literacy activities during a period when student classroom time was limited due to the pandemic. The program has paid out more than \$700,000 so far in individual \$100 reading incentives to more than seven-thousand Pueblo County youth to help stimulate the local economy and keep young people reading and learning. The library-hosted vaccination clinics have assisted local citizens in protecting themselves from the deadly virus. Both these programs and others like them demonstrate how PCCLD has remained nimble in delivering great services to county residents.

PCCLD remains resilient and focused on providing the best possible library service to the community during this challenging period of time. The library district moved forward in a judicious manner in 2021 on key activities including modifying services due to public health conditions, kicking off implementation of its new strategic plan, and commencing renovation of the Rawlings Library (<https://www.pueblolibrary.org/RawlingsRenovation>). Refurbishing the Rawlings Library is the first among several capital facilities upgrades scheduled to occur in the coming years as described in the 154-page *Pueblo City-County Library District: Library Master Facilities Vision* (<https://www.pueblolibrary.org/sites/default/files/pdf/PCCLDLibraryFacilitiesMasterVisionPlans.pdf>).

Factors like those outlined above confirm the importance of PCCLD's dedication to planning, accountability, and service-oriented action plus strong support for the institution from the community it serves. PCCLD's long-standing activities, tactics, and strategies have consistently aimed at providing the finest library service for local residents. This relates directly to its success. PCCLD will strive in 2022 to implement specific objectives in further support of this. The objectives and action steps listed below are intended to accomplish this aim.

The 2022 planning process has been thorough and includes considerations gained from ongoing consultation with PCCLD stakeholders. Each 2022 objective is provided in alphabetical order below and accompanied by action steps intended to facilitate their

accomplishment. This is not intended to be a comprehensive list of all that will happen at PCCLD in 2022. Rather, it includes objectives representing important new initiatives for 2022 along with others identified with notable bearing on institutional resources. This document is the outcome of considerable deliberation 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.

OBJECTIVES

- I. Administer the newly developed employee training plan to assist individual staff in learning and developing skills to support the best possible job performance.

Action Steps

1. Review and finalize training plan.
 2. Assign responsibilities for implementation.
 3. Enact the program and evaluate outcomes.
- II. Carry out Multi Factor Authentication (MFA) implementation in order to better secure PCCLD's online assets.

Actions Steps

1. Develop an MFA project plan for the new security environment.
 2. Establish the new protocol, test implementation, and conduct a pilot program.
 3. Train users, roll out, and assess the project.
- III. Collaborate with the Friends of the Library (FOL) on the transition for management of the *Books Again* store.

Action Steps

1. Work with store management to document bookkeeping practices.
 2. Transfer oversight of bookkeeping to PCCLD.
 3. Commence new bookkeeping arrangements and evaluate results.
- IV. Commence a comprehensive effort to update PCCLD's brand to improve promotion of public library services to members of the community.

Action Steps

1. Devise a scope of work and solicit third-party assistance.
2. Select a vendor to collaborate on branding redevelopment.
3. Seek agreement on new brand and a rollout plan.

- V. Complete the project to renovate the Rawlings Library and fully reopen the updated facility.

Action Steps

1. Work with internal and external partners to complete physical space construction, changed furnishings, fixtures, equipment; and refresh of collection of books and other materials.
2. Complete the updated staffing plan, communicate changes, and carry out.
3. Fully reopen Rawlings Library in Q4.

- VI. Conclude the review and update to the library district's materials use policies to ensure current best practices are in place.

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.

- VII. Continue to implement the PCCLD Masters Facilities Plan so library physical spaces best meet service needs.

Action Steps

1. Update the capital facilities financial program including leveraging grant funding.
2. Undertake design development for Barkman Library and Lucero Library.
3. Evaluate capacity for commencing construction for Barkman Library and/or Lucero Library.

- VIII. Finalize establishment of improved processes for reliable Internet service.

Action Steps

1. Put in place all components of necessary services and technologies.
2. Notify stakeholders of changes to PCCLD Internet services.
3. Test new service, cutover, and evaluate outcomes.

- IX. Finish updating PCCLD Finance Policies in support of high quality financial management activities.

Action Steps

1. Review policy changes adopted in 2021.
2. Compare current policies with those of similar institutions and best industry practices.
3. Write policies to ensure PCCLD's governance and activities are optimal.
4. Work with the Trustees to adopt and implement new policies.

- X. Focus on PCCLD's summer reading program including the opportunity for year two of *Reading Pays: Pueblo's \$1 Million Reading Challenge* in support of youth reading and literacy.

Action Steps

1. Evaluate results of 2021 program.
2. Work with stakeholders to determine and put in place processes for 2022.
3. Carry out program and assess outcomes.

- XI. Foster economic development and workforce development in the community as called for in the PCCLD strategic plan.

Action Steps

1. Explore hiring a business librarian and collaborate with local partners on economic development and job-readiness activities.
2. Offer workforce development opportunities such as adult literacy and learning-by-doing.

3. Serve as a hub for employment, job postings, and other efforts to connect employers and job seekers.
 4. Assess outcomes and adjust, as indicated.
- XII. Implement an Inclusion, Diversity, Equity, and Accessibility (IDEA) project to foster the best possible work culture.

Action Steps

1. Continue program implementation in collaboration with consultant following kick-off in late 2021.
 2. Investigate and assess current PCCLD IDEA work culture ending with analysis and recommendations report.
 3. Work to implement recommendations.
- XIII. Improve maintenance and upkeep of hotspots, tablets, and laptops checked-out for out-of-library usage by the general public.

Actions Steps

1. Ensure documentation of current inventory is current and accurate.
 2. Review use policies and procedures—including support/maintenance of current devices and a collection development program.
 3. Conduct program assessment and report out by year-end.
- XIV. Incorporate Inclusion, Diversity, Equity, and Accessibility (IDEA) subject headings in the public catalog to improve accessibility to library materials.

Action Steps

1. Work with selected vendor on method for processing updates.
 2. Incorporate changes.
 3. Assess impact of new headings.
- XV. Install a new corporate and workers' compensation insurance program for the institution to reduce financial uncertainty and make accidental loss manageable.

Action Steps

1. Ensure new insurance coverage is in place.
2. Inform staff of changes whenever current procedures are impacted.
3. Perform year-end analysis of impact of new coverage.

- XVI. Institute a program for maintaining PCCLD Information Technology (IT) capital assets to help ensure the public's library IT needs are well addressed.

Action Steps

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

- XVII. Investigate options to ensure satisfactory public access to services for earning a high school equivalency diploma.

Action Steps

1. Survey services currently available locally.
2. Investigate best options for PCCLD to support community need.
3. Seek to partner with others in filling local gaps.
4. Conduct end-of-year analysis of outcomes.

- XVIII. Issue a Request for Proposals (RFP) for custodial services to maintain clean and attractive physical spaces.

Action Steps

1. Write RFP for custodial services and issue.
2. Adopt best, lowest-cost proposal and implement.
3. Evaluate service change at year-end.

- XIX. Maintain competitive employee pay with PCCLD's investment of an additional 3.5 percent in compensation tied to the Pay for Performance program.

Action Steps

1. Communicate the outcomes of the 2021 Pay for Performance program to internal stakeholders.
2. Ensure supervisors continue with the "walk around the block" performance discussion program with employees.
3. Complete the annual performance review process by December 2022.

- XX. Modernize the library district's Information Technology (IT) policies and write a strategic IT district plan to assure adherence to industry best practices.

Action Steps

1. Employ third party to review current PCCLD IT policies and practices, and compare with peer institutions and appropriate standards.
2. Assess pertinent best practices for PCCLD including feedback from key stakeholders.
3. Write policies and plan aligned with PCCLD's interests and activities.
4. Seek approval from the Trustees to adopt new policies and plan.

- XXI. Move PCCLD to a new employee health benefits program in support of worker health.

Action Steps

1. Ensure transfer to new program is completed.
2. Monitor benefits use during year.
3. Analyze outcomes and consider options for 2023 renewal.

- XXII. Participate in the Imagination Library of Colorado program to buttress literacy among Pueblo County youth.

Action Steps

1. Monitor State of Colorado's rollout of the program.
2. Seek to leverage the service for Pueblo County.
3. Perform year-end review.

- XXIII. Put in place an updated online accounting system in support of accurate and timely preparation and presentation of financial statements.

Action Steps

1. Evaluate marketplace for best, lowest-cost options for PCCLD.
2. Select service that supports ease of transfer from current platform to new system.
3. Implement new system including staff training and ensuring data and service transfer is seamless and accurate.

- XXIV. Renew the PCCLD ConnectEd program to leverage school utilization of library resources.

Action Steps

1. Create a marketing campaign to launch prior to the summer reading program.
2. Reach out to schools to set up library accounts.
3. Provide school training and engagement program on use of Connect Ed and library resources.
4. Analyze results of the project.

- XXV. Respond to guidance from public health authorities regarding the COVID-19 pandemic to better ensure safe and healthy libraries.

Action Steps

1. Monitor pertinent guidance and orders for the Pueblo Department of Public Health & Environment, the Colorado Department of Public Health & Environment, and the federal Centers for Disease Control and Prevention.

2. Implement measures to better ensure a safe and healthy library environment for workers and the public while continuing to deliver the best possible service.

XXVI. Return attention to achieving PCCLD key results—circulation, visits, digital use, and program attendance—to reinforce great local library service.

Action Steps

1. Begin to evaluate digital branch to ensure public outcomes for access are best met.
2. Refresh collections to provide materials people seek starting with the Rawlings Library.
3. Set key results goals and actions steps, and monitor progress.

XXVII. Revamp PCCLD website including migration to current web content management system.

Action Steps

1. Work with third party to develop a migration plan.
2. Involve stakeholders in the proposed changes.
3. Inform staff and stakeholders on updated site and implement.

XXVIII. Review methods for library-sponsored online public programming with site set on reducing redundancy and oversaturating the viewing market.

Action Steps

1. Review data from current PCCLD offerings.
2. Identify areas of overlap and seek to coordinate for improved return on investment.
3. Implement targeted improvements and assess outcomes.

XXIX. Revise PCCLD meeting room policies and procedures to ensure currency.

Action Steps

1. Review current written documents and practices with stakeholders.
2. Seek best practices from peer institutions.
3. Revise and update policies and procedures, and seek Trustee support.
4. Communicate practices to staff and the public, and train, as required.
5. Evaluate outcomes.

XXX. Seek a new agency to assist PCCLD's collection for unpaid bills from users who checkout materials but do not return them.

Actions Steps

1. Put in place a temporary notification program.
2. Solicit information from collection firms on best fit.
3. Implement new long-term collection program.

XXXI. Sharpen librarian attention for reaching into the community to strengthen library relevance, remove barriers, and help citizens achieve their goals.

Action Steps

1. Implement a branch library pilot project, including review of demographics data for branch library service area, patron survey, user focus groups, and hiring a community engagement librarian.
2. Plan and implement collaboration with partners and meaningful programs, events, and activities that align with what is learned in the branch community engagement project.
3. Measure outcomes and assess success.

XXXII. Undertake steps to improve PCCLD services to older adults in support of the PCCLD strategic plan.

Action Steps

1. Evaluate current targeted services to identify and look to fill identified gaps.
2. Invigorate targeted messaging to promote PCCLD to seniors.

3. Complete year-end analysis of progress.

XXXIII. Upgrade selected PCCLD Information Technology capital assets, as budgeted.

Action Steps

1. Improve video surveillance system starting with the Rawlings Library.
2. Change out public-use laptops at the Giodone, Greenhorn Valley, and Lucero Libraries.
3. Update PCCLD's WiFi systems.
4. Replace the district telephone system to an up-to-date and well-supported platform.