

# 2017 Annual Plan

Preliminary, November 3, 2016



**PUEBLO CITY-COUNTY  
LIBRARY**  
Ideas • Imagination • Information

The Pueblo City-County Library District (PCCLD) recently received the Library Journal's prestigious *Star Library* award. This recognition places the local public library among the top three percent of all public libraries in the United States. It also affirms the dedication to planning, accountability, and service of those involved with the district in recent years plus strong support from the community. This work continues with this presentation of the PCCLD 2017 Annual Plan.

PCCLD's new strategic plan

([http://www.pueblolibrary.org/sites/default/files/2015\\_strategicplan.pdf](http://www.pueblolibrary.org/sites/default/files/2015_strategicplan.pdf)), which was developed and adopted in 2015 via a comprehensive and collaborative process involving library stakeholders, helps set the current path forward for libraries locally in calling for special attention by the district in these six areas:

- Create young readers
- Strengthen community partnerships
- Bridge the digital divide
- Data-driven planning
- Serve the whole family at all stages of life
- Lifelong learning begins with staff.

These areas of focus are prominent in this 2017 annual planning document. The PCCLD team also continues to work toward achieving designated key results, which include increasing use of digital services and traditional collections plus ensuring more customers visit district libraries to read and study, learn, and participate in library-sponsored cultural and educational events and activities. Delivery on these is an important measure of the organization's vitality and success. PCCLD's progress in its mission to provide the best possible public library service for the community relates directly to these strategic areas of focus and institutional key results. PCCLD will strive in 2017 to implement specific objectives in support of the stated areas of strategic focus and key results.

The objectives outlined below in this plan are intended to do this. They are the end product of a planning process that involved participation by PCCLD trustees, managers and administrators, and employees. The planning exercise also integrated contributions from vital PCCLD partners, such as the Friends of the Library and the Pueblo Library Foundation. This 2017 Annual Plan incorporates specific objectives identified as priorities at a special retreat of PCCLD stakeholders conducted on August 24, 2016, including these consensus items: support for procurement of abundant new collection materials, investment in refreshing library facilities and information technology, revitalizing library ADA assistive services, and special attention to library digital and online resources. Finally, this plan takes into consideration revenue projections for 2017 with the somewhat somber anticipation of no increase over current year funding.

Those objectives representing new initiatives for 2017 are delineated in the following pages along with those identified with notable bearing on financial resources. 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 positive direction for the district in moving forward to fulfill its mission to provide the best possible public library service to the community.

- I. Accent PCCLD's commitment to support for employee success by fully funding the pay-for-performance program and proportional subsidy for staff health benefits.

Action Steps

1. Allocate money in the 2017 budget sufficient for the pay-for-performance program and to preserve the current level of institutional support for employee health benefits.
2. Complete annual employee benefits enrollment activities.
3. Carry out the pay-for-performance processes in 2017.
4. Award qualifying employees at year end with increases to compensation equal to up to 2.5% of salary where meritorious performance dictates.

- II. Adopt measures for organization success aligned with the Public Library Association's *Project Outcome* recommendations.

Action Steps

1. Review pilot institutional data and recommendations from 2016.
2. Consider best approach for PCCLD positioned with PLA outcomes measures.
3. Develop and launch survey tools.
4. Determine results and recommendations for next steps.

- III. Assess the current contract for outsourced custodial services to ensure the district is receiving the best, lowest-cost janitorial assistance.

Action Steps

1. Review current custodial service contract.
2. Consider best practices and current institutional needs.
3. Develop Request for Proposal and seek qualified vendor responses.
4. Determine best, lowest-cost proposal.
5. Establish service with selected vendor.

- IV. Begin replacing the oldest and malfunctioning security cameras throughout the district in order to ensure good video surveillance of sensitive areas.

Actions Steps

1. Audit current operational statuses of individual security cameras.
2. Procure replacement cameras.
3. Replace outmoded equipment.

- V. Bring all call center operations in-house foregoing the current outsourced service.

Action Steps

1. Review telephone systems and call center protocols.
2. Establish new procedures to best manage external calls into the district.
3. Provide training and support for changes.
4. Commence new processes.
5. Evaluate and adjust, as needed.

- VI. Conclude lighting upgrade work inside the Lamb Library converting fixtures to brighter, more energy-efficient LED.

Action Steps

1. Survey site for needed additional fixture changes.
2. Procure new lights.
3. Install and test.

- VII. Commence a mentoring program for further development of early-career PCCLD professionals.

Action Steps

1. Identify current institutional leaders to oversee program development.
2. Work with Human Resources on curriculum and eligibility for participation.
3. Determine a group of individuals to participate, both mentors and mentees.
4. Initiate the program and evaluate outcomes.

- VIII. Complete a competitive bid process for the district's Human Resource Information System (HRIS) to ensure PCCLD enjoys the best possible benefits of online HR activities and processes.

Action Steps

1. Evaluate state of current system, including what is working well, what is not working well, and current best practices.
2. Write and issue Request for Proposal to solicit proposals from qualified vendors.
3. Appraise vendor responses for best, lowest-cost proposal.
4. Negotiate contract and proceed with implementation.
5. Assess outcomes.

- IX. Continue gang suppression activities at the Lucero Library to help prevent crime, increase safety, and create positive future opportunities for neighborhood residents.

Action Steps

1. Employ qualified gang intervention counselor.
2. Provide aggression replacement therapy activities.
3. Develop a parental program.
4. Monitor activity and respond with increased policing and/or other safety measures, as required.

- X. Coordinate efforts to boost district-wide circulation along with visits.

Action Steps

1. Maintain materials expenditures at current year levels.
2. Shift materials procurement from low-use, high-cost to low-cost, high-use formats and titles.
3. Monitor collection circulation using automated tools and staff evaluation.
4. Adjust procurement and collection maintenance protocols with an eye to best circulation outcomes.

- XI. Create an action plan to support Special Collections digitization and other unique technology needs.

Action Steps

1. Resolve digital storage needs for PCCLD special collections.
2. Establish a rotating update to key hardware, including digitization and microform readers/printers.

- XII. Develop custom planning documents reflective of the unique neighborhoods served by each library outlet.

Action Steps

1. Work with each location manager to carry out unique action steps.
2. Action steps to include community surveys, focus groups, demographic analysis, resources audit, and library trends consideration.
3. Write a plan for each branch.

- XIII. Evaluate use of the Ingram Content Group, offering the industry's largest active book inventory, as a principle book and materials jobber for PCCLD.

Action Steps

1. Establish cataloging and 9XX field transfer data.
2. Define physical processing characteristics.
3. Run test orders.
4. Move to production and evaluate.

- XIV. Examine opportunities presented by expiration of long-term Integrated Library System (ILS) service contract with Sirsi/Dynix and to increase efficiency and effectiveness of Interlibrary Loan (ILL) services via Prospector, the single-search unified library catalog of 30 million books, journals, and other materials held by academic, public and special libraries in this region.

Action Steps

1. Evaluate upgrading to most recent major release (Symphony 3.5.2 or later).
2. Examine ILS marketplace for best position for PCCLD in future years.
3. Analyze local ILL practices to determine if Prospector/ILL offers efficiency and effectiveness advantages.

- XV. Finalize data network assessment and Information Technology policy update work.

Action Steps

1. Utilize consultant to review network configuration for best practices and recommendations for future needs.
2. Review acceptable use policies from other similar institutions.
3. Utilize Erate funds to procure new network core equipment.
4. Implement approved changes.

- XVI. Finish internal review of institutional core values work and look to adopt a district *Values Statement*.

Action Steps

1. Review work to date conducted by consultant.
2. Convene stakeholders for consideration of work-to-date and facilitate process for finalizing recommended statement.
3. Conduct steps for institutional adoption.

- XVII. Identify funding support to sustain current level of library cultural and educational programming impact.

Action Steps

1. Retain funding for PCCLD summer reading program and push to revitalize.

2. Apply for *Big Read* grant in support of 2017 All Pueblo Reads.
3. Use grant funds to sustain and grow cultural and educational programming efforts at LU and GV.
4. Use state grant to pilot early literacy program to non-professional caregivers (SPELL 2) to provide training, materials, and programs to support and educate non-licenses childcare providers in promoting early literacy.
5. Work with library supporters for additional sponsorship and support for PCCLD cultural and educational programs and events.

XVIII. Implement ConnectED-type partnerships with Pueblo Community College (PCC) and local charter schools.

Action Steps

1. Assess successes and failures with current ConnectED partners.
2. Reach out to PCC and charter schools to solicit commitment.
3. Address details of the collaborative opportunities.
4. Implement and evaluate.

XIX. Improve access to online and downloadable collections.

Action Steps

1. Continue promotion and instruction about library digital resources to local education communities via ConnectED partners.
2. Review current online presence in light of best practices.
3. Improve website presence.
4. Study best practices of downloadable successes at other libraries and consider best options for increasing market penetration locally.

XX. Improve tracking of library event and program attendance and participation.

Action Steps

1. Review event categories
2. Agree upon reporting standards.
3. Establish defined categories within the tracking software.
4. Train staff in use and implement.
5. Assess results and modify as required.

XXI. Investigate best, lowest cost contract service for outsourced security to ensure the district employs the security program optimally meeting its needs.



Action Steps

1. Study current contract and services.
2. Consider present PCCLD security requirements.
3. Develop Request for Proposal and distribute to qualified vendors.
4. Evaluate proposals and select best, lowest cost partner.
5. Establish contract for services and proceed with implementation.
6. Gauge results and adjust, as necessary.

- XXII. Lead an institution-wide discussion on the public library principles of privacy and intellectual freedom.

Action Steps

1. Develop curriculum and deliver to internal stakeholders.
2. Assess PCCLD activities to ensure alignment with best practices.
3. Adjust policies and procedures, as needed.

- XXIII. Lower office supply costs via improved procurement efficiencies and conservation.

Action Steps

1. Examine procurement practices.
2. Make changes where cost-savings dictate.
3. Evaluate spending reductions.

- XXIV. Overlay parking lot surface at Pueblo West Library.

Action Steps

1. Solicit price quotes from qualified contractors.
2. Evaluate proposals.
3. Contract with best, lowest-cost proposer to provide work.
4. Evaluate outcome.

- XXV. Pivot staff development toward lower-cost programs offered by the Special District Association and take a one-year hiatus on professional and community memberships.

Action Steps

1. Survey all professional and community memberships, provide notice to affected organizations that PCCLD will forego FY2017 enrollment, and maintain list for consideration for reinstatement in FY2018.

2. Audit individual requests for training and development for 2017, prioritize according to institutional needs, and focus on Special District Association membership training for broad staff and supervisor development.

XXVI. Plan to automate vendor payment processes for collection materials to improve efficiency.

Action Steps

1. Review and document current procedures.
2. Communicate needs to PCCLD ILS and accounting software vendors.
3. Develop technical data exchange protocols.
4. Test data interchange and resolve discrepancies.
5. Implement in production environment and assess outcomes.

XXVII. Rebid contract services for banking in search of the top, least-costly program for PCCLD.

Action Steps

1. Write specifications for desired banking services.
2. Put specifications in form of a Request for Proposal or Request for Bid.
3. Solicit proposals or bids from qualified vendors.
4. Judge responses and award to the best, lowest-cost proposer or bidder.
5. Implement changes, as required.

XXVIII. Reduce surplus equipment stored within PCCLD's area at 622 S. Union rental building and repurpose to better accommodate Facilities Department needs.

Action Steps

1. Inventory equipment and work to dispose of surplus items.
2. Move woodworking operations to 622 S. Union facility
3. Reset Rawlings shop for better support for day-to-day furniture and equipment maintenance duties such as break-fix of furniture, fixtures, and equipment.

XXIX. Re-examine PCCLD processes for recovering overdue materials, fines and fees to improve cost effectiveness.

Actions Steps

1. Analyze the current service provided by Unique Management Service.
2. Solicit other agencies for costs and service offerings.

3. Consider advantages and disadvantages of competing programs.
4. Take best step forward in best interest of PCCLD.

XXX. Refinish front entrance of Rawlings Library to remove chalky, oxidized painted metal surfaces.

Action Steps

1. Solicit proposals from qualified firms.
2. Select best, lowest-cost proposal.
3. Employ chosen firm to complete painting.
4. Assess and report on outcome.

XXXI. Refresh PCCLD's ADA assistive services and technologies.

Action Steps

1. Work with local ADA advocates
2. Provide training for staff in use of the technologies and assistive services.
3. Restart the PCCLD assistive technologies
4. Plan a celebratory event with keynote speaker.

XXXII. Renew insurance broker contracts.

Action Steps

1. Write specifications for desired broker services.
2. Put specifications in form of a Request for Proposal.
3. Solicit proposals or bids from qualified vendors.
4. Judge responses and award to the best, lowest-cost proposer.

XXXIII. Replace aging HVAC and light control systems at the Rawlings Library.

Action Steps

1. Assess current systems and develop a Request for Proposal to solicit proposals from qualified vendors.
2. Review vendor submittals with an eye for the best, lowest cost solutions.
3. Employ selected proposals to complete work.
4. Review finished products.

XXXIV. Study approaches to enhance services for the aging community.

Action Steps

1. Coordinate with partnering groups.

2. Celebratory week and focus services.

XXXV. Swap the Lamb and Pueblo West key audio-visual meeting room equipment with new hardware.

Action Steps

1. Develop a list of specific equipment for replacement.
2. Research best options for new equipment.
3. Issue procurement requests.
4. Install new equipment, test, and train staff in utilization.
5. Assess project outcome.

XXXVI. Update library capital replacement plan to ensure funding is sufficient to maintain attractive, well-maintained facilities and equipment throughout the district.

Action Steps

1. Review the current plan.
2. Update the inventory of assets to be periodically replaced.
3. Research costs for replacement items.
4. Produce new plan for discussion and approval.