# 2016 Annual Plan

## Approved December 10, 2015

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

PUEBLO CITY-COUNTY LIBRARY DISTRICT
2016 ANNUAL PLAN

In recent years, the Pueblo City-County Library District (PCCLD) has been focusing on four key results:

1. The volume of library books and other materials checked out

2. The number of customers visiting PCCLD libraries

3. The size of attendance at library programs and events

4. The quantity of use of library digital services.

Delivery on these results is critical 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 relates directly to these key results.

2015 is turning out to be another record-breaking year for PCCLD. The library district is on track to realize significant impact for each of the four key results. 2015 is the first full year with three new full-service libraries in the district and this alone is having considerable positive impact. Key results continue to be positive for each of the other libraries, as well. Current estimates are that the library district will have circulated 3,016,751 items by year end 2015, welcomed 1,809,821 visitors, hosted 259,761 learners at programs and events, and experienced 918,091 uses of library digital resources. Each of these will be all-time records for utilization of local library resources. PCCLD also completed work on a new long-range strategic plan, which was officially adopted earlier this year. This new plan concentrates our attention also on these six areas of focus for the district:

- 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

PCCLD will strive in 2016 to implement specific objectives to sustain our impressive key results and provide emerging emphasis on the new areas of strategic focus. The objectives outlined in this plan are intended to do this. They are the end product of a process that included participation by PCCLD trustees, managers and administrators, and employees. The planning process also incorporated contribution from vital PCCLD partners, including both the Friends of the Library and the Pueblo Library Foundation. This 2016 Annual Plan includes specific objectives identified at a special planning retreat of PCCLD stakeholders conducted on August 26, 2016, including expanding access to library cards for area students, promoting the use of digital resources with local higher education, developing partnerships, expanding makerspace activities, and supporting staff with specific initiatives like enhanced training and development opportunities.

Those objectives representing new and budgeted initiatives for 2016 are delineated in the pages following. 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 with its mission to provide the best possible public library service to the community.

I. Add an office space at the Rawlings Library in support of the manager's ability to perform her/his job there.

Jon Walker

Action Steps

1. Identify location for office space.
2. Provide design specifications for the office.
3. Solicit bids from qualified contractors for construction and award to the best, lowest-cost bidder.
4. Oversee construction, procure furnishings and move-in.

Q1: This project is nearing completion with the Rawlings Manager office now undergoing final set-up. The work also included establishing a new office for the PCCLD call center on the Rawlings first floor adjacent to the Circulation Department office.

Q2: Project is completed with manager relocated to new office and Call Center in a new space adjacent to the Circulation Department.

Q3: The project was completed in Q2. Overall results are positive with staff making regular use of new office to operate the library's Call Center, the activities of which are expected to expand in FY2017.

II. Address physical facilities needs at the Rawlings Library by refurbishing the chiller there.

Jon Walker

Action Steps

1. Solicit bids from qualified contractors and award to the best, lowest-cost bidder.
2. Oversee chiller repair.
3. Review results.

Q1: This work is underway now with planned completion in Q2.

Q2: This work is scheduled to be completed now in Q4.

Q3: The work is scheduled for completion the week of November 21.

III. Adopt *Sirsi/Dynix BLUECloud Analytics*, a statistical and collection development software tool, for use in assisting in selection, deselection and other collection development decisions.

Jill Deulen

Action Steps

1. Establish a demonstration account for BLUECloud Analytics.

2. Test the system for producing reports and information for intended appication.

3. Determine recommendations for future use based on tests.

Q1: The ILS Administrator and Data Analyst both currently are testing the new system. Several issues have been identified that should be resolved before adoption at PCCLD with projected staff training and final implementation in Q3.

Q2: The ILS Administrator and Data Analyst are both currently testing the new system. Several issues have been identified that should be resolved before adoption at PCCLD with projected collection development staff training in Q4.

Q3: Testing has had disappointing results to date with the BLUECloud product. SirsiDynix continues to develop BLUECloud Analytics and PCCLD will delay further implementation until a more well-proven platform is known to be available.

IV. Appoint an ad-hoc committee of PCCLD stakeholders interested in the success of marketing local public library resources and services.

Midori Clark

Action Steps

1. Draft an initial charge for the committee and appoint a chairperson.

2. Form committee membership based upon individual employee roles and responsibilities appropriate to the committee's charge.

3. Designate timeline for committee work and reporting.

4. Review and respond to recommendations, as appropriate.

Q1: A plan outline and timeline have been developed with administration support. Committee seating and kick-off meeting will take place in Q2.

Q2: The Marketing Committee has been formed and the first meeting held in July.

Q3: Five meetings of the Marketing Committee have been held. Recommendations are being crafted.

V. Assess options to streamline cash management in order to free staff to focus on customer service.

Sherri Baca

Action Steps

1. Evaluate the viability of implementing smart card technology.

2. Assess paperless and e-commerce solutions with the district's accounting software.

Q1: Rawlings cash changes have been implemented, including adding an additional small safe at Rawlings, re-coding larger Rawlings safe with tighter controls on access. Managers solely now to be tasked with oversight of cash. Awaiting additional IT/IS audit findings and recommendations.

Q2: In progress.

Q3: Rawlings cash management changes have been implemented, including addition of a small safe for Rawlings money, recoding larger safe with more limited staff access, and only managers with access to cash in the machines. Continuing to assess need to implement cash management improvements district-wide and considering IT/IS audit findings and recommendations. Current planning envisions improvement of inventory management for miscellaneous sales items (earbuds and flash drives) along with refresher training.

VI. Commence review of Information Technology policies for currency, accuracy, and appropriateness to ensure robust and secure PCCLD technology resources.

Charles Hutchins

Action Steps

1. Assign responsibility for oversight of Information Technology policies review.

2. Invite participation in the review process from stakeholders.

3. Draft revised and updated policies.

4. Obtain a third-party review of the updated policies and make necessary adjustments to ensure alignment with appropriate regulations and practices.

5. Gain Trustee approval of updated policies.

6. Inform employees of new policies and publish.

Q1: Awaiting recommendations from audit before beginning implementation contemplated for Q2.

Q2: Audit recommendations in hand. Commencing Network Security Assessment in Q3 to add for additional recommendations.

Q3: Looking at peer library policies and best practices and comparing with PCCLD's. Completion expected to carry over into 2017 in conjunction with network assessment work.

VII. Complete review and update of PCCLD employment policies in order to assure their currency, accuracy, and appropriateness in support of the institution's winning workplace.

Sherri Baca

Action Steps

1. Complete draft of updated policies currently underway.

2. Utilize a third party expert to thoroughly review proposed policies.

3. Obtain a legal review of the updated policies and make necessary adjustments to ensure alignment with the law.

4. Obtain Trustee approval of updated policies.

5. Inform employees of new policies and publish.

Q1: No progress in Q1 beyond what had been accomplished by year-end FY2015 when first draft of updated policies was completed. Plan to pick up this project in Q2 now with new HR Manager on board.

Q2: Internal review completing now and legal review by Mountain States Employers' Council to take place in Q3.

Q3: Mountain States Employers' Council has completed review of PCCLD's updated draft document with substantial recommendations. This now is submitted for review by the Executive Director.

VIII.    Conduct telecommunications network assessment to determine future needs, including data security, configuration, and speed.

Charles Hutchins

Action Steps

1. Identify and hire a third party consultant qualified to advise PCCLD on its telecommunications network.

2. Work with the consultant to ascertain future needs and issue a report on findings.

3. Utilize recommendations to determine development steps for the network and timeline.

Q1: Awaiting audit results for data security recommendations to ensure all are addressed in network assessment. Anticipate further steps in Q2 to include RFP to hire a consultant to advise.

Q2: Network assessment consultants to be solicited in Q3 via RFP with work envisioned to start before Q4.

Q3: PCCLD network consultant RFP has been released for qualified vendor response. Vendor selection scheduled for November with work likely to continue into FY2017.

IX.    Continue digitization program of early and historically-significant editions of the *Pueblo Chieftain* with support from the Rawlings Foundation.

Sara Rose

Action Steps

1. Continue work in determining partnering institution best able to scan and load data into online environment.

2. Train staff in use of the new online collection.

3. Make service available to the public via the Internet.

4. Publicize new access and track utilization.

Q1:  The *Colorado Chieftain* and the *Daily Chieftain* now available online through the *Colorado Historic Newspaper Collection* 1869-1874.  Steelworks Museum digitized 809 pages and another edition now in progress there.  Microfilm of *Daily Chieftains* 1894-1899 (a total of 2,072 pages) to be digitized by *Colorado Historic Newspaper Collection* with to be completed in Q2 at which time the work will be evaluated to determine if results meet quality expectations.  After quality control check, a public link on PCCLD website will be established.

Q2:  *Chieftains* from 1875-1887, approximately 20,000 pages, have been sent to the Colorado Historic Newspaper Collection for digitization and will be added to the website.  An update report was presented to the Rawlings Foundation.

Q3:  *Chieftains* from 1888-1899 were sent to the Colorado Historic Newspaper Collection.  Currently there are 873 issues available for public access, including issues from June 1, 1868 to December 29, 1898.  A server has been allocated solely for the storage of digital collections while other off-site and Cloud storage options are being researched.

X. Continue three-year project to change to more cost-effective and energy-efficient LED lighting by modifying fixtures at the Lamb Library.

**Jon Walker**

Action Steps

1.  Identify a vendor to provide the most cost-effective LED lighting for Lamb Library fixtures.

2.  Remove old and install new fixtures.

3.  Evaluate savings and report on results.

Q1:  This project is underway with lighting fixtures procured and installation commencing.

Q2:  Work completed on approximately half the public space at Lamb.  Further steps contemplated for FY2017.

Q3:  FY2016 work completed about one-half of the lighting inside the Lamb Library.  Current FY2017 includes funding to finish the LED upgrade next year.

XI. Create young readers by expanding SPELL (Supporting Parents in Early Literacy through Libraries) program visits to six additional locations throughout the service area.

**Sara Rose**

Action Steps

1.  Continue work by PCCLD staff assigned to SPELL.

2.  Identify additional partners to participate in SPELL training and development activities.

3. Put program into action at additional locations.

4. Assess program outcome and report.

Q1: Kirsten Dees (YS Librarian) is spearheading SPELL at PCCLD, enlisting participation of branch librarians. PCCLD is working with the Pueblo Early Childhood Council to ensure service reaches appropriate outlets. Currently, four librarians are regularly visiting ten early childhood centers throughout the community with SPELL programs.

Q2: In May, PCCLD will be distributing a survey to gather information about the program, and Kirsten Dees will meet discuss with library managers possible plans for future activities.

Q3: Kirsten Dees attended the SPELL Symposium on September 8 in Lakewood, Colorado with presentations and updates on the SPELL program. On October 21 Kirsten was recognized at the MPLA-CAL Conference for her work on the SPELL Grant during the CAL Awards Luncheon. Due to her work, the Temple Hoyne Buell Foundation has awarded PCCLD and other Colorado libraries a grant for "Growing Readers Together: Libraries Engaging Family, Friend, and Neighbor Caregivers in Early Literacy." Finally, the Lt. Governor visited PCCLD on September 26 for presentations on SPELL, Adult Literacy and Gang Prevention. Kirsten will generate a report at year end on results from SPELL and work going forward.

XII. Determine best methods for measuring desired library district service outcomes in order to demonstrate PCCLD contribution to the success and improvement of our community.

Midori Clark

Action Steps

1. Study Public Library Association's *Project Outcome* findings and other relevant resources.

2. Determine applicability to PCCLD.

3. Communicate findings and determine model for library district adoption.

4. Implement prototype with goal to implement in FY2017.

Q1: Research underway on best approaches for measuring outcomes led by David Hayden (Data Analyst) with guidance from the national PLA Project Outcome effort. Youth Services aims now to launch a pilot Project Outcome survey this summer.

Q2: A draft outcomes program implementation plan was approved in Q2 and will be shared internally in Q3. Summer reading is finishing up now as pilot for gathering PLA recommended data and All Pueblo Reads will also serve as pilot in Q4.

Q3: The All Pueblo Reads pilot was deployed. A timeline and process for 2017 implementation district wide is being drafted.

XIII. Ensure reliability of PCCLD computer resources by replacing core battery back-up units at Rawlings Library main site and Pueblo West Library redundant site.

Charles Hutchins

Action Steps

1. Prepare bid specifications for battery back-up replacement.
2. Solicit bids from qualified vendors.
3. Weigh bids and identify best, lowest-cost solution.
4. Seek appropriate approvals, procure, and install equipment.

Q1: Grant applications have been submitted for federal funding to pay for majority of the project and bidding processes completed. Waiting to procure in Q3 when new grant funding becomes available.

Q2: New UPS systems have been ordered with delivery and installation anticipated early in Q3.

Q3: New UPS systems for Rawlings and Pueblo West Libraries have been delivered. The Rawlings system has been installed successfully and is online. The Pueblo West system will be installed in November.

XIV. Employ a trained, professional social worker to assist the district in serving disadvantaged individuals who use libraries and require help obtaining needed services.

Sara Rose

Action Steps

1. Prepare a job description describing skills, experience, and certification requirements.
2. Recruit qualified applicants.
3. Select candidate who is best able to provide desired information and referral services.
4. Evaluate results of the job outcomes at year-end.

Q1: A Community Resource Specialist job description developed with basis in Denver Public Library's earlier work. The new job was approved to be based at Lucero Library and posted for hire. Tobias Martinez hired in Q1 following an open recruiting process and he has begun work.

Q2: PCCLD continues to successfully utilize a contracted service for gang intervention programming at Lucero Library, and the Community Resource Specialist job has converted to Library Specialist.

Q3: The gang intervention programming has been very successful at the Lucero Library with average class attendance increasing from 12 participants when it began to a current average of 30 participants, three times per week. Participants learn how

to respond to gang pressure, the realities of gang life and making bad decisions, as well as learning valuable life skills and strategy. The total number of interactions for gang prevention range from between 160 and 206 participants per month. The library plans to continue offering gang prevention in 2017.

XV. Establish new partnerships with state, local and national institutions to heighten community impact, including Sangre de Cristo Arts Center on Ansel Adams exhibit, state library and parks on park pass checkout program, and the White House, American Library Association on *Exploring Human Origins* exhibit and *Great Stories Club*, Colorado State University-Pueblo on shared library resources, Grupo Folklorico del Pueblo, local schools and city government on the ConnectED library card initiative.

Jill Deulen

Action Steps

1. Identify library employees to oversee partnering opportunities.
2. Reach out to specified institutions for cooperation on specific projects that will enhance PCCLD's ability to fulfill its mission.
3. Work toward common understandings of collaboration goals, timelines, and respective institutional roles.
4. Prepare agreements, as required, and carryout projects.
5. Assess results and report.

Q1: PCCLD will begin circulating state park passes in Q2 in collaboration with state parks. The Exploring Human Origins Exhibit came to PCCLD in collaboration with the American Library Association and the Smithsonian Institution. Work now underway with CSU-Pueblo to establish more prominent presence for PCCLD collections on campus there. PCCLD actively pursuing ConnectED project with both local public school districts intended to provide library accounts for each student with implementation envisioned in Q3. Significant partnerships with other agencies, such as Sangre de Cristo Arts & Conference Center, also underway.

Q2: PCCLD began circulating state park passes on June 20 in conjunction with the Colorado State Library and the Colorado Division of Parks and Wildlife. A program will be implemented in early Q3 in collaboration with CSU-Pueblo Library for greater PCCLD presence on campus. Memoranda of Understanding have been signed with both Pueblo County School District 70 and Pueblo City School District 60 to issue library accounts for enrolled students, technical details developed, and training planned for implementation in August. Significant partnerships with other agencies such as Sangre de Cristo Arts & Conference Center are also underway.

Q3: PCCLD began successfully circulating state park passes in June in conjunction with the State Library and Colorado Division of Parks and Wildlife. An agreement was reached with CSU-Pueblo to establish the Library @ the U, which is scheduled

for public launch in Q4.  The ConnectED partnership with local public school districts continues to progress with District 70 student records loaded into PCCLD's local system and District 60's to be loaded in October.

XVI.  Evaluate and complete the lease renewal for Books Again bookstore site in support the Friends of the Library's continued success.

Sherri Baca

Action Steps

1. Work with the property owner and the Friends on criteria for renewed agreement.
2. Draft agreement language and seek necessary approvals.
3. Monitor with periodic reports to PCCLD administration.

Q1:  In progress with a renewal proposal received from the site owner.

Q2:  A new long-term lease agreement is under negotiation now with goal to submit to Board of Trustees for approval in Q3.

Q3:  Completed.  Successfully renegotiated a 60-month lease.

XVII.  Expand Makerspace programming at Lucero Library with support from private gift in order to encourage hands-on learning.

Sara Rose

Action Steps

1. Work with PCCLD Idea Factory and Information Technology experts to identify equipment and programs to implement at the Lucero Library.
2. Identify equipment, procure and train staff in use.
3. Provide Maker programming and report on results.

Q1:  Diann Logie (Lucero Managing Librarian) working with staff Idea Factory and IT experts to identify and select equipment to be used in Makerspace at Lucero.  The equipment is being procured and installed in waves in 2016 allowing for staff training and program integration, including 3D printer and doodlers, mini-robots, video recording and production equipment, sewing machines, etc.  Early program results are encouraging with good interest and attendance.

Q2:  Additional 3-D Doodlers were procured and in use.

Q3:  Jerry Vigil (Lucero Library Specialist) is investigating options for video recording and production equipment.  Although no additional maker equipment was purchased this quarter, some new maker programs were added including a crocheting class. Doodlers and the 3D printer programs are also popular for after-school activities.

XVIII.  Form a standing committee to advise and act to ensure respect for disability as an aspect of diversity and ensure individuals with disabilities are able to access and use PCCLD resources.

Sara Rose

Action Steps

1. Draft an initial charge for the committee and appoint a chairperson.

2. Form committee membership based upon employee roles and responsibilities appropriate to the committee's charge.

3. Designate timeline for committee work and reporting.

4. Review and respond to recommendations, as appropriate.

Q1:  A committee of seven members formed in Q1, chaired by Sara Rose (COO). Committee is examining mission and objectives of PCCLD services for disabled, including reaching out to other organizations and staff experts in working with those with disabilities, exploring current and past assistive library technologies, and recommending and overseeing implementation of changes and upgrades to current services.   The goal is to implement upgraded systems in Q3 including staff training.

Q2:  The library committee developed a list of equipment and software to be procured. Sara Rose now will solicit input from City of Pueblo ADA committee.  New Assistive signage has been requested.  Funding for equipment will be planned for the FY2017 with launch in Q1 2017.

Q3:  Sara Rose is attending the City's ADA Committee meetings and ADA Executive Team meeting monthly to gain input or the 2017 launch.  Selection of assistive hearing technology devices will be made to be purchased before year end.  An ADA workshop was presented to employees at the October Staff Development Day.

XIX. Improve safety and security at Lucero Library and throughout the district to help ensure effective library operations.

Sara Rose

Action Steps

1. Incorporate qualified gang prevention and intervention programming into Lucero Library activities.

2. Make agreed-upon adjustments to the building as recommended by Pueblo Sheriff's Office Homeland Security Threat Assessment.

3. Seek permanent policing service for the Lucero Library.

4. Provide ongoing training and support for district staff in safety and security operations.

5. Report on outcomes.

Q1:  PCCLD contracted with Hard Knox Gang Prevention to provide regular programming at Lucero with good participation by local youth to raise awareness on the realities of gang life, and providing strategies to avoid gangs and create a better vision for their lives.  The Sheriff's Office recommended a number of security adjustments for the Lucero Library with nearly all implemented.  PCCLD is working

with Pueblo Police Department for regular uniformed officer patrols at the Lucero Library and other contract security, as needed, plus special narcotics training for staff there. Janina Goodwin coordinated security training to all employees at the February Staff Development Day and has made regular visits to department meetings to increase security awareness and understandings.

Q2: Fewer security incidents occurring at Lucero. Police presence now is less and TNT security guards increased with satisfactory results. Janina Goodwin has provided security training with regular presentations at department meetings. Janina and Alan Rocco have updated building evacuation procedures with staff training now in process.

Q3: Lucero experienced a break-in after hours, resulting in four laptops being stolen and damage to the exterior door and windows of the conference room. A janitorial staff's failure to lock the main library enabled the theft to occur. There was a failure in video camera recording due to an electrical outage earlier that week. Staff response time to the incident was outstanding causing only a slight delay in opening. Lock up procedures for computer equipment and building were modified to prevent a repeat event. Issues related to the security breach were addressed by COO, IT, Facilities and Security.

XX.    Increase Return-On-Investment for employee training by enhancing in-house training, promoting online training, restructuring the Educational Reimbursement Program, and formalizing the Digital Badge recognition as part of the Career Pathing Program.

Sherri Baca

Action Steps

1. Plan to spend an amount equal to two percent of the annual PCCLD salaries budget on employee training, including educational reimbursement.

2. Allocate appropriate amounts of funds to managers and directors for training support.

3. Recognize training accomplishments with digital badge recognitions.

Q1: No progress yet. Will initiate this effort now that HR Manager is on staff.

Q2: First step is underway with Customer Service Counts now being replaced with new program—WIZ (Working In the Zone) Award—to be fully unveiled at Staff Development Day in Q3.

Q3: We wrapped up Customer Service Counts and launched the WIZ (Working In the Zone) recognition program. Several newer managers will participate in Partners In Leadership training in December to come up-to-speed on PCCLD's accountability work culture. A manager training series was delivered this year focused on core values, onboarding, mentoring and becoming a better leadership team.

XXI. Overlay parking lots at Pueblo West and Lamb Libraries to ensure best vehicular access.

Jon Walker

Action Steps

1. Solicit qualified bidders for specified work.

2. Award to bidder offering best, lowest-cost proposal.

3. Oversee completion of work and report on results.

Q1: This project continues in the planning phase with anticipated work to be conducted, as weather permits.

Q2: The Lamb Library parking lot work is complete. Pueblo West deferred to 2017.

Q3: Funding for the Pueblo West Library parking lot work is included in the preliminary FY2017 budget.

XXII. Pilot a lobbying effort to help support PCCLD's interests with state and local government decision-makers.

Jon Walker

Action Steps

1. Identify a group(s) or individual(s) qualified to develop a lobbying program.

2. Engage in a pilot program to advocate for PCCLD interests.

3. Assess impact.

Q1: Decision now is to utilize Special Districts Association lobbying and increase monitoring and participation in CAL lobbying efforts.

Q2: The SDA lobbying effort regarding urban renewal legislative reform was successful with new reform legislation now in place and PCCLD trustee now appointed to local PURA Commission. Kicking off now are meetings with individual members of City Council and Board of County Commissioners.

Q3: PURA work continues with PCCLD trustee representing on that commission. Joint meetings with city council and county commissioners have been completed.

XXIII. Pursue options for migration to a new primary e-book service.

Jill Deulen

Action Steps

1. Research and test e-book services available to public libraries.

2. Determine and recommend best service for PCCLD.

3. Implement changes or updates, as required.

4. Gauge and report on outcomes.

Q1: The Collection Development team is working on moving from OverDrive to The Cloud Library for e-books. Collection Development is working now on opening day collection with The Cloud. Marketing efforts and staff training will take place in Q2, and the service will launch then with full migration completed by early Q3.

Q2: The library now using 3M Cloud with migration of titles from OverDrive completed. Nearly all titles were moved from to 3M Cloud and the Collection Development librarians created a robust opening-day collection with additional titles. The switch was announced through the library newsletter, website, and onsite launch activities. Further training now for staff will be offered in Q3 to review full slate of PCCLD e-book services, including 3M Cloud, Freading, and Hoopla.

Q3: We began using 3M Cloud in June and completed migration from OverDrive in July. The switch was announced through library newsletter, website, and opening-day launch activities. The final piece of the transition is loading all of the new Cloud MARC records into the PCCLD catalog, which should complete in Q4.

XXIV. Rebid banking services to ensure the district is receiving the best financial services.

Sherri Baca

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.

Q1: No progress yet. Will initiate in Q2 with new CFO on board.

Q2: Deferred to FY2017 with priority now shifted to review of HRIS/payroll system migration.

Q3: Postponed to 2017.

XXV. Reconsider PCCLD online resources access to enable greater public visibility, awareness, and use.

Jill Deulen

Action Steps

1. Study PCCLD's online resources presentation and configuration.
2. Evaluate PCCLD's online resources presence in light of desired results and best practices.
3. Institute changes, as appropriate.

Q1:  ConnectED and CSU-Pueblo efforts should increase visibility and use of online resources.  Technical Services staff and Data Analyst working on ROI analysis for each database.

Q2:  ConnectED and CSU-Pueblo initiatives should increase visibility and use of online resources with local students.  Technical Services is now loading links to online databases to the main library catalog in order to make these more visible to users.  Work also underway determining ROI for individual databases.  Additional staff training in Q3 and Q4 will focus on the menu of e-book services via Hoopla, 3M Cloud and Freading.

Q3:  ConnectED and CSU-Pueblo projects should increase visibility and use of online resources.  The ILS Administrator and Data Analyst are working on a ROI for each database to determine use versus cost.  Many of research databases have added into the catalog for easier patron discovery.  Plans underway for additional staff training heavily focused on ebooks and other materials via Hoopla, the Cloud, and Freading.  Overall database use is up 42.7 percent to date in 2016 compared with the prior year.

XXVI.  Refresh the InfoZone permanent exhibit space with funding provided by the Rawlings Foundation.

Sara Rose

Action Steps

1. Complete work with designer on updated exhibit space.
2. Request bids from qualified vendors to implement design.
3. Select best, lowest cost proposer in line with PCCLD budget allocations.
4. Complete work on updated exhibits and present to the public.

Q1:  Requirements were defined and an RFP went out in January with Experience Design, an exhibit design firm, selected to assist with project. Maria Tucker (Special Collections/Museum Services Manager) has approved conceptual plans and designs, and staff is developing content to provide to exhibit designers.  The project is on track to be completed within budget in Q3.

Q2:  Continued work with exhibit designers continues.  Completion anticipated in Q3.

Q3:  The new InfoZone exhibit space renovation plan is completed, pending approval.  Once approved, the changes will be made to update the time line, improve the aesthetics of the space and add a Women in Journalism memorial wall.

XXVII.  Repair pillars on Rawlings Library building footbridge spanning Bates.

Jon Walker

Action Steps

1. Solicit bids for pillar repair.
2. Select best, lowest-cost bid in line with available PCCLD funding.

3. Complete work on pillars.

Q1: This project continues in the planning phase.

Q2: Vendor identified and hired to complete work in Q3.

Q3: The work has been successfully completed.

XXVIII. Review PCCLD Books In the Parks, Beulah Satellite, and Avondale Satellite programs to ensure effective library access for underserved areas.

Sara Rose

Action Steps

1. Review key results and outcomes for the specified outreach programs.
2. Consider ROI for the respective programs and any possible improvements or recommended changes.
3. Make agreed-upon improvements or changes.
4. Analyze outcomes.

Q1: Location for west side BIP location last summer was poorly utilized, so new location has been identified with the city parks department is Fairmont Park, an underserved area of the community. The BIP dates at the popular Bessemer site have been extended two weeks to end in mid-August. Also ensuring food at the program sites has been assured with approval and support by Care & Share. Beulah satellite use is quite low so consideration of alternatives including use of the local community center or the mountain park.

The Avondale satellite is poorly utilized and alternatives under consideration including changing programming, implementing community book shelf, adjusting hours.

Q2: Books in the Park summer program's new location and expanded dates resulted in increased participation. Final report will be issued in September.

The Beulah Satellite moved one day per month to the Beulah Community Center to attract more adults. One day per month the Beulah Satellite will focus on classroom programming to increase school-age participation. Also working to promote ConnectED there. Outcome report pending.

Avondale Satellite hours for new school year are being set. On-site maker programming is planned to increase participation.

Q3: Analysis of changes made to Books in the Park, the Beulah Satellite and the Avondale Satellite have been completed showing the changes made this year to be successful.

Books in the Park began using Fairmont Park instead of the park by Cesar Chavez, and extended programming at Bessemer Park by two weeks to end in mid-August. The final report for Books in the Park showed an increase from 1,227 visits in 2015 to 1,692 in 2016, representing a 37.9% increase. Program attendance had a slight

decline of 6.54% going from 1,591 to 1,487 attendees, and Circulation increased 41.1% from 4,591 in 2015 to 6,478 in 2016. Books in the Park was well attended at Fairmont Park, proving it to be a viable site in an underserved community. Although attendance at Bessemer Park remained high this year, it significantly declined in the additional two-week period that was added. These factors will be considered when planning next year's Books in the Park program.

Changes made to the Beulah Satellite included a transition from 8 hours per week in 2015 to 4 hours per week in 2016. Additionally there was an overlap one day per week with school hours during which time the library partnered with teachers to bring classes into the library for programming. The results from this changed resulted in a 24% increase in circulation (form 2,348 to 2,915 in 2016) and a 21.4% increase in program attendance (from 215 to 261 in 2016). Visits declined 72% (from 1,173 to 327), indicating that while less students were coming into the library, the library resources were being better utilized, with fewer staff hours. In Q3 one program per month was added to the Beulah Community Center. Its first program, Cook the Book, was not well attended. Amy Martin (Greenhorn Valley Library Manager) will continue to experiment with various types of programs that may be successful in Beulah. If success is reached, it will help offset the decline in visits and further impact the increase to circulation and program attendance.

In February, Kayci Barnett (Giodone Library Manager) began a maker program for kids after school at the Avondale Satellite which had great success. During the months that school was in session, Avondale had a 7.9% increase in visits (from 1,540 to 1,663 in 2016) and a 116% increase in program attendance (from 276 to 598 in 2016). At the same time, it saw a slight 2% decrease in circulation (from 4,540 to 4,436 in 2016). Avondale's summer hours were reduced from 8 to 4 hours per week, when the library typically sees a significant drop in visits. The result of the reduced summer hours were a significant decrease in all key measures: circulation was down 59% (51 circulations), visits dropped 44% (159 visits) and programs decreased by 36% (89 attendees). The results indicate a need to come up with a strategy to circulate materials. Data from these findings will also be considered in deciding next year's summer hours.

The results of the Beulah and Avondale Satellites will be reviewed and updated at year end.

XXIX.    Secure a twenty percent off-the-shelf rate for the physical collection throughout the district, including quarterly analysis and support from Technical Services and Collection Development.

Jill Deulen

Action Steps

1. Analyze individual collections throughout the district.

2. Determine recommendations for changes to collections to effect an district average twenty percent rate, taking into account certain collections will see a

greater rate and others a lesser rate depending upon size, purpose, and location of individual collections.

3. Work with collection development librarians and public service managers to make agreed-upon changes.

4. Evaluate results and report.

Q1: The Collection Development team has created reports for each location regarding off-the-shelf rates. Q1 results for adult off-the-shelf rates: Barkman 23%, Giodone 12%, Greenhorn 12%, Lamb 23%, Lucero 16%, Pueblo West 19%, Rawlings 22%, and overall district average 18%. Youth collection use numbers under development.

Q2: Current off-the-shelf rates: Barkman 24%, Giodone 14%, Greenhorn Valley 13%, Lamb 24%, Lucero 15%, Pueblo West 19%, Reference & Readers Advisory 24%, and Youth Services 26%. District-wide rate 21%. Collection development librarians now working individually with Lucero, Giodone, and Greenhorn Valley Libraries to improve rates at each.

Q3: Off-the-shelf rates through September: Barkman 21%, Giodone 15%, Greenhorn Valley 11%, Lamb 19%, Lucero 22%, Pueblo West 16%, Rawlings 19%, and Library @ Y 19%. Overall 18% off-the-shelf rate. Plans now are to procure more popular high-demand titles through end of the year to continue to drive higher rate.

XXX. Support the Pueblo Library Foundation efforts to increase its endowment in support of future district facilities and services.

Midori Clark

Action Steps

1. Support newly commenced leadership academy program.

2. Review All Pueblo Reads and Blacktie Ball projects, and make agreed-upon changes.

3. Assess effects.

Q1: Leadership Institute has been developed and the first programs in process. Determination now to move all the All Pueblo Reads and Blacktie Ball events under PCCLD with proceeds from the ball to be contributed to the foundation.

Q2: The first Leadership Institute successfully completed. All Pueblo Reads planning is underway. Foundation investment philosophy refined with clarification on Colorado Enterprise Zone contributions.

Q3: Donations continue to be procured. Black Tie Ball is completed and being evaluated.

XXXI. Utilize the Disney/American Library Association *Curiosity Creates* grant to develop a best practices model for creative learning programming for older children.

Sara Rose

Action Steps

1. Use grant funds to develop and implement new creativity programming and/or to expand existing programs to reach even more children.

2. Determine effectiveness of program by assessing outcomes and reporting on results.

Q1: The programming phase of the Curiosity Creates grant has been completed with events for the targeted ages focusing on creativity in the arts and technologies. Similar programming now to be incorporated into regular activities.

Q2: Goal completed.

Q3: Completed.

XXXII. Work as an American Library Association/ProLiteracy *Libraries in Action*-funded pilot site to review and reconfigure PCCLD's Adult Literacy Program in line with current best practices.

Sara Rose

Action Steps

1. Utilize funding from the Institute for Museums and Library Services' *Laura Bush 21st Century Librarian Program*.

2. Participate in the American Library Association/ProLiteracy pilot adult literacy program model to develop action steps for PCCLD.

3. Implement program and evaluate results.

Q1: Grant funds being used to advance community adult literacy services. Jackie Swanson (Adult Literacy Coordinator) hired in Q1 to lead initiative. She has attended ALA/ProLiteracy forum in CA and developed action plan with administration support. Further development is anticipated at a second work session to be held in TX later this year. Work with local agencies to foster deeper understandings of local needs has commenced as well as adjustments to existing PCCLD adult literacy efforts. Additional action steps this year include procurement of new literacy curriculum materials.

Q2: The adult literacy program has grown to thirty tutors and 33 learners across the district through Q2. Expanded curriculum for adult literacy learners now includes vocational test preparation for learners seeking jobs.

Q3: The final American Library Association ProLiteracy grant reports have been completed, and the final action plan for PCCLD will be published as a role-model program for other libraries. The action plan is designed for an ongoing program. Jackie Swanson (Adult Literacy Coordinator) has expanded the Adult Literacy program to other libraries throughout the district where she is matching up volunteers and learners for tutoring.

Thanks to the Friends of the Library grant, Adult Literacy is finishing up the little libraries. One is on display on the 2nd floor. Several are being built by a literacy tutor and when complete will be placed at various locations throughout the city.

Jackie Swanson has made several trips to El Probes (Sister Nancy) and registered several individuals who want to learn English. She continues to teach an English class on Mondays to a mixture of learners of different abilities and nationalities and continues to work with Blue Sky challenged adults.