



# Pueblo City-County Library District (PCCLD) 2013 Annual Plan

PCCLD has established strategic goals in its current long-range plan (*Moving Ahead: Strategic Plan for the Pueblo City-County Library District: Building a Community of Readers*, December 10, 2009, [www.pueblolibrary.org/pld\\_docs/2009\\_Strategic\\_Plan.pdf](http://www.pueblolibrary.org/pld_docs/2009_Strategic_Plan.pdf)). The library district will continue in 2013 to work toward the following goals as described in the long-range plan:

- I. Increase use of library materials
- II. Improve information technology
- III. Expand services to the underserved
- IV. Maintain District assets.

PCCLD will support these goals in 2013 with specific budgeted initiatives. The goals are delineated in the pages following along with accompanying objectives and action steps, listed in priority order, which represent new initiatives for the year.

**Strategic Goal I: INCREASE USE OF LIBRARY MATERIALS.**

- A. Improve service by completing the Library Enhancement Project, including Radio Frequency Identification systems, Automated Materials Handling equipment, and a new customer service model.

Michael Cox

The remodeling of the libraries is mostly completed. Remaining to be done is some work in the Rawlings Library café, which is scheduled to be completed by the end of April, and minor changes to the entry foyer at the Lamb Library. The new automated materials handling and self-checkout/security gate equipment is installed and in-use. Some issues remain to be resolved with door count, bill/coin, and cash/credit functionality. Staff was successfully trained with a series of programs over a period of several weeks. Staff began using tablets and the other equipment successfully in February. Ongoing evaluation will be summarized in a final report due at the end of the year, and work now has commenced on plans for updating the 2<sup>nd</sup> floor of the Rawlings Library later this year.

The remodel of four libraries and integration of AMH/RFID checkout and security gate equipment is complete. Some issues with coin mechanism and credit payment are ongoing. Preliminary staff training regarding the facilitated customer service model is complete. More than 95% of checkouts now are via selfcheck, and AMH is automatically processing the vast majority of check-ins. The project to remodel the second floor of Rawlings is underway with acceptance of a proposal for Studiotrope as the design firm.

All steps are complete to Action Step 6, Rawlings 2<sup>nd</sup> Floor Enhancement Project. This step is underway with completion anticipated in February 2014.

Action Steps

1. Remodel four libraries by February 2013.
2. Integrate new equipment into the remodeled libraries by March 2013.
3. Train staff in new procedures.
4. Implement changes by March 2013.
5. Evaluate and report on results.
6. Consider expanding Library Enhancement Project design and service principles to the second floor of the Rawlings Library.

- B. Increase access to collections by implementing the digitization program as described in the *Digital Collections Plan—Pueblo City-County Library District* (September 2012).

Michael Cox

The new digital asset management system is operating with 800 scanned images of local significance currently available online via the library's website. Staff is continuing to learn to use the new system and catalog images. A high-resolution scanner and related equipment has been procured and additional staff training is pending, once the new job of Digitization Coordinator has been filled. Interviews of individuals to fill the new Digitization Coordinator position are completed and a job offer is pending.

The new digital asset management system is operating with more than 1,500 scanned images/documents of local significance currently available online via the library's website.

All Action Steps completed, the local digital collection has become PCCLD's most heavily used online reference source.

Action Steps

1. Subscribe to a digital asset management system such as CONTENTdm.
2. Procure necessary digitization hardware.
3. Provide additional staff resources to support the project.
4. Begin digitizing selected content with local and/or regional historical or archival value.

- C. Maintain excellent library collections by evaluating collection management in light of industry trends and recently adopted PCCLD initiatives.

Teresa Valenti

E-readers are being repurposed from the regular circulating collection, as circulation of these first-generation devices has declined. They are being repurposed to a special collaborative pilot project with Pueblo City Schools' Central High School and Bessemer Academy to teach information technology literacy in these schools. Work is commencing on replacing these devices in the regular circulating collection, and consideration also to revising circulation procedures for all devices. Test accounts with juvenile book vendors Mackin and PermaBound are established, as well as purchases from Brodart for selected adult and Spanish-language materials.

Preparing to purchase new laptops and iPads for circulation, and pursuing implementation of Google Chromebooks pilot. Collection HQ installed in February 2013. The Collection Development Team is currently working through implementation of this software.

Tests with vendors Mackin and PermaBound proved unsatisfactory, but testing with Brodart is ongoing and promising. Additional circulating iPads and laptops should be available in Q4; still uncertain of possible pilot of Google Chromebooks, but continuing to pursue project. CollectionHQ continues to be utilized at more sophisticated levels, and analysis using the software reveals significant imbalances in our collections, which will be addressed with changed development efforts beginning in 2014.

#### Action Steps

1. Refine procedures for the Centers for New Information Technology by creating standards for maintenance of the mobile devices included in the library district's collections, including handling withdrawals of old devices, adding new devices, and ongoing maintenance of existing devices.
2. Seek relationships with additional book vendors, especially in light of the loss of Book Wholesalers, Inc., in 2012.
3. Assess the impact of increased spending levels for digital materials and respond accordingly.

## Strategic Goal II: IMPROVE INFORMATION TECHNOLOGY.

- A. Assign a staff task force to develop a strategy for improving the tools PCCLD uses to discover information within its collections.

Teresa Valenti

A formal selection process resulted in the selection of Bibliocommons as the new catalog discovery solution for PCCLD, and project implementation will commence in 2<sup>nd</sup> Quarter. An RFP to select an ILS consultant was prepared, advertised, and proposals received. Abby Koehler, PCCLD ILS administrator, will attend the ALA Annual Conference in June to interview potential ILS consultants, after which a decision on hiring to assist will be made.

BiblioCommons, a new Discovery layer for the catalog, is being tested now by staff with plans for final launch to the public by August. Consideration of hiring a consultant to assist with ILS evaluations is ongoing.

BiblioCommons “went live” in October with positive responses from staff and public alike. It has been determined after interviewing several potential ILS consultants that PCCLD will remain with our current ILS Sirsi and forego a more detailed study at this time.

### Action Steps

1. Research the current state of the Integrated Library System (ILS) marketplace.
2. Seek out current best practices of similar institutions.
3. Consider the optimum choices for the next generation of ILS and/or Discovery applications for PCCLD and make recommendations.

- B. Improve IT services by providing IT Help Desk customer service during all the regular operating hours of the library district.

Charles Hutchins

Help Desk staff schedules have been modified, and with new Help Desk staff personnel starting on April 29<sup>th</sup>, IT Help Desk coverage will be fully implemented in May.

IT has fully implemented a support schedule that covers all the hours the library is open.

All Action Steps completed, the IT Help Desk is available during regular library service hours.

### Action Steps

1. Study other institutions and industry standards for role models.
2. Assess results of the study and develop a plan to best serve PCCLD.
3. Extend IT Help Desk hours of service.

- C. Create an Intranet to improve internal sharing of important information for all employees to encourage collaboration, support access to commonly used applications and staff tasks, enable employees to make connections, provide real-time information, and allow staff access to institutional information resources anywhere and anytime.

**Midori Clark**

Michelle Vigil, PCCLD Web Editor, will oversee this effort. An implementation timeline has been created and distributed. Options of building it in-house and contracting it out are being evaluated.

A committee of stakeholders began working in July. Input is being gathered via the committee to determine which features the Intranet should include.

A prioritized list of desired Intranet features has been identified and a qualified technology consultant has been hired. Building the Intranet will begin in November with the initial version on-track to be available before yearend.

**Action Steps**

1. Hire a part-time internal communications coordinator to oversee the effort.
2. Contract with a web designer to create the new site.
3. Design the new site with input from stakeholders.
4. Build the Intranet site.
5. Train staff in best practices for using the Intranet.

- D. Increase access to library district public programs with the addition of video streaming services.

**Midori Clark**

Video streaming options are being researched by David Hartkop, PCCLD E-Marketing Coordinator. Several library events have been videotaped, but not streamed. The videos are posted on the library's website, YouTube channel and Facebook page. There is a log being kept of views of the videos, which are being tracked monthly.

More than two dozen PCCLD-produced videos are now available via PCCLD's website with many more available via the PCCLD YouTube channel. Research of the best solution for live streaming of PCCLD programming is complete with costs and additional equipment needs determined.

A Friends Grant was received in October to purchase equipment necessary for live streaming, and the equipment is prepared for order by November 1. Streaming operations should be available in December.

**Action Steps**

1. Utilize new capabilities and capacities within the PCCLD Community Relations department to capture library programming and events on video.
2. Regularly stream online to the members of the community.
3. Measure use of service.
4. Revise, as indicated.

- E. Evaluate PCCLD telecommunication network configuration to improve security and performance of online services.

Charles Hutchins

The IT Director has scheduled time in April with a network engineer to discuss PCCLD network requirements. An RFP to select a qualified network consultant is planned for release in May.

RFP for consulting work was released in June, and proposals have been received and are undergoing evaluation with the goal to complete a network assessment during Q3.

Network assessment completed in September. Awaiting the consultant's report and recommendations, which are due in October.

Action Steps

1. Select a qualified network consultant using a competitive RFP process to recommend changes to the library district's telecommunications network to improve security and performance.
2. Look for opportunities to implement recommendations of the consultant.
3. Incorporate changes to the network.

- F. Sharpen IT services by upgrading end-of-life server hardware as part of the Hardware Replacement Plan.

Charles Hutchins

A new backup server storage vault was purchased and implemented successfully earlier this year. A replacement provisioning server is planned in early 3<sup>rd</sup> Quarter.

It has been determined that the provisioning servers may be retired due to new PC management system. Evaluation underway for other servers to determine new hardware specifications.

A replacement storage server has been purchased and is currently being installed, and a replacement provisioning server now is on order.

Action Steps

1. Develop an agreed-upon plan for migrating end-of-life servers to new platforms.
2. Procure, configure and deploy necessary hardware.

- G. Advance service by replacing client computers (staff and public) as part of the Hardware Replacement Plan.

**Charles Hutchins**

PC replacement is currently planned for the second half of the year, following adjustments to network. Features and requirement findings will be done by July.

This project is now delayed until 2014 and 2015 due to budget considerations.

Project plan is to replace all public PCs in 2014. Specifications determination now underway for expected Q1 2014 equipment procurement, configuration and installation.

Action Steps

1. Design a program for replacing outdated desktop computers with appropriate new devices.
2. Procure and configure necessary hardware.
3. Train staff in use of the new equipment and deploy.

- H. Improve event programming by replacing the public address system in the Ryals Room at the Rawlings Library.

**Charles Hutchins**

There is no update at this time.

This project is to take place in Q3.

An analysis of existing and recommended new hardware is complete. An RFP is under development for release in early November to potential vendors with equipment installation and configuration anticipated before yearend.

Action Steps

1. Consult with qualified sound system experts on best choices.
2. Procure, configure and install necessary equipment.
3. Train staff in use of the new equipment.



**Strategic Goal III: EXPAND SERVICES TO THE UNDERSERVED.**

- A. Plan for a new East Side public library in order to increase access for the underserved.

Jon Walker

Architectural schematic design has been completed, and design development is underway. Site preparation is proceeding along an expected timeline, and final approvals from local authorizing agencies are expected at the beginning of 2<sup>nd</sup> Quarter.

Design development has been completed and the construction project has been bid by the general contractor to qualified subcontractors. We remain on-track to break ground on construction during the summer of 2013.

Ceremonial groundbreaking for the new library occurred on September 24, and construction is scheduled to begin in October.

Action Steps

1. Complete architectural design.
2. Complete site preparation.
3. Break ground on construction with completion in 2014.

- B. Plan for a new Greenhorn Valley public library in order to increase access for the underserved.

Jon Walker

Architectural schematic design has been completed, and design development is underway. Site preparation is proceeding along an expected timeline, and final approvals from local authorizing agencies are expected at the beginning of 2<sup>nd</sup> Quarter.

Design development has been completed and the construction project has been bid by the general contractor to qualified subcontractors. We remain on-track to break ground on construction during the summer of 2013.

Ceremonial groundbreaking for the new library occurred on August 21, and construction is scheduled to begin in October.

Action Steps

1. Complete architectural design.
2. Complete site preparation.
3. Break ground on construction with completion in 2014.

- C. Plan for a new St. Charles Mesa public library in order to increase access for the underserved.

Jon Walker

Architectural schematic design has been completed, and design development is underway. Site preparation is proceeding along an expected timeline, and final approvals from local authorizing agencies are expected at the beginning of 2<sup>nd</sup> Quarter.

Design development has been completed and the construction project has been bid by the general contractor to qualified subcontractors. We remain on-track to break ground on construction during the summer of 2013.

Ceremonial groundbreaking for the new library occurred on September 10, and construction is scheduled to begin in October.

Action Steps

1. Complete architectural design.
2. Complete site preparation.
3. Break ground on construction with completion in 2014.

- D. Enhance services by creating public meeting room service at the Library @ the Y.

Michael Cox

Discussions with the YMCA have commenced, and the next step is to look at specific procedures to meet the needs of both PCCLD and the YMCA.

The new YS/Library @ the Y manager is now up-to-date on the project, and will begin to oversee next steps.

Communication between PCCLD and the YMCA is ongoing with the goal of developing an agreement to use "Community Room A" as a PCCLD meeting room.

Action Steps

1. Abide by the Colorado Public Library Standards which define a full-service public library as "having a meeting space."
2. Partner with the YMCA to allow reservation of meeting room space within the YMCA in-line with PCCLD policies and guidelines for "Meeting Room Use."

- E. Expand the Summer Reading Program by increasing capacity for programs for youth.

**Michael Cox**

Additional funds have been allocated for this purpose, plans for additional evening and tween programs have been scheduled, and the Read OUT LOUD youth author programming earlier this year was extended by one day.

The additional evening and tween programs are now taking place.

All Action Steps Completed. Summer Reading program participation increased by 9% in 2013.

Action Steps

1. Continue to increase Summer Reading program participation by allocating additional funds for supplies and more programming.
2. Schedule more programs at those locations with current programming now at capacity.
3. Implement Tween programming district-wide based on successful model piloted at Pueblo West Library in 2012.
4. Increase Read OUT LOUD author funding to attract higher-profile authors and support growth.
5. Appraise results and report.

- F. Advance the fight against illiteracy by increasing capacity for the Adult Literacy program.

**Michael Cox**

GED classes have been offered consistently at the Rawlings Library, and work is underway with BOCES to schedule more. Other partnerships include The Reading Mind to help those with dyslexia as well as collaboration with Pueblo Housing Authority, Migrant Education Program, the state probation department, and local churches. The need for additional ESL services has been identified, and an English conversation club has resulted. The volunteer tutor program now is recruiting regularly with training provided online via ProLiteracy Education Network.

Our partner organization, BOCES, is unable to continue this partnership due to funding reductions. Going forward, the Adult Literacy Librarian will be leading programming with focus on GED instruction using the new BrainFuse.com eResource.

Adult Literacy Librarian is now providing GED instruction programs districtwide.

Action Steps

1. Provide regular funding for the GED program piloted in 2012.
2. Work with partner organization to implement at the Rawlings Library.
3. Assess program and report on the results.

- G. Elevate exposure to reading for young people by implementing early childhood literacy fairs at each library location.

Michael Cox

A pilot fair in partnership with Pueblo's Junior League attracted more than 100 participants. Dates for continuing the project at library locations have been scheduled throughout 2013.

Events are scheduled to begin in August 2013 currently under the direction of the YS/Library @ the Y manager.

Literacy fairs have taken place at Barkman, Lamb, Pueblo West and Rawlings. A report about these programs is due in November.

Action Steps

1. Evaluate pilot program coordinated in 2012 by the Early Literacy Librarian.
2. Design a program to engage the community at multiple locations, including community partners and volunteers.
3. Schedule dates at each library location in 2013.
4. Monitor and report on results.

#### **Strategic Goal IV: MAINTAIN DISTRICT ASSETS.**

- A. Complete the initiative to change the compensation system from a step increase to a pay for performance structure in order to continue to encourage a workplace based upon accountability and achievement.

**Sara Rose**

The work of the consultant has been communicated to stakeholders, and work is continuing at this time to gather salary market data for PCCLD jobs, and it is expected that a program will be ready for presentation in 2<sup>nd</sup> Quarter.

A market compensation study has been completed, and a draft revision to the compensation structure is prepared. Options for the Pay for Performance plan have been reviewed by the Executive Director and HR Director, and information will be presented to managers and the steering committee in August. A performance evaluation tool will be developed in Q4 with plans to move to the new structure before the end of the year.

Communication of the new compensation structure is rolling out now to all employees including update on pay-for-performance plan with timeline for implementation and individualized information packets, including marketplace salary study data. Employee meetings will be completed in November to be followed by a series of all-staff information meetings with The Singer Group in December. Pay-for-performance program will roll out over a two-year period, 2014-2015.

##### Action Steps

1. Build upon results of 2012 consultant work.
2. Communicate with all stakeholders on program choice options and solicit comment.
3. Develop a program designed to best meet the needs of PCCLD with guidance from expert consultant and input from staff.
4. Implement program with care in teaching all staff in the new system.

**B. Improve grounds keeping at all appropriate library-owned properties.**

**Chris Brogan**

Facilities staff is consulting with a landscape design firm to identify areas of concern at libraries. An RFP will be developed from this process for a complete package of work to be done.

Al Perea, Facilities Superintendent, developed a comprehensive plan, which addresses solutions at all facilities. A landscape design firm has drafted new plantings and beds for Rawlings. A temporary grounds worker was hired for the summer to help maintain landscaping. Upgrades to landscaping has been completed at Pueblo West, Barkman and Lamb.

Work continues at the Rawlings Library with dead and dying shrubs being removed to be replaced in the spring of 2014. Concrete wall, boulders and handicap ramp to the bus stop are being bid in October with work scheduled finished before yearend.

**Action Steps**

1. Hire grounds professionals to perform landscaping maintenance.
2. Re-landscape existing facilities as required to return to standard.

**C. Outsource payroll to save time in the Finance Department.**

**Chris Brogan**

A competitive RFP process was used to select Infinisource was selected as the best and lowest-cost proposer to do this work. Infinisource will provide time/attendance, scheduling, recruiting, and HRIS functions. Payroll and time/attendance should be in place by the end of April; while scheduling, recruiting and HRIS will be implemented soon thereafter.

Proposals were received from four firms, and InfiniSource was selected after an evaluation process. Conversion of payroll and timekeeping have been completed, and small issues continue to occur. We remain hopeful these issues can all be resolved and other components of the system can be implemented.

InfiniSource proved to be an unreliable service and was discontinued in September. A different company, Paychex, was engaged to pick up the process, and the project is moving along in a much better fashion; all components are expected to be installed and functional by yearend.

**Action Steps**

1. Select firm to handle PCCLD payroll based upon competitive RFP.
2. Implement new service to allow Finance department to continue with other new support services, such as centralized procurement and more.

- D. Complete a career-pathing program to assist employees in advancing their careers with PCCLD. This career progression program is intended as an “easy-to-use” guide for employees to see options for advancing career within the district.

**Sara Rose**

A spreadsheet of current PCCLD positions and education resources has been drafted, but may be impacted in consideration of the Pay for Performance initiative and changes to jobs resulting from the AMH/RFID project. It is anticipated that package for supervisors to use to help mentor employees will be completed in 2<sup>nd</sup> Quarter.

The first draft has been completed of the Career Pathing Program pamphlet and My Tracks worksheet. A final version will be completed in time to be distributed at the October Staff Development Day.

The final draft document is prepared with final design, layout, and production pending. The pamphlets will be available before yearend to be distributed to all employees.

Action Steps

1. Develop a spreadsheet of all existing PCCLD positions with requirements and categorization by profession or vocation.
2. Create a list of locally-accessible educational resources that support PCCLD career development.
3. Implement a process for supervisors to use available resources to mentor employees on career paths.

- E. Improve library job recruiting efficiencies by implementing an online application process and tracking system to ease application submittal tracking and screening.

**Sara Rose**

An online web form is now available, which has created efficiencies in the in-take and tracking of job applications. A new HRIS recruiting module is expected to be implemented later this year, which also will improve the process further.

InfiniSource HRIS software solution has been selected, and the HR/Benefits modules have been installed. Next, the Employee Self-Service access will be implemented, followed by the Recruiting Module. Training/instruction will be provided and implementation will be completed by Q3.

InfiniSource has been replaced by Paychex, and work is proceeding now to implement the Paychex HRIS and Recruiting modules by November 30.

Action Steps

1. Create an online interactive applications form.
2. Feed submitted application data into an easy-to-use spreadsheet for supervisors and the Human Resources department to review applicants.
3. Integrate the online data into an application retention system.
4. Extend this system to volunteer applications.

F. Revise Safety Manual for easier access and increased relevancy.

Sara Rose

Work has commenced to identify areas for improvement, and individual Safety Committee members now are assigned portions of the Safety Manual for review and comment.

A draft of the revised manual will be completed in August to share with managers with the goal to introduce broadly to staff before the end of Q3.

Distribution of the manual to staff is delayed until Q4.

Action Steps

1. Work with the Safety Committee to identify areas for improvement.
2. Share proposed changes with library administrations.
3. Update and finalize the manual.
4. Communicate changes to employees.

G. Update job descriptions for consistency across the organization.

Sara Rose

Some individual job descriptions have been reviewed and updated.

Systematic work to review and update all job descriptions is underway with the goal to complete the process in November.

Steady progress continues on this project with goal of completion before yearend.

Action Steps

1. Review job descriptions and create a draft edit by the Human Resources department.
2. Work with supervisors to review the draft edit.
3. Work with administration to review for final edits.
4. Communicate updated job descriptions to individual employees.



- H. Continue to focus additional resources on new employee orientation.

Sara Rose

Orientation folders have been created for both employees and volunteers. Work is underway now on an orientation video with completion scheduled in July.

Filming of orientation film interviews have been completed. Film editing will be completed in August, and the video will begin being used during new employee orientation in September.

Final video product still in process. The next new employee orientation is scheduled for October 29.

Action Steps

1. Create orientation folders including all forms and information required to be a productive member of the PCCLD team.
2. Develop a brief video for new employees to provide an introduction of the organization.

- I. Evaluate staffing patterns at current library locations resulting from RFID/AMH efficiencies.

Sara Rose

Work on this Objective will commence in 2<sup>nd</sup> Quarter now that RFID/AMH implementation has completed.

Information on staffing post-RFID/AMH is being collected from other experienced libraries and current PCCLD statistics are being evaluated.

Revised staffing plan has been developed and communication of the plan is rolling out now. New staffing numbers have been reconciled to the 2014 budget. Communication of specific staffing changes is taking place as determinations occur. Surveying existing staff interest in available positions at the new libraries.

Action Steps

1. Create a re-deployment plan to help staff new library locations.
2. Revise job descriptions and duties as appropriate.
3. Be prepared with a plan in 2014 for the opening of three new libraries.

- J. Implement a call center at PCCLD to provide accurate and consistent information to customers and to direct calls to the appropriate departments.

Michael Cox

Site visits to three library call centers in Colorado have been completed plus a telephone with a center in Kansas. A recommendation report for how to move forward at PCCLD is due in May with implementation planned for the 3<sup>rd</sup> Quarter.

A call center plan is on-track for implementation in August.

All Action Steps completed. The call center was implemented on August 15.

Action Steps

1. Utilize 2012 study of best practices of effective library call centers.
2. Plan and budget for a PCCLD call center.
3. Implement call center.

- K. Improve PCCLD automated telephone services.

Teresa Valenti

A contract has been signed with Sirsi/Dynix to provide a new server and software to upgrade services. Implementation is scheduled for 2<sup>nd</sup> Quarter.

Completed. New server and software installed and operating.

The basic implementation was completed earlier in the year, but an update occurring now is to upgrade the service by providing a Spanish-language option as well as English.

Action Steps

1. Upgrade to more robust and contemporary voice automated hardware and software to take advantage of features such as improved text-to-speech conversion for clearer, cleaner messages to patrons, support for current version of Windows operating system, ability to set preferred language for the customer's language of preference, with automatic notification of overdue materials, items on hold or outstanding fees, and empowering users to manage their own account information, renewals and other activities via the phone service.
2. Train staff in new service and develop necessary customer publicity.
3. Implement upgraded service.