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 painting and furniture set-up.

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.

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: Daniel Gaghan (ILS Administrator) and David Hayden (Data Analyst) are both now testing the software. The projected timeline for training other staff is Q4.

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 has been drafted for review. Committee formation to take place in Q2.

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: Cash management has been improved, including adding a safe for Rawlings cash, allowing only a few select employees access, and only site managers pulling cash from machines. Awaiting further audit findings and recommendations.

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: IT portion of financial audit took place in Q1. Recommendations from this report will help determine some specifics for next steps.

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: Initial draft update completed in 2015. No further progress to date in 2016 as we await new HR Manager hiring.

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: IT audit report due in Q1 will be reviewed for key points or highlights to address in network assessment.

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*, 1869-74, available now online through the Colorado Historic Newspaper Collection (CHNC). PCCLD engaged local Steelworks Museum to digitize these 809 pages with another set in process now. Also partnering with CHNC to digitize microfilm of *Daily Chieftain*, 1894-99 (2,072 pages), which is to be completed in Q2.

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

<u>Action Steps</u>

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.

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

<u>Action Steps</u>

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) spearheading SPELL with help from branch librarians. The program now in place at ten early childhood learning centers throughout the community, which were selected in collaboration with Pueblo Early Childhood Council . PCCLD will survey participants and consider future steps in Q2.

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

<u>Action Steps</u>

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 now underway using Public Library Association's *Project Outcome* as reference. Youth Services will launch a pilot *Project Outcome* survey in Q2.

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: Federal funding application now submitted. Procurement planned in Q3 once funding confirmation received.

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 job description developed modeled on a similar program at Denver Public Library, and Tobias Martinez hired as PCCLD's Community Resource Specialist based at the Lucero Library.

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: Several partnerships pursued to date, including with the Sangre de Cristo Arts Center for upcoming Ansel Adams exhibition, with state parks on park passes checkout program to be implemented in Q2, *Human Origins* exhibition with Smithsonian Institution, with CSU-Pueblo to expand public library services on campus there in Q3, and partnering with schools (D60 and D70) on ConnectED project for unveiling in Q3. Other collaborations continue to develop including Grupo Folklorico at Lucero Library and SPELL.

XVI. Evaluate and complete the lease renewal for Books Again bookstore site in support of 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: This is in process with a proposed renewal agreement received from the bookstore site owner.

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 Library Manager) working with both David Hartkop (Technology Trainer) and Charles Hutchins (IT Director) to identify and select equipment for use in Makerspace programming at Lucero, including video and audio recording equipment and a sewing machine, along with 3D printer and related equipment already procured, installed, and in-use at Lucero.

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: Committee formed in Q1 with Sara Rose (COO) as chairperson. Committee explored purpose aimed at providing equal access to library resources to people with disabilities. Current work underway to identify desired updated or replacement IT equipment and training to take place in Q3.

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 and Intervention Program to assist at Lucero Library, which is attracting about thirty participants per session. Pueblo County Sheriff recommended adjustments for Lucero to improve security there and these have been largely implemented. Pueblo Police officers patrol Lucero with supplemental assistance from private security guards there. Additional security training for all employees provided in February with follow up training conducted at individual public service department staff meetings. Special narcotics awareness training also has taken place.

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: This project is awaiting hire of new HR Manager.

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 work anticipated during Q2/3, as weather permits.

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 to utilize Special Districts Association lobbying for now and increase monitoring and participation in Colorado Association of Libraries lobbying efforts.

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: Collection Development team exploring move from OverDrive to The Cloud Library for PCCLD e-books, seeking improved customer service, ease-of-use, and features not available in OverDrive. Timeline is to sign agreement with new vendor in Q1, develop service in Q2, and implement in Q3.

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 with plans to initiate project in Q2.

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: Partnerships now developing with school districts and CSU-Pueblo should increase visibility and use of online resources by local students and faculty in Q3 and Q4. Staff now evaluating individual databases based on relevance, usage and cost.

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: Conceptual design by Experience Design completed and work underway to develop specific content for the new exhibits. Project expected to be complete in Q3 within budget.

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.

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: The Books in the Park (BIP) program is being adjusted with Cesar Chavez site moving to Fairmont Park to seek increased participation and the Minnequa Park program in Bessemer lengthening by two weeks. PCCLD is partnering with Care & Share for food services for BIP. Beulah Satellite hours were reduced to four hours per week due to low participation, but with increased programming activities during these hours. Avondale Satellite continues to be evaluated due to low use with considerations for changes to hours, changing to a community book shelf there, and/or additional programming.

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 a 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 produced reports by location for adult materials off-the-shelf rate with following outcomes: Barkman 23 percent, Giodone

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: The initial Pueblo Library Foundation Leadership Institute underway now. The Blacktie Ball will revert to a project of the library district.

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: Programming phase of the grant completed in Q1, including six events with artists and storytellers working with young people on creative activities focused on skills development.

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: Jackie Swanson, Adult Literacy Coordinator, hired in Q1. She attended ALA ProLiteracy training retreat, and now reaching out to local agencies with similar alignment. Program currently has 2:1 ratio of students to tutors. Coordinator will

continue to utilize funding from the Institute for Museums and Library Services Laura Bush 21st Century Librarian Program to grow the American Library Association/ProLiteracy pilot adult literacy program model, including evaluation of results.