

PUEBLO CITY-COUNTY  
**LIBRARY**

Ideas • Imagination • Information

*Colorado Library of the year!*



# Moving Ahead

**Strategic Plan for the  
Pueblo City-County Library District**

## **Building a Community of Readers**

100 East Abriendo Avenue

Pueblo, CO 81004

719-562-5600

**Adopted December 10, 2009**





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# Moving Ahead



## MOTTO

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## MISSION

We serve as a foundation for our community by offering welcoming, well equipped and maintained facilities, outstanding collections, and well-trained employees who provide expert service encouraging the joy of reading, supporting lifelong learning and presenting access to information from around the world.

## VISION

Books and Beyond



# Moving Ahead



**ABSTRACT**

The Pueblo City-County Library District (PCCLD) established a strategic plan in 2005. Most of the goals and objectives set out in this plan have been accomplished. Work commenced on an update of the plan in 2009. This included studying service-area demographics, gathering input from the community, comparing PCCLD with peer libraries and library standards, and forecasting future financial resources.

The result of this process is goals to work toward in coming years, including implementing strategies to increase circulation of library materials, expanding services to underserved areas, and considering a property tax mill levy increase to fund ongoing and additional library services.





# Moving Ahead

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## INTRODUCTION

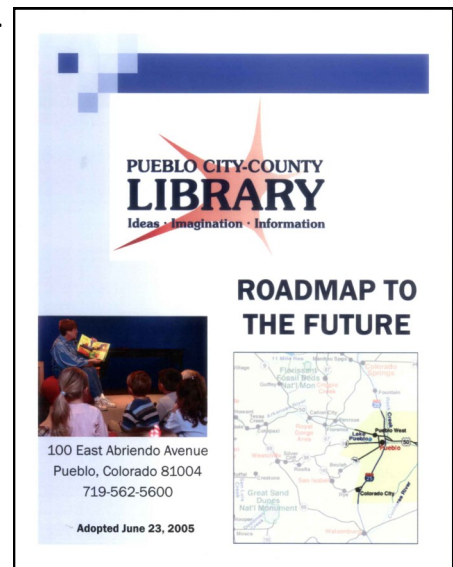
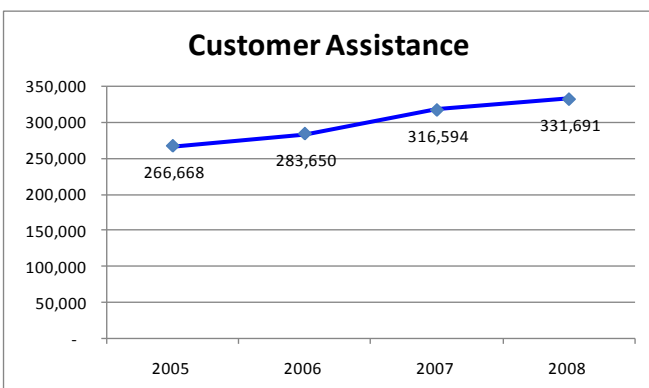
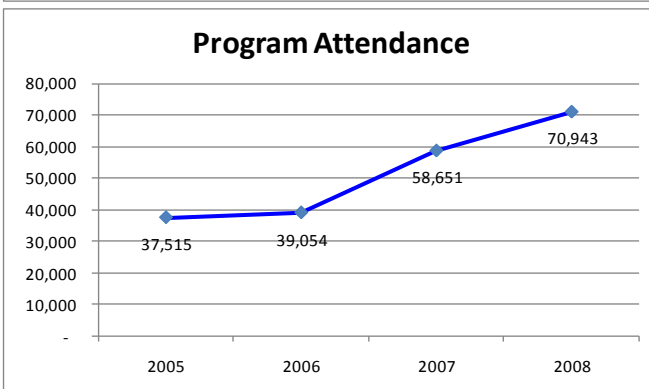
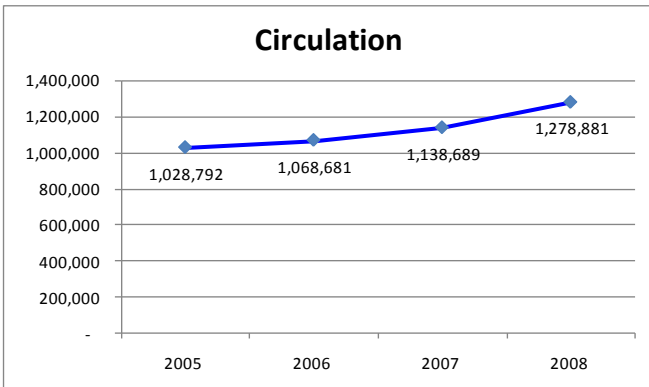
The Pueblo City-County Library District (PCCLD) is pleased to share this updated strategic plan with the community. The plan will guide decision making for library services in coming years and represents contributions from community members, library staff, and the PCCLD Board of Trustees.

PCCLD adopted a strategic plan in 2005 (*Pueblo City-County Library District: Roadmap to the Future: June 23, 2005*). Since then, the Library District has enjoyed record success. Library checkouts have increased 24.3 percent, attendance at library programs has gone up 89 percent, and customer assistance has grown 24.4 percent.

Pueblo County residents strongly support libraries. In a 2006 Ciruli Associates poll of county residents, the Library District was selected as the best public service agency in the community. The community's positive response to the library is not surprising. County residents support the Library District financially, too. In 2008, PCCLD spent \$7,494,438 on libraries. About 96 percent of the funds were generated from local tax revenues. The most recently available data ranks PCCLD fifth in per capita expenditures when compared with eleven peer libraries in Colorado (Library Research Service, 2009).

Library accomplishments are noteworthy. In the past five years, PCCLD achieved a sustained track record as a respected, visionary, resourceful, and high-performing public library—one of the more successful in Colorado. In fact, the Colorado Association of Libraries selected PCCLD as the 2009 Library of the Year.

In 2009, a strategic planning process was undertaken to build upon successes and provide direction for the future of the Library District. In developing the updated plan, input was sought from members of the community, PCCLD was compared with peer libraries and library standards, the district's demographics were examined, and future library financial resources were forecast. This document includes recommendations for future library services and initiatives.





# Moving Ahead

## DEMOGRAPHICS



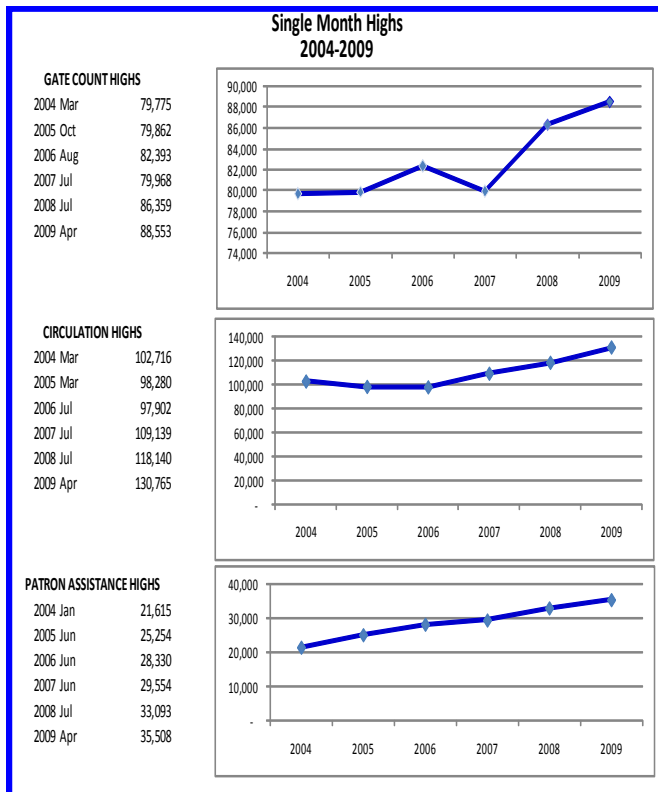
The PCCLD service area is contiguous with Pueblo County. The Library District serves a population estimated to be 156,737 (U.S. Census Bureau, 2008 Population Estimates). The population has increased 10.8 percent since 2000.

There are several noteworthy features to Pueblo County demographics. One is the growth that has occurred in Pueblo West. The population of the Pueblo West Metropolitan District is estimated to have increased from 16,899 in 2000 to 26,711 in 2009 (Pueblo County GIS), a jump of 58 percent. The population there is projected to grow further to 31,194 by 2014. PCCLD has responded to this increase by building a larger library in Pueblo West. At 28,000 square feet in size, this new library is large enough to serve Pueblo West well now and for several years to come.

The Library District's commitment to Pueblo West is paying off with increased use. The enlarged Pueblo West Library opened in March 2009, and the Library District experienced all-time records in April 2009 for gate count, circulation, and customers assisted.

Demographic data provided by Pueblo County Geographic Information Systems (GIS) shows that in addition to the increases in Pueblo West, both the southwest and north sides of the City of Pueblo continue to show more new housing starts and other patterns of growth. PCCLD will be opening a small branch library on the new YMCA campus that will improve services on the north side of the City of Pueblo. This is important because the Barkman Library in the city's northeast has become too busy for its size. The Barkman Library is about 7,100 square feet in size, yet in 2008 experienced higher visitor counts, greater computer use, and more customer assistance than the significantly larger Lamb Library (10,500 square feet) serving the south side of the city. The Lamb Library continues to be well positioned to serve the south side. Longer term, there may be need for expanded library services in both areas.

GIS data shows areas of the County underserved by the library include the Rye/Colorado City area and the St. Charles Mesa east of the City of Pueblo. The Rye/Colorado City area has an estimated 2,049 residents, while the St. Charles Mesa has a population estimated at 8,543 (Pueblo County GIS, 2009). Each of these areas is more than five minutes by car from full-service libraries. According to state library standards, Rye/Colorado City should have a library at least 2,700 square feet in size, while the Mesa Library would be about 7,000 square feet in size.



# Moving Ahead

## DEMOGRAPHICS (continued)



Another important demographic attribute of Pueblo County is the proportion of the population who are Hispanic. More than 39 percent of the residents self-identify as Hispanic (U.S. Census Bureau 2008 Population Estimates). This is a primary reason for PCCLD's decision in 2006 to establish the Hispanic Resource Center, called Nuestra Biblioteca. PCCLD should continue to focus additional resources on Nuestra Biblioteca, looking to expand services such as bilingual staffing, books and other materials celebrating Hispanic history and culture, and workshops and events.

Pueblo is economically less well off when compared with other areas of the state and the nation. Median household income in Pueblo County is \$43,493 (2009 Pueblo County GIS). This is significantly below both state (\$62,469) and national (\$54,749) averages. In recent years, PCCLD established services to assist with local economic development issues, including the Doris D. Kester/Southern Colorado Community Foundation Nonprofit Resource Center and the R.M. Watts Business and Vocation Center. In addition to ongoing support for these services, PCCLD should continue outreach programs to poorer areas of Pueblo such as that provided by Books in the Parks, Books a la Cart, and the Homebound Book Delivery program. There also is opportunity for PCCLD to partner with others to provide an adult literacy program for the community. The U.S. Department of Education shows Pueblo County, at 13 percent, has a higher percentage of adults with low literacy skills compared with the state average (<http://nces.ed.gov/naal/estimates>).

The K-12 pupil population of the county is growing slowly. School enrollment in 2008 of 27,405 represents a 6.5 percent increase since 2003 ([www.cde.state.co.us/cdereval/rv2008pmlinks.htm](http://www.cde.state.co.us/cdereval/rv2008pmlinks.htm)). PCCLD plays an important role as a place for homework help and to keep young people reading. To support this, the Library District designates children's areas and collections in all libraries. Moreover, since 2005 a target has been to invigorate the Library District's summer reading program. The participation rate for this signature literary project skyrocketed to 13,472 by 2009.



To reach young adults, beginning in 2005, PCCLD established the position of teen services librarian

and designated teen areas at the Barkman, Lamb, Pueblo West, and Rawlings Libraries. With this focus, use of teen materials has grown 167 percent.

The education level in the county is improving. According to the U.S. Census, in 2008 approximately 85.5 percent of the adult population graduated high school. This is better than 81.3 percent graduated in 2000 and is about the same as the national average. However, the county lags the nation in college graduates with an estimated 18.1 percent of the adult population having graduated with a Bachelor's degree or higher. This is about the same as 18.3 percent graduated in 2000 and trails the national rate of 27 percent. The Library District should continue developing collaborative projects with local universities, colleges and schools in promoting literacy, learning and cultural activities such as the annual All Pueblo Reads programming series, which was established in 2005 and is now completing its fifth year.

# Moving Ahead

## KEY MEASURES

According to the Library Research Service, there are five key measures which best summarize the general health of a public library ([www.lrs.org/public/trustees.php](http://www.lrs.org/public/trustees.php)). These are the number of library staff per 1,000 residents served, customer visits per capita, circulation per capita, attendance at library programs per capita, and library expenditures per capita. In each of these areas, PCCLD has seen significant improvement in the last five years.

The number of staff per 1,000 residents served increased 17 percent from 0.47 to 0.55 between 2003 and 2008. Moreover, PCCLD has established itself as an education-based institution. This means professional competencies are built in part by ensuring staff have appropriate formal certifications and education. A primary example is encouraging librarians to hold a Masters degree in Library Science (MLS). It has been a strategic goal since 2005 to increase the number of MLS staff: "With 15 staff holding Masters degrees in Library Science, PCCLD is at the minimum level to meet the Enhanced Library Standard; we should watch this carefully and explore

methods for increasing the number such as providing time off and scholarships for staff to pursue an MLS." (*Roadmap to the Future*, p.18) PCCLD has made significant progress toward this goal. A formal Education Assistance Program was established which helps pay for employee education, and the Friends of the Library support scholarships for PCCLD MLS students. As a result, since 2005 the number of MLS staff at PCCLD has increased from 15 to 22. This puts the library well above minimum standards for public libraries in Colorado.

PCCLD also has experienced increases in visits per capita from 4.57 to 5.7, circulation per capita from 6.63 to 8.21, library program attendance per capita from 147.56 to 455.57, and operating expenditures per capita from \$37.46 to \$48.05.

These measurements show PCCLD is healthy according to Library Research Service standards. Overall use of the library is up, and, after adjusting for inflation, the increase in expenditures has been less than 11.5 percent.



Year	Staff/1000 residents	Visits/capita	Circulation/capita	Program Attendance/capita	Expenditures/capita
2003	0.47	4.57	6.63	147.56	\$37.46
2008	0.55	5.7	8.21	455.57	\$48.05
increase	17%	25%	24%	209%	28%

### Why these 5 statistics?

- (1) These 5 most highly correlate with each other
- (2) Each of these highly correlate with multiple other statistics



# Moving Ahead

## PEER COMPARISON

Another way to gauge PCCLD is to compare it with peer libraries.

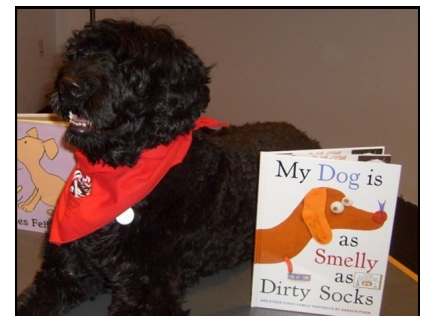
One such comparison is available from the Hennen American Public Library Rating (HAPLR). This service rates, scores and ranks over 9,000 public libraries based on fifteen criteria. PCCLD has moved to the 74th percentile according to the 2009 edition of HAPLR. This is an increase from the 66th percentile rating PCCLD received in 2005, and shows improvement in comparison to peer libraries nationally. Further improvements in the PCCLD HAPLR rating are possible by spending a larger percentage of the budget on

materials, improving the weeding program, and increasing circulation ([www.haplr-index.com](http://www.haplr-index.com)).

A recent study conducted by Pueblo County GIS identified Mesa County (Grand Junction) on the Western Slope as most similar to Pueblo County demographically. It is interesting to compare PCCLD with the Mesa County Public Library District for key library statistics. PCCLD leads Mesa County in each of the Library Research Service key measurements as the chart below indicates. This is another positive indicator for PCCLD.

**2008 Comparison with Mesa County Public Library**

Library	LSA Pop.	Staff/1000 Served	Library Visits/Capita	Circulation/ Capita	Program Attendance/ 1000 Served	Expenditures/ Capita
Mesa County Public Library	140,416	0.38	1.71	6.47	347.62	\$33.32
Pueblo City-County Library	155,723	0.55	5.7	8.21	455.57	\$48.05



# Moving Ahead

## PEER COMPARISON (continued)

PCCLD also may be contrasted with the eleven public libraries in Colorado serving populations of more than 100,000 people. The comparison libraries are Arapahoe Library District, Aurora Public Library, Denver Public Library, Douglas County Libraries, High Plains Library District, Jefferson County Public Library, Mesa County Public Library District, Pikes Peak Library District, Poudre River Library District, Rangeview Library District, and Westminster Public Library.

PCCLD compares favorably in some areas. For example, PCCLD ranks above average in program attendance, expenditures, and visits. PCCLD has made progress especially with program attendance. In 2003, PCCLD ranked eleventh of twelve libraries in program attendance, but by 2008 PCCLD ranked fourth of twelve. PCCLD's staffing level has improved, ranking seventh of twelve libraries in 2003 but moving to fourth by 2008. An area where PCCLD continues to perform below average is circulation per capita. Although circulation per capita has increased 24 percent during this time, PCCLD continues to perform below average by ranking ninth of the twelve libraries.

Working to increase circulation of library materials should continue to be a priority for the Library District. PCCLD's collection of materials needs to be current and well balanced. The improvements made in circulation have been in areas such as teen materials, movies on DVD, and popular fiction and nonfiction. The key to further increases is providing more of the materials people want. This will require several changes.

First is improved analysis of usage to understand what is popular. PCCLD should procure a sophisticated report writing software to facilitate this.

Second, is to improve maintenance of circulating collections. A library should have 33 percent of its collection checked out at any given time. Currently, the Rawlings Library has

Peer Library	Staff/1000 Population	Visits/ Capita	Circulation/ Capita	Program Attendance/ 1000 Population	Expenditure/ Capita
Average 2008	0.57	5.51	12.45	346.09	\$45.70
PCCLD 2008	0.55	5.70	8.21	455.57	\$48.05

## 2008 Key Statistics

Library	LSA Pop.	Staff/1000 Served	Library Visits/Capita	Circulation/ Capita	Program Attendance/ 1000 Served	Expenditures/ Capita
Arapahoe Library District	208,231	1.28	9.85	22.04	467.55	\$104.34
Aurora Public Library	315584	0.33	4.33	3.83	128.03	\$21.18
Denver Public Library	596582	0.69	7.27	16.39	595.09	\$48.57
Douglas County Libraries	275121	0.9	6.79	26.16	619.27	\$65.09
High Plains Library District	229010	0.68	6.4	10.09	332.39	\$57.88
Jefferson County Library	538323	0.4	5.03	12.07	231.2	\$44.40
Mesa County Public Library	140416	0.38	1.71	6.47	347.62	\$33.32
Pikes Peak Library District	538165	0.54	6.82	14.37	293.7	\$38.49
Poudre River Public Library	173760	0.43	5.43	13.49	313.13	\$36.05
Pueblo City-County Library	155723	0.55	5.7	8.21	455.57	\$48.05
Rangeview Library District	319553	0.24	2.25	2.62	109.02	\$22.68
Westminster Public Library	107629	0.39	4.63	13.71	260.57	\$28.31
<b>Average</b>	<b>299,841</b>	<b>0.5675</b>	<b>5.5175</b>	<b>12.4541667</b>	<b>346.095</b>	<b>\$45.70</b>

# Moving Ahead

## PEER COMPARISON (continued)

about 12 percent checked out, Barkman about 10 percent, Lamb 13 percent, and Pueblo West 19 percent. The library needs to do a better job weeding out materials that no longer are checking out.

A third improvement is shortening hold queues. Holds filled have increased from 28,726 in 2005 to 99,193 in 2008. The target should be about 160,000 holds filled or 13 percent of annual circulation.

Finally, and most importantly, more money needs to be allocated to materials. PCCLD spends funds regularly to purchase new and updated materials. In 2008, PCCLD rated in the middle of the pack in materials expenditures per capita when compared with peer libraries as the chart below details. Appropriated funds for materials should equal 15 percent of the annual operating budget, whereas currently PCCLD is at about 13 percent. These funds should be focused in high-circulation areas such as popular fiction, nonfiction, and DVDs.

Other changes that will have a positive impact on circulation include implementing a centralized call center and a roving service model to improve interactions with customers, RFID tagging of materials to help speed service and preparing returned materials for reshelving, and increasing use of power wall marketing techniques.



## PEER LIBRARY MATERIALS EXPENDITURES PER CAPITA

<b>DOUGLAS COUNTY LIBRARIES</b>	<b>\$11.26</b>
<b>ARAPAHOE LIBRARY DISTRICT</b>	<b>\$10.52</b>
<b>High Plains Library District</b>	<b>\$7.65</b>
<b>DENVER PUBLIC LIBRARY</b>	<b>\$7.44</b>
<b>JEFFERSON COUNTY PUBLIC LIBRARY</b>	<b>\$7.14</b>
<b>PUEBLO CITY-COUNTY LIBRARY DISTRICT</b>	<b>\$6.07</b>
<b>PIKES PEAK LIBRARY DISTRICT</b>	<b>\$5.57</b>
<b>MESA COUNTY PUBLIC LIBRARY DISTRICT</b>	<b>\$4.65</b>
<b>POUDRE RIVER PUBLIC LIBRARY DISTRICT</b>	<b>\$4.04</b>
<b>AURORA PUBLIC LIBRARY</b>	<b>\$3.41</b>
<b>RANGEVIEW LIBRARY DISTRICT</b>	<b>\$3.35</b>
<b>WESTMINSTER PUBLIC LIBRARY</b>	<b>\$2.93</b>

# Moving Ahead

## FOCUS GROUPS

It is important to listen carefully to customers. In this respect, libraries are no different than other service-oriented enterprises.

In February and March 2009, the Library District conducted a series of eight focus group meetings to talk about libraries with a cross-section of community members. The goal was to gather qualitative information to see how libraries are perceived and possible future directions for PCCLD. During the course of several meetings, a good deal of useful information emerged.

Among the important findings included general satisfaction with library technology improvements such as more and faster public access computers. Customers also appreciate the online catalog. People especially like the ability to go online to use the catalog from home, office or school to reserve library materials. There is desire for the library catalog to support improved searching techniques.

Focus group participants provided very positive feedback about library public programs. The library clearly is valued for its cultural and educational event offerings in the community.

Library facilities are seen as a major asset, including the collection of books and other materials, modern and well-maintained buildings, public meeting rooms, and quality spaces for teens and children. People recognize the advantages of convenient availability of food and drink in the library. There is a perceived need to increase the size of the Barkman Library or provide another library on the east side of Pueblo. There is interest in full service branch libraries on the St. Charles Mesa and in the Colorado City/Rye area.

Focus group participants expressed appreciation for several of the newer targeted services introduced in recent years, such as enhanced teen services, Nuestra Biblioteca (the Hispanic Resource Center), Accessible Avenues (Paving the Way for Customers with Special Needs),

Books in the Park, and the Rawlings Library Special Collections and Genealogy services. Generally speaking, library users would like to see these services not only continued but expanded.

PCCLD's award-winning young people's summer reading program is viewed as a strength. This is further demonstrated with more people participating in the program than ever before. The number of young people participating in summer reading has increased significantly. Since 2003, participation has jumped ten-fold to 13,472.



The same is true for All Pueblo Reads. As the community-wide read completes its fifth year, it has become established as a cultural and educational event series the community looks forward to. In 2008, it garnered record attendance with more than 9,500 participants in the project.

The focus groups provided useful information for possible future services, too. Customers are interested in methods for improving the availability of highly popular and best-selling materials. They want audio books that can be downloaded to computers, portable MP3 or iPod players. Customers want an updated and redesigned library website and wireless computer access in all libraries. Finally, there is enthusiasm for delivering books via a van to centers in poorer neighborhoods, a possible library-sponsored adult literacy program, and improved library support for business and vocational services. PCCLD already has begun responding to these with a new audio book

# Moving Ahead

## FOCUS GROUPS (continued)

download service scheduled to commence in 2009, Books a la Cart deliveries to underserved neighborhoods started in January 2009, and

the newly established R.M. Watts Business and Vocation Center at the Pueblo West Library.





# Moving Ahead

## COMMUNITY SURVEY

When it comes to learning about the library's client base, an effective tool is a customer satisfaction survey. Such surveys give customers a chance to voice their concerns and sing the praises of the library.

A survey questionnaire about PCCLD was prepared and made available to citizens in May 2009. The survey was designed to be filled out quickly and anonymously. The survey was conducted to gather data to help guide future decisions about the library. Questionnaires were distributed at all libraries and via the Internet. The response exceeded expectations. In 2005, the library was pleased when a similar survey resulted in about 850 responses. In 2009, 1,576 completed surveys were collected and tabulated.

The results of the 2009 survey lead to several observations. The Library District is a key part of people's lives. An overwhelming number of respondents feel the library is important (99 percent of respondents), easy to use (98 percent of respondents), and they are likely to recommend the library to others (95 percent of respondents). Most use the library on their own without help, while those who seek assistance are likely to do so via computers or by asking staff.

There is a high level of satisfaction with the library's selection of books (97 percent of

### Pueblo City-County Library District Satisfaction Survey

PCCLD is gathering feedback from the public in order to update its strategic plan and provide service in the future. Please take just a few minutes to give us your input. Thanks for participating.

**1. Do you have a library card?**

Yes  No

**2. I use the following libraries (mark all that apply):**

Barkman Library  Pueblo West Library  
 Lamb Library  Rawlings Library

Other, please specify: \_\_\_\_\_

**3. How important is the library to you?**

Important  Unimportant  
 Somewhat important  No opinion

**4. How likely are you to recommend using the library to a friend?**

Extremely likely  
 Likely  
 Neither likely nor unlikely  
 Unlikely  
 Extremely unlikely

**5. Using the library is simple and easy.**

Agree  Disagree  
 Somewhat agree  No opinion

**6. I get information at the library by (mark all that apply):**

finding it on my own without assistance.  
 receiving help from library staff members.  
 using library computers.  
 using library signs and/or brochures.  
 accessing the library's web site from home, school or office.  
 using other sources at the library.  
 Other, please specify:  
 \_\_\_\_\_

Please turn the page over.

For the following questions, please indicate your level of satisfaction with specific library services.

**7. Selection of books:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**8. Audio book selection:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**9. DVD selection:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**10. Magazine/newspaper selection:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**11. Library computers:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**12. Library Web site:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**13. Seating and workspace:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**14. Meeting rooms:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**15. Printers and copiers:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**16. Hours of service:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**17. Library programs, events and exhibits:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**18. Physical location of libraries:**

Satisfied  Unsatisfied  
 Somewhat satisfied  No opinion

**19. Other services I would like the library to add:**

\_\_\_\_\_  
 \_\_\_\_\_



# Moving Ahead

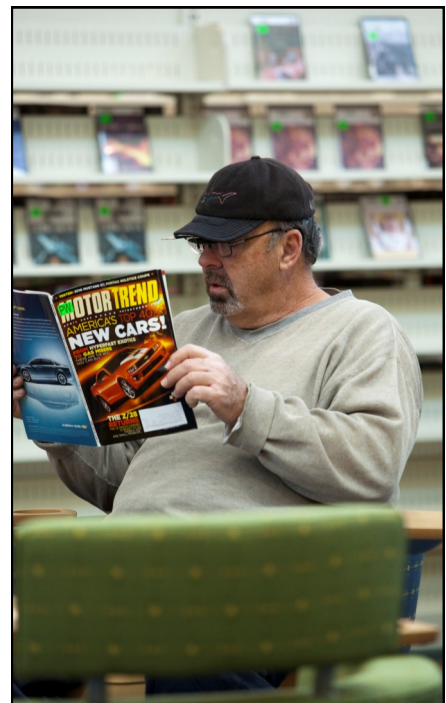
## COMMUNITY SURVEY (continued)

respondents), magazines and newspapers (95 percent of respondents), public-access computers (97 percent of respondents), programs and events (98 percent of respondents), seating and workspace (97 percent of respondents), and meeting rooms (98 percent of respondents).

Although the survey showed no area of extreme weakness, there were a few things which stood out as deserving attention, including an improved selection of DVDs, a

better website, and more hours of service. There also were repeated comments calling for a branch library in the county east of the City of Pueblo and downloadable audio books.

Knowing what customers want is helpful in providing the most responsive services. Getting this information is required in order to fully anticipate where the library should focus its energy. Now with the data in hand, the library is better positioned to make decisions about the future.

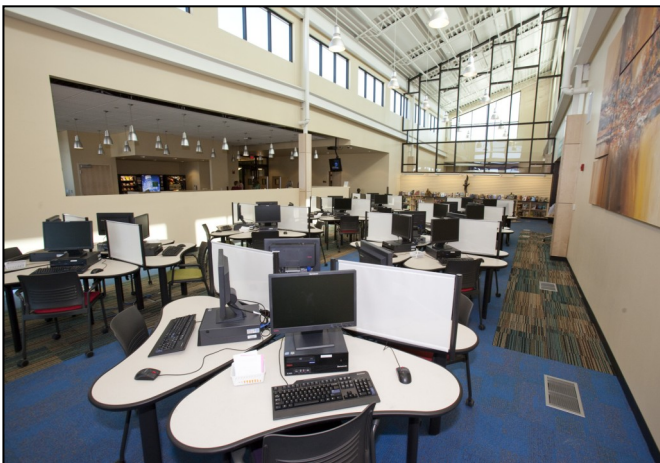


# Moving Ahead

## COMPUTER TECHNOLOGY

The public library plays a vital role as a community center and an intellectual oasis, a place to reflect as well as learn. But, make no mistake, public libraries have changed. An obvious example is with computer technology.

Computers have become a primary information medium in the 21st century. The modern library fully integrates this technology into its service program. Since 2005, PCCLD has invested heavily in developing a robust computer infrastructure. This has resulted in new cutting-edge computers and a high-speed



network connecting libraries to one another and to the Internet. In 2008, library customers logged on PCCLD public-access computers 243,975 times. This clearly shows the role of the library has evolved so that public access computing is an integral part of modern service.

With a top-notch technology infrastructure now in place, PCCLD is positioned to implement services to take even more advantage. This means that in addition to the current competent IT specialists who maintain the technology infrastructure, a library web master with skills in website development and maintenance will also be needed. The web master must be able to coordinate the library's efforts to implement a website fully utilizing Web 2.0 technologies.

There has been much discussion and excitement in the library profession about the imple-

mentation of Web 2.0 for public libraries as a means of reaching out to customers. Librarians commonly refer to this as Library 2.0. Now that PCCLD possesses a first rate technology infrastructure, the next step is to build a great website with Library 2.0 capabilities. PCCLD already is using several Library 2.0 tools such as an interactive online catalog, personalized library accounts, customer-placed holds, online reviews of books and library materials, subscription databases, and virtual reference. Use of these services is increasing rapidly. For example, subscription database usage increased from 99,025 in 2005 to 157,931 by 2008, and use is up another 175 percent so far in 2009. Online holds filled increased 245 percent during the same period.

People expect sophisticated interactive online services. Providing these online services effectively increases the library's hours of operation by allowing access 24x7 from the comfort of a customer's home, office or school.

Additional virtual library services PCCLD should implement include online customer registration, online fee payment and donations, improved catalog searching, up-to-date information about library events and services, user generated content and online collaboration, and online meeting room booking. Other opportunities with Library 2.0 include wikis, blogs, RSS, podcasts and social networking sites to deliver library services. Already it is estimated that 47 percent of American public libraries are providing RSS feeds, 39 percent blogs, and as many as 23 percent have a social networking presence ("U.S. Public Libraries and Web 2.0" by Zeth Lietzau, Library Research Service 2008, [http://www.lrs.org/documents/web20/pub\\_libs\\_web\\_20\\_ppt.pdf](http://www.lrs.org/documents/web20/pub_libs_web_20_ppt.pdf)).

To become a true 21st century library, PCCLD should place high priority on providing the resources to implement a full complement of Library 2.0 services. This will take both a refreshed website and staff dedicated to provide 2.0 design, development and content.

# Moving Ahead

## PERSONNEL



In 2005, PCCLD set a strategic goal to build a winning workplace for employees. PCCLD seeks to be a merit-based, professional organization. PCCLD has instituted a formal and mandatory supervisory training program, rewritten all employment policies with staff input including agreed-upon grievance procedures, thoroughly reviewed compensation for all jobs, established an employee steering committee to serve as a brain-trust to the Executive Director, and instituted a comprehensive performance appraisal and development program. Moving forward, the library also plans to develop career progression and wellness programs.

According to Colorado Library Standards, PCCLD stacks up well in staffing levels ([Colorado State Library Standards 2005 http://www.cde.state.co.us/cdelib/Standards/pdf/FinalCopyWithCoverandAppendices\\_RevisedJuly11.pdf](http://www.cde.state.co.us/cdelib/Standards/pdf/FinalCopyWithCoverandAppendices_RevisedJuly11.pdf)). PCCLD exceeds the Enhanced standard for FTE staff per 1,000 population (Standard=.4883 and PCCLD=.55). PCCLD also exceeds the Enhanced standard for FTE librarians per 1,000 population (Standard=0.1009 and PCCLD=0.1385).

PCCLD is dedicated to a policy of equal employment opportunity. As such, compensation decisions and other terms, conditions or privileges of PCCLD employment are made without regard to race, color, religion, sex, national origin, age, disability or other statuses protected by law. PCCLD believes in maintaining a compensation plan that is fiscally responsible, sensitive to changing labor market conditions, and considered competitive with employers directly or indirectly competing for individual talent. PCCLD recognizes and rewards employees' performance, contributions and accomplishments that meet or exceed expectations. PCCLD strives to maintain compensation and benefits considered of value to employees.

In 2007, the Library hired the Owens Group, Inc., to complete a comprehensive salary plan review for all library staff positions. It provided PCCLD with a market pricing study to determine how library salaries aligned with other employers' pay practices. Thirty-five unique PCCLD positions were compared with prevailing salary survey data. Thirteen surveys were used to compare PCCLD jobs with

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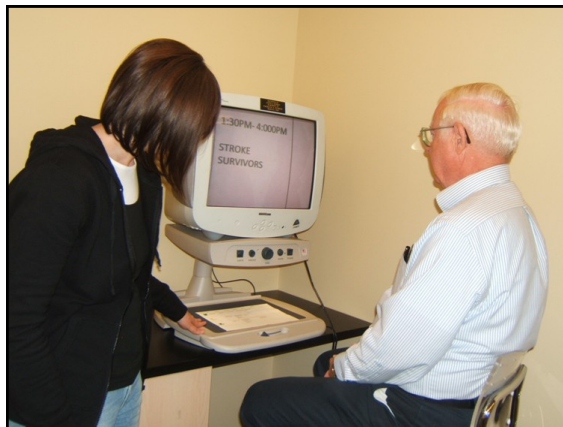
## PERSONNEL (continued)

relevant job markets. PCCLD job descriptions were reviewed for matches to surveyed jobs with input from employees. Survey data was compiled and compared to existing PCCLD grade ranges. The objective was to establish total compensation considered directly competitive with local area employers that compete head to head for employees. Total compensation includes pay and benefits. The analysis shows that most PCCLD jobs are equal or above the pay rates of the competition. There were seven jobs below market. Each of the seven was reclassified to a competitive salary grade. No employee's salary was lowered as a result of the study. Overall, results of this salary study and changes to selected positions' compensation shows that PCCLD is within five percent of the average market pay rate for salaries. (Pueblo City-County Library District Salary Plan Review, April 16, 2007).

PCCLD's ability to offer competitive wages and benefits is probably one reason the employee retention rate at the library has been so good. Consistently, PCCLD's separation rate has been better than the U.S. Department of Labor Statistics data average for government employees.

Another arena to monitor is expenditures on staff training. PCCLD allocates an amount on training each year equal to more than three percent of the annual expenditures for salaries and wages. This is well above the state library standard of two percent.

Clearly, the Library District has made progress in building a winning workplace. In fact, efforts now are commonly referred to as building on the winning workplace. Maintaining this initiative will help PCCLD continue to grow and prosper in meeting the needs of the community.



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## FRIENDS OF THE LIBRARY



The Friends of the Library have been active in their support of PCCLD. They have continued to build capacity and serve as a great benefactor to the Library District. Despite the fact PCCLD does not have a Foundation as many public libraries do, it does have a robust Friends group, and this organization has provided significant contributions to PCCLD over the years. In 2004, the Friends generated about \$15,000 in revenues, yet by 2008 their annual income was greater than \$100,000. Much of the increase has been a direct result of their opening the Books Again used book store in 2005. Located across from the Rawlings Library, the Friends' store sold more than \$88,000 in used books in 2008, and is on track to generate more than \$100,000 in business in 2009. As the Friends' income increased, so, too, has their ability to sustain significant contributions to help the Library District achieve its goals. In 2006, the Friends began a

grant-giving program allowing PCCLD to regularly request funding for projects. Since then, numerous beneficial undertakings have been funded by the Friends of the Library.

The Friends of the Library play an important role in helping PCCLD provide excellent services and programs.



## FINANCIAL FORECAST

Libraries provide a great return on investment. One recent study by the Library Research Service pegs an average return of \$5 for each \$1 invested in public libraries in Colorado ("Pueblo Libraries—A Wise Investment: A Return on Investment Study of Colorado Libraries," Library Research Service, March 2009, [http://www.lrs.org/documents/closer\\_look/roi.pdf](http://www.lrs.org/documents/closer_look/roi.pdf)).



The level of service provided by the Pueblo City-County Library District is directly related to its financial resources. Library District funds primarily are received from property taxes. There is a 5.25 mill levy in Pueblo County dedicated to libraries, and 85.4 percent or \$6,553,215 of the library's \$7,669,914 projected revenues were received from property tax in 2009. Additional sources of money include miscellaneous fees and gifts, earned interest and other taxes.

For the purpose of this plan, library revenues and expenditures have been projected through 2023. Estimates are based upon assumptions concerning projected tax revenues. It is estimated revenues for the coming several years will grow modestly based on current projections. The revenue will be sufficient to provide the current services of the library until 2017. (Appendix 1)

An increase in library revenues will be required in order to fund existing services beyond 2016 and additional services such as library buildings in areas where need exists. The Board of Trustees is able to ask voters in the District to increase the library mill levy. Increasing the levy one mill will generate an estimated \$1,333,507 million growth in annual revenue. The last mill levy increase in Pueblo County for libraries took place in 1999. Currently, several PCCLD peer libraries such as

Arapahoe Library District, Aurora Public Library, and Douglas County Libraries, are preparing to request millage increases.

A one mill increase would cost the owner of a \$150,000 house about \$11.94 per year more. A one mill increase would allow the Library to continue current services, provide additional neighborhood branches, and more. (Appendix 2) One scenario is to ask the voters to increase the library mill levy from 5.25 to 6.25, and use the increased revenues to build and operate three additional 5,000 square foot branch libraries in areas of need. It is estimated that a library costs about \$240 per square foot to build, furnish and equip, and about \$300,000 per year to operate.

The mill levy increase also will allow PCCLD to reach other strategic goals identified in this study such as regularly spending 15 percent of the operating budget on new library materials, implementing an RFID tagging system, and bringing online a new Integrated Library System (ILS) furthering PCCLD's Library 2.0 ambitions. A sobering reality is that without the one mill increase, PCCLD will not be able to sustain the current level of services beyond 2016.

A successful library election will require implementation of a marketing plan. This implies the library build alliances with other public entities and the public-at-large to tell PCCLD's story.

# Moving Ahead

## CONCLUSION

During the past few years, a lot has been happening at the Library District. More people are checking out more library materials than ever before. The library has successfully targeted specific populations within the community to increase the library's impact. When comparing with peer libraries, PCCLD has made significant improvement.

The library's summer reading program has been recognized multiple times as unexcelled in Colorado. The Barkman Library has been remodeled, the Pueblo West Library has significantly expanded, and all computer technology has been updated. Most recently, PCCLD was acclaimed as the Library of the Year by the Colorado Association of Libraries. PCCLD also is fortunate to have increased staff levels to help keep up with the growing demands.

In the past few years, PCCLD has created a number of new services to be more responsive to the community. The Library District established Accessible Avenues to better serve the disabled, All Pueblo Reads, AskColorado—24x7 online reference service, Books a la Cart, the Friends of the Library "Books Again" used book store, Books in the Park, the Doris D. Kester/Southern Colorado Community Foundation Nonprofit Resource Center,

Homebound Book Delivery, Nuestra Biblioteca—Hispanic Resource Center, R.M. Watts Vocation and Business Center, and Teen Central.

The progress is pleasing, as is the community's response. Guiding the Library District in recent years has been the strategic plan *Roadmap to the Future* adopted in 2005. Now, with this new update to the strategic plan, PCCLD is refreshing goals.

PCCLD is building upon the success of the past and moving forward toward a responsive and productive future for library services in Pueblo County. In developing this update, the library sought input from the community, compared PCCLD with peer libraries in Colorado and nationally, examined Pueblo County demographics for trends impacting library service, and forecast future Library District financial resources.

Data gathered in this study show that for PCCLD to continue moving ahead will require focus on new strategic goals.

The recommendations of this study will assist the Library District in meeting the challenge of how to best serve the residents of Pueblo County in the years to come.





# Moving Ahead

## CONCLUSION (continued)

### STRATEGIC GOALS

PCCLD should focus on the following strategies in the coming years:

#### Years 2010-2018

- **Increase circulation**

PCCLD should implement changes intended to increase circulation of library materials, including utilizing more sophisticated report writing software to improve the analysis of what is popular, addressing the need for a proscribed and systematic method for weeding all collections of deadwood materials, shortening hold queues, improving techniques for marketing materials, enhancing catalog searching capabilities, and spending a larger portion of PCCLD's operating budget on new books and other library materials. These efforts should include ongoing emphasis on procuring more teen materials, the most popular and best-selling books, DVDs, and new sought-after formats such as downloadable audio books. Work also should center on establishing new paradigms for improved service such as Roving Service and a Centralized Call Center.

- **Improve information technology**

PCCLD should maintain its initiative for providing robust library information technology, especially by implementing a full range of Web 2.0 capabilities with the goal of offering a "virtual library without walls." In addition, technology improvements longer term should include a new state-of-the-art ILS and the implementation of RFID tagging of the library's collection of materials.

- **Expand services to the underserved**

PCCLD should expand services to underserved including the expansion of facilities into areas of the District where library services are not currently sufficiently available, such as on the East Side of the City of Pueblo, on the St. Charles Mesa, in Colorado City/Rye, and/or on the North Side of the City of Pueblo.

- **Consider a mill levy increase**

PCCLD should consider asking voters to increase the ad valorem tax on property from 5.25 to 6.25 mills to fund both the current level of library services and to provide for proposed expanded offerings such as additional branch libraries, a new ILS, and RFID tagging of materials.



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## Appendix 1 Budget Projection—Mill Levy Status Quo

<i>Part 1</i>								
<b>PCCLD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
GENERAL FUND PROJECTIONS	Actual	Estimated	Budget	Projected	Projected	Projected	Projected	Projected
TOTAL REVENUES	7,346,526	7,534,056	8,176,043	8,620,172	8,646,098	8,691,267	8,898,136	9,074,724
TOTAL PERSONNEL	4,307,350	4,537,720	4,704,412	4,834,191	4,960,666	5,076,769	5,197,195	5,322,289
TOTAL MATERIALS	879,478	1,049,655	1,266,008	1,303,988	1,345,601	1,388,586	1,430,244	1,473,151
TOTAL FACILITIES	1,501,509	1,022,627	1,097,312	1,113,845	1,361,447	1,403,368	1,417,008	1,461,244
TOTAL OPERATING	528,968	506,950	560,632	579,515	593,567	608,467	626,028	643,667
TOTAL INFO. TECHNOLOGY	277,133	302,265	399,484	409,733	420,254	431,056	442,145	455,410
TOTAL EXPENDITURES	7,494,438	7,419,217	8,027,848	8,241,272	8,681,536	8,908,246	9,112,620	9,355,760
Revenue over(under) expenditures	(147,912)	114,839	148,195	378,900	(35,438)	(216,979)	(214,484)	(281,036)
End of Year Fund Balance	4,944,076	3,647,095	3,229,802	3,431,216	3,441,256	3,270,665	2,903,496	2,470,722
<b>MILESTONES/EVENTS:</b>								
Pueblo West Expansion in service		<u>4.1.2009</u>						
Cement plant on property tax rolls		<u>1.1.2009</u>						
YMCA Satellite in service		<u>10.1.2009</u>						
Commanche unit 3 on property tax rolls				<u>1.1.2011</u>				
Black Hills plant on property tax rolls						<u>1.1.2013</u>		
<i>Part 2</i>								
<b>PCCLD</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
GENERAL FUND PROJECTIONS	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
TOTAL REVENUES	9,426,126	9,610,694	9,979,411	10,175,649	10,644,529	10,957,612	11,488,788	11,832,672
TOTAL PERSONNEL	5,464,685	5,615,370	5,774,231	5,941,972	6,119,363	6,307,251	6,485,756	6,676,186
TOTAL MATERIALS	1,517,346	1,562,866	1,609,752	1,658,044	1,707,786	1,759,019	1,811,790	1,866,144
TOTAL FACILITIES	1,512,116	1,559,479	1,608,696	1,659,279	1,716,926	1,776,502	1,838,141	1,901,982
TOTAL OPERATING	664,141	682,854	704,575	724,428	748,521	770,976	796,935	820,843
TOTAL INFO. TECHNOLOGY	469,072	483,144	497,638	512,568	527,945	543,783	560,096	576,899
TOTAL EXPENDITURES	9,627,360	9,903,714	10,194,894	10,496,291	10,820,541	11,157,532	11,492,719	11,842,054
Revenue over(under) expenditures	(201,234)	(293,020)	(215,482)	(320,643)	(176,012)	(199,921)	(3,930)	(9,382)
End of Year Fund Balance	2,143,329	1,726,364	1,389,219	949,264	656,359	342,040	226,279	107,711

# Moving Ahead

## Appendix 2 Budget Projection—One Mill Increase

<i>PART 1</i>								
<b>PCCLD</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>GENERAL FUND PROJECTIONS</b>	<b>Actual</b>	<b>Estimated</b>	<b>Budget</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
TOTAL REVENUES	7,346,526	7,534,056	8,176,043	8,620,172	8,646,098	8,691,267	8,898,136	9,073,824
TOTAL PERSONNEL	4,307,350	4,537,720	4,704,412	4,834,191	4,960,666	5,076,769	5,197,195	5,322,289
TOTAL MATERIALS	879,478	1,049,655	1,266,008	1,303,988	1,345,601	1,388,586	1,430,244	1,473,151
TOTAL FACILITIES	1,501,509	1,022,627	1,097,312	1,113,845	1,361,447	1,403,368	1,417,008	1,461,244
TOTAL OPERATING	528,968	506,950	560,632	579,515	593,567	608,467	626,028	643,667
TOTAL INFO. TECHNOLOGY	277,133	302,265	399,484	409,733	420,254	431,056	442,145	455,410
TOTAL EXPENDITURES	7,494,438	7,419,217	8,027,848	8,241,272	8,681,536	8,908,246	9,112,620	9,355,760
Revenue over(under) expenditures	(147,912)	114,839	148,195	378,900	(35,438)	(216,979)	(214,484)	(281,936)
End of Year Fund Balance	<u>4,944,076</u>	<u>3,647,095</u>	<u>3,229,802</u>	<u>3,431,216</u>	<u>3,441,256</u>	<u>3,270,665</u>	<u>2,903,496</u>	<u>2,470,822</u>
<b>MILESTONES/EVENTS:</b>								
Cement plant on property tax rolls		<u>1.1.2009</u>						
Pueblo West Expansion in service		<u>4.1.2009</u>						
YMCA Satellite in service		<u>10.1.2009</u>						
Commanche unit 3 on property tax rolls				<u>1.1.2011</u>				
Black Hills plant on property tax rolls						<u>1.1.2013</u>		
<i>Part 2</i>								
<b>PCCLD</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>GENERAL FUND PROJECTIONS</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
TOTAL REVENUES	11,120,702	11,366,797	11,825,898	12,073,591	12,650,632	13,040,296	13,691,059	14,120,467
TOTAL PERSONNEL	5,464,685	5,615,370	5,774,231	5,941,972	6,119,363	6,307,251	6,485,756	6,676,186
TOTAL MATERIALS	1,517,346	1,562,866	1,609,752	1,658,044	1,707,786	1,759,019	1,811,790	1,866,144
TOTAL FACILITIES	2,112,116	2,459,479	2,808,696	2,877,279	2,953,196	3,031,316	3,111,778	3,194,723
TOTAL OPERATING	687,124	706,297	728,955	749,295	774,631	797,870	825,174	849,929
TOTAL INFO. TECHNOLOGY	469,072	483,144	497,638	512,568	527,945	543,783	560,096	576,899
TOTAL EXPENDITURES	10,250,342	10,827,156	11,419,274	11,739,159	12,082,922	12,439,240	12,794,594	13,163,880
Revenue over(under) expenditures	870,360	539,642	406,624	334,432	567,711	601,056	896,465	956,587
End of Year Fund Balance	<u>5,418,052</u>	<u>4,104,370</u>	<u>2,609,571</u>	<u>2,743,037</u>	<u>3,111,253</u>	<u>3,514,329</u>	<u>4,214,374</u>	<u>4,976,149</u>
<b>MILESTONES/EVENTS:</b>								
Mill levy increase to 6.250 mills	<u>1.1.2016</u>							
New ILS system implemented	<u>7.1.2016</u>							
Obtain funding for 3 new libraries	<u>7.1.2016</u>							
Library building #1 in service		<u>1.1.2017</u>						
Phase 1 of RFID project		<u>7.1.2017</u>						
Library building #2 in service			<u>1.1.2018</u>					
Phase 2 of RFID project			<u>7.1.2018</u>					
Library building #3 in service				<u>1.1.2019</u>				

