

**PUEBLO CITY-COUNTY LIBRARY DISTRICT BOARD OF TRUSTEES
SPECIAL WORK SESSION MINUTES
Strategic Planning**

June 9, 2015

I. CALL TO ORDER AND ROLL CALL

Mr. Quintana, President, called the meeting to order at 2:35 p.m. in the Bret Kelly Room A at the Rawlings Library.

Board Members Present: Fredrick Quintana, President; Donna Pickman, Vice President; Marlene Bregar; Lyndell Gairaud; Philip Mancha; Roy Miltner; Jim Stuart

Staff Present: Jon Walker, Executive Director; Abby Koehler, Strategic Planner/Systems Librarian; David Hayden, Data Analyst; others not recorded

II. DISCUSSION ITEMS

A. Strategic Planning

Mr. Walker thanked the Board for taking time to work on the Strategic Plan. He pointed out the red packet provided (which had also been sent by email) with some of the information already reported and some new information, and an assignment to prepare for this meeting. Mr. Walker said Board members have other background they bring to the table as they work through the process.

Prior to starting that process, David Hayden would provide an overview of the Community Data Report. Mr. Walker noted the report emailed last week was slightly different than the report provided in the packet. After that, Mr. Walker would provide a brief overview of the Financial Projection. The bulk of the time will be used on the discussion process.

Mr. Hayden put together information on demographics, noting the problem is not finding data but finding the relevance of the data, and they had identified things that seemed important. The original emailed report provided the median income without comparing it with the cost of living data, and the report provided today includes the cost of living data. Pueblo has 128 census blocks, and of those, 73% fall below the average median income, and 28% are predicted to fall below 50% by 2020. Pueblo's composite cost of living comparison is 85.6% which is significantly less than the rest of the country. Pueblo has the lowest cost of living and the second lowest median income for comparable cities in Colorado. By contrast, Gunnison has a composite cost of living at 110%, but the lowest median income. The cost of living in Pueblo is 14.4% less than the national average, and the median income is 20% less.

Pueblo is a fairly stable community. The median growth of cities with populations of 100,000-250,000 is 10.2%. Mr. Hayden pointed out the city of Villages, Florida had grown 99.2% since 2000; however, Pueblo had grown only 13.3% since 2000. Mr. Hayden suggested this means if the library wants to grow, it is not going to come from an exploding population.

Pueblo is also an aging population, and he pointed out a chart showing the 0-24 age group is expected to shrink, and the 45-54 age group expects the most shrinkage. Mr. Hayden speculated that Pueblo is a good place to retire.

Mr. Hayden reviewed the Top 5 Market segments, and he reviewed the percentages in Pueblo with 11% Midlife Constants, 10% Traditional Living, 10% Hardscrabble Road, 7% Small Town Simplicity, and 7% Rustbelt Traditions. What is significant about this is that only 9.8% of the U.S. population falls into these same categories.

Transportation reflects only one in eight households in Pueblo do not have an automobile which is low. Denver, which has similar lower automobile ownership, has a more robust public transportation system than Pueblo. This is significant as we consider how people get to the

SPECIAL WORK SESSION MINUTES

June 9, 2015 — 2 of 4

libraries. In Boulder 5.9% use public transportation, in Denver 4.3%, but in Pueblo only 0.7% use public transportation.

The Book Market shows that Pueblo residents are less likely to buy books, ebooks, or magazines, but slightly more likely to read newspapers. Pueblo residents are three times more likely to buy a paperback book than an ebook, and it may be a result of some of the market indicators shown on page 9 of the report.

Mr. Hayden then offered to respond to questions.

There was additional explanation provided of the graphs on the aging population and concern that the educational data was not matched up with aging. Mr. Walker said the education attainment level in Pueblo is on par with the U.S. within 0.2% with the exception of the graduate/professional level, and generally speaking, the education level is on par with the nation as a whole. Median income is significantly below, cost of living is significantly below, yet education is on par.

Mr. Walker pointed out on page 9 the Internet potential perhaps is related to income, and Pueblo's access to electronic resources is below average. Bridging that digital divide is a role for public libraries, and Pueblo seems to be experiencing that digital divide.

There was additional discussion of the reasons behind the data and how the library might create opportunities for the community.

Mr. Walker then referred to the most recent 10-Year Financial Projections. On line 9, total revenues are projected to increase to slightly more than \$11.5 million in 2020 which is about 3% per year. On the expense side, line 30, those are projected to go up as well. The highlighted line 50 is the long-term projection of the unrestricted remaining fund balance which the Board does not want to go below 20%. Mr. Walker said these projections show the library in a good place financially and assume business as usual. If the Board wants to change things, the library would need to reallocate resources.

There was additional discussion in which Mr. Stuart remarked on comparisons from the 2009 Strategic Plan financial projections for 2015 that came out almost \$800,000 more than projected. Mr. Walker commented that the projections are conservative and do not include proposed projects that might positively affect revenue.

Dr. Mancha suggested the Board consider whether the 20% fund balance is appropriate, and there was discussion of how long that fund balance could support the library in an emergency. Mr. Walker pointed out that the fund balance insures the library also has sufficient cash flow. It was agreed that 20% is a healthy fund balance, and it should not be lowered unless the library got into dire straits.

Mr. Walker then introduced Ms. Koehler who led the subsequent discussion process. Ms. Koehler asked the Board members to work in groups of two or three and to write down their top five priorities. There will be three groups, and each group will take the next half hour to discuss and write down those priorities. Each group would then share those, put them together and work through those to prioritize and develop the top five.

Board members then divided into groups and began working separately at 3:15 p.m.

When the Board reconvened at 3:50, each group reviewed their ideas.

Ms. Gairaud and Mr. Miltner reviewed the following:

- **Continue to be aware of any areas that may be underserved (Eagleridge)** to make sure we are serving the community.
- **Continue the trend to go beyond the written word in programs in order to provide opportunities for continued learning.**
- **Continue to secure and maintain quality staff and provide opportunities for their own advancement.** Examples are to be able to promote from within. The staff is the heart of the library system and the Board wants to insure we keep them and they are happy working here.

SPECIAL WORK SESSION MINUTES

June 9, 2015 — 3 of 4

We should also help and encourage reading among the staff so they can become resources, (e.g., one employee enjoys reading history, another romance) so customers can be referred to those employees.

Ms. Pickman, Ms. Bregar and Mr. Quintana reviewed the following:

- **Improving community quality of life (parenting, basic skills, job skills...)**
- **Technology – bridge the digital divide for seniors, students, regular users, new users**
- **Childhood Literacy and Pre-literacy (parents, schools, preschools) - “Every child a library card”** Working with everyone from parents to very young babies.
- **Expand user base** with a stable community, the library will need to find people already here that don't use the library and bring them in.
- **Bridge with nonprofits and business community to create a hub** *(added during discussion)*

Mr. Stuart and Dr. Mancha reviewed the following:

- **Health/Food outreach to the underserved through consortium with Pueblo Community Health Center and Cooperative Care** The library could go out in the community and meet them instead of relying on getting them into the library.
- **Small business and nonprofit outreach for community research working with Chambers of Commerce** This is to help small businesses that need information to be competitive.
- **Library Camp. Bring all school kids to library on buses for a full day (certain grade/library near their school). Make sure they have a library card and know how to use it.** This could become after-school care in our libraries—a place where they can go to feel safe and could be tied in to early literacy.
- **All computers should be wireless (like the new libraries)**
- **Evaluate effectiveness and relevance of each of the services in the Survey Report (listed on page 5) and conduct a cost-benefit analysis of services.** Making a decision over a calendar period to decide whether to continue, discontinue or upgrade to improve services.
- **Serving entire family** *(added during discussion)*
- **Outreach through partnerships** *(added during discussion)*

Ms. Koehler then reviewed the ideas to identify any duplication. Some potential areas that were explored was identifying new users and childhood literacy being a part of library camp.

There was additional discussion and explanation of some of the concepts presented including: outreach to the Community Health Center with 6,000 patients who do not have access to computers, social media or transportation; the importance of knowing services available in the community and not duplicating those services but being a resource to direct people to services; serving the entire family by providing programs for parents while their children are in programs.

Ms. Koehler began writing down themes in a broad, general way. After a great deal of discussion and refinement, the following themes were identified:

A. Wholistic Approach

- Programs
- Outreach through partnerships
- Serving entire family/childhood literacy/lifelong learning

B. Tap into “new” communities

- Bridge partnerships with nonprofits and business community to service
- Serving entire family

SPECIAL WORK SESSION MINUTES

June 9, 2015 — 4 of 4

- C. Continue to secure and maintain staff
- D. Technology – Digital Divide
- E. Data-driven decision making
 - Regularly surveying community
- F. Digitization of Local History

There was discussion of the importance of staff and whether it belongs in the Strategic Plan. It was agreed that it is a priority, and the Strategic Planning document should show the critical place the staff has. The Board wants to insure a quality staff and to provide opportunities for their continued advancement so the library is a place where people want to work and where the library will put its resources.

After further discussion, Mr. Walker asked the Board if there is anything they want to change.

Dr. Mancha addressed the item on evaluating the effectiveness and relevance of services. Mr. Walker pointed out the reason some of the services on the list were not rated highly in the survey was not because the service is unimportant but that there are fewer people who it might be relevant to. He used the example of services for new immigrants. The people who take advantage of those services find them valuable, but there are not that many new immigrants. The survey was given to 600 people and asked them to identify the 5 most important services among 15. The other services were named less often not because they are not important but because they don't rise to the top 5 for the majority of people who responded to the survey.

Mr. Walker reiterated whether there were any other words the Board would want to change or add. If so, those were also added. Ms. Bregar asked if a data collection survey of the community was implicit, and noted that the library should be regularly surveying the community for data-driven decision making. Mr. Stuart added that the library should be sure to digitize local history records to make those resources more useful.

Mr. Walker said there are a lot of good ideas, and they will start trying to translate this into a planning document the Board will be asked to review at the July Work Session. The Board will have a chance to review and comment on the draft document and perhaps approve it at the July Board meeting, although the work may continue beyond July if necessary. He will take the concepts developed today with the other data gathered to create a narrative as they write the Strategic Plan.

III. ADJOURNMENT

There being no further discussion, the Special Work Session adjourned at approximately 4:40 p.m.

Respectfully submitted,

Jane Carlsen
Secretary