

# Catering by Three Sisters! Dessert contest!

Distributed at 07-14-2015 Work Session

Save the Date  
**July 26**

Bring the family! 5-8 pm

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

Win this  
picnic set!

## Nesbitt is hosting a summer picnic in the Greenhorn Valley!

(The area behind the Greenhorn Valley Library off of Cibola Drive)

### What to bring:

- A dessert to share (prizes to the top 3!)
- Sunscreen/bug spray (we'll be outdoors)
- Sports equipment if you want to play games  
(football, basketball, horseshoes, softball, etc)
- Board games to share (optional)
- Lawn chairs/blankets  
(seating will be provided under the pavillion)



*In case of rain, we'll move the party  
inside to the Greenhorn Valley Library!*



Your RSVP is your ticket to **WIN a picnic themed gift basket!**

RSVP to Courtney, ext 606 by **NOON, July 17!**

(Please let her know if you would like the vegetarian option)





# PUEBLO

## ECONOMIC DEVELOPMENT CORP

June 2015  
Newsletter



### From the Chair—Barb Vidmar

Early in the year we used our two day strategic planning meeting to articulate the direction PEDCO needed to follow in order to attract business and industry to our community. We listed our strengths and opportunities and are excited to concentrate on those selling points as a positive way to

market and economically strengthen Pueblo.

It takes vision, leadership, enthusiasm and energy to present Pueblo to others who may not know our community as we do. Staff and the Board have taken a more active role both in following up leads and generating new leads and it is starting to pay off.

Two major expansions have already been announced and the pipeline is filling up with exciting prospects that will go a long way to provide a positive economic impact now and in the future. Pueblo is definitely on the road to growth and prosperity and PEDCO is honored to be a part in that success.

Carry on,  
Barb

### President's Perspective—Jack Rink



PEDCO recently took a position to NOT recommend the use of Half Cent Funds to provide incentives for marijuana related industries. As a PEDCO member, you may be interested in learning more about the logic your Board of Directors used in developing this direction.

Obviously, the entire subject of marijuana stirs up strong emotions on both sides of the topic. PEDCO avoided approaching the topic from an emotional standpoint and instead focused on legal and practical

considerations. Two major factors guided the board's decision.

First, while Colorado has legalized the use of both medical and recreational marijuana, it is still considered illegal by the federal government. The Board felt that providing tax-based incentives could put our local governments in jeopardy of losing other grants or funding.

Second, many marijuana related growing, processing and sales operations are already in the county and others

are actively considering ventures. The Board felt that trying to support new business in this crowded field would lead to fairness issues.

While this is a classic case of there being no way to make everyone happy, the PEDCO Board has taken a wise path to protect the integrity of the tax payers' investment in the Half Cent Fund.

Jack

### Our New Billboard



working at a plant in California say something about the company wanting to move or expand because there is no water? Just call PEDCO and we will track down the companies that may be interested in moving their business to Pueblo or expanding their business. WE SUCCEED WITH YOUR LEADS.

PEDCO's new billboard, located at mile 108 southbound on I-25, was erected to reflect PEDCO's 2015 Marketing Campaign. PEDCO's best leads have come from fellow Puebloans. We invite you to think about who you know. Did a cousin

### 1/2 Cent Sales Tax

*Puebloans for Jobs* is currently working on a campaign for the 1/2 cent sales tax ballot coming in November. Did you know that 1/2 cent sales tax expenditures are authorized and appropriated by the Pueblo City Council? PEDCO cannot spend half-cent funds and may only recommend usage.



## 2nd Quarter Membership Meeting

PEDCO Members who attended our last quarterly meeting saw a great presentation about the history, current status and exciting redevelopment plans for the PuebloPlex facility. Russell DeSalvo, President and CEO, and his team provided a fascinating outline in "Tedtalk" format.

PuebloPlex's mission is to repurpose the Pueblo Chemical Depot, which consists of vast property the same size as the City of Miami, with innovative uses.

PuebloPlex redevelopment will have a huge impact on the economic future of the Pueblo region. For that reason, we encourage you to sign up for the PuebloPlex email list.

You can be added to the distribution by sending an email to Denise Stall at [dstall@puebloplex.com](mailto:dstall@puebloplex.com) or at the PuebloPlex Redevelopment Plan website: [PuebloPlexRedevelopmentPlan.com](http://PuebloPlexRedevelopmentPlan.com) (Join email List—red tab on the right).

PEDCO members also celebrated a special announcement of 10 new jobs coming from the expansion of TR Toppers. Bags of candy from TR Toppers were taped under every chair so each member received a taste of their toppings.



*TR Toppers' Andrew Lang and Greg Rode with their Stetson Hats! Congrats!!!*

### New Staff

**Billie Rae Foster** began working as Membership Coordinator and Administrative Assistant in April. She can be reached at 719.544.2000 or [bfoster@pedco.org](mailto:bfoster@pedco.org)



*New Members JD Phillips at State Farm Insurance, Dr. Jamie Johnson at Family Smiles Dentistry, and Kent Stringer at A & R Construction, received their plaques. Thanks for supporting economic development. Welcome to PEDCO!*

## SAVE THE DATE

**3rd Quarter PEDCO Membership Meeting and Luncheon**  
August 6th  
11:30 am

**Sangre de Cristo Arts Center**

**Sponsored by:**

**United Technologies  
TRANE  
Atlas Pacific**



## You're NOT too Late

It's not too late to register to play in our Golf Tournament at South Fork August 7th and 8th! Registration fee is \$340 per person and it includes round-trip transportation, two days of golf, hotel accommodations at the Allington Inn (roommates will be assigned), all meals, cocktails, banquet and a post-tournament awards luncheon.

We are also in need of goody bag donations from PEDCO members including: 120 bottles of water and individually packaged snacks such as nuts, crackers, fruit chews, or granola bars. Advertise your company to other member companies. This is an exclusive event held for PEDCO members to network. Let the attendees know that you support PEDCO through your donations.

Please call 544.2000 x100 or email [bfoster@pedco.org](mailto:bfoster@pedco.org) to make your reservation or donation. Any and all donations are appreciated.



# Curating Connections

## Pueblo City-County Library District's 2015 Strategic Plan

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## Letter from the President of the Board of Trustees

## Letter from the Executive Director

### Mission, Vision, and Motto

#### 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

#### Motto

Ideas, Imagination & Information

### Executive Summary

The last few years have been exciting for the Pueblo City-County Library District (PCCLD). From million-dollar automation projects to building three new buildings, not a month has gone by where the Library has not aggressively pursued an agenda of expansion and impact. As evidenced by 2014's Key Results (see Key Results Discussion below), the metrics by which the Library measures its success, there has been a pattern of behavior at work that has brought the Library to new levels of operational standards and use. The question is, "Where do we go from here?"

In late 2014, the Library began a rigorous investigation into its future. From focus groups to district-wide surveys, the Library actively sought input from the public, Library staff, and Library stakeholders as to current and future priorities for the Library. Without the community's support, the Library would find itself hard-pressed to continue providing quality resources, spaces, and services in a fast-changing, dynamic world.

From this process emerged six themes, described below, which will become the Library's strategic focus for the coming years. These themes are founded on the thoughts and labors of many individuals and reflect sentiments of connection, growth, and curiosity that arose in nearly all activities the Library undertook when developing this plan.

ONE: The Community's Priority for the Library is Improving Early Literacy by Creating Young Readers

TWO: Partnerships are Essential to the Library's Continued Relevance to Pueblo County

THREE: The Library Should Focus on the Whole Family through Specific Library Programming and Collections

FOUR: The Library Has a Vital Role in Bridging the Digital Divide by Promoting Access to the Internet and Providing the Best Current Information Technology

FIVE: Data-Driven Planning is Critical to the Sustainability of the Library's Organizational Health and Creates Maximum Community Impact

SIX: PCCLD's Staff is Crucial to the Library Successfully Fulfilling Its Mission

These themes are the framework for the following Areas of Strategic Focus. The Library will work within these Areas with the full understanding of its mission to encourage the joy of reading, support lifelong learning and present access to information from around the world. These Areas are founded on the community's needs and the



expertise of Library staff. They were written under the guidance of the Library's Board of Trustees and with critical input from key stakeholders in the Library's effort to continue providing high-quality collections and services to Pueblo County.

## The Strategic Planning Process

The Library initiated this planning process in December 2014. Interviews with individual members of the executive team and preparation for planning began at that time. The Library contracted with Richard Male and Associates to facilitate five focus groups held over two days in early March, the report for which was presented to the Board of Trustees at their regular meeting that month. The Library then conducted a community-wide survey during April 2015, receiving over 600 responses. In May, Library staff and stakeholders gathered at one of two retreats held to solicit their feedback and brainstorm ideas through a guided process led by a facilitator. A 10-year financial forecast for the Library was reviewed by the Board in December 2014 and updated in June 2015. Research for the Library Trends report, also presented to the Board in June, began in December 2014 and continued through May 2015. An analysis report of community-related data was presented to the Board at their special work session in June. Individual reports documenting these efforts are included in the appendix to this plan.

## Key Results Discussion

In 2013, the Library began a project to identify specific, quantifiable metrics that would measure its performance as it worked to fulfill its mission. A rigorous review of national benchmarks for comparable libraries and a study of other ranking and rating programs led to the creation of the Library's Key Results, four metrics designed to illustrate Library's commitment to lifelong learning through collections and programs that engage community members in reading, listening, viewing and exchanging ideas.

Since that time, the Library experienced significant progress toward internal goals set for each metric: Circulation, Program Attendance, Visits and Digital Use. Among Colorado libraries serving populations over 100,000, PCCLD has established itself as a clear leader. In output measures such as visits per capita, circulation per capita, and program attendance per capita, PCCLD is at or near the top of the rankings among the 13 peer libraries. The Library is first for visits per capita in 2014, a gain of two positions from 2013. The Library is also first for program attendance per capita, moving ahead from position two in 2013. PCCLD is fourth for circulation per capita, a sharp rise from ninth position last year.

Nationally, libraries have seen annual decreases in circulation per capita since 2010, an average of -1.25% per year. PCCLD has experienced an average 11.89% yearly gain in this measure during that same period – an average 10.15% increase from 2010-2013 and a 49.30% spike in 2014.

Nationally, visits per capita peaked in FY2009, and while the average of all reporting libraries to the Public Library Data Service (PLDS) survey showed a 6.7% increase last year, the recent upward trend continues to slow. PCCLD, however, has seen an 8.14% average yearly increase since FY2009, which includes a slight decrease (-5.35%) in FY2011 and a substantial gain (18.31%) in FY2013.

Of the 251 libraries nationwide with Legal Service Populations between 100,000 and 499,999 reporting to the PLDS survey, PCCLD ranks 15<sup>th</sup> for program attendance per capita. Many of the libraries listed ahead of PCCLD are in major metropolitan areas, so the Library's position in this category is remarkable.

The final Key Result for the Library, Digital Use, is not available for peer comparison due to lack of national digital use tracking standards. Nonetheless, the PCCLD's locally devised digital use data tracking indicates a rapid increase in computer and online database use in recent years.

Chart

## ONE. Area of Strategic Focus: Create Young Readers

The Library's extensive research during the strategic planning process found that the community's desire for creating young readers is very strong. From focus groups and through surveys, across ages and races, PCCLD understands that the community is committed to early childhood literacy and believes this should be the top priority for Library services, partnerships, programs and collections in the future.

For many years, the Library has allocated significant resources toward early childhood literacy. From the annual elementary school-focused Read Out Loud author event to the Library's award-winning Summer Reading Program, PCCLD recognizes significant value in encouraging the joy of reading in children. The Library's annual storytelling workshop draws professionals from around the region to learn and model Library staff's research-based early literacy story times and to use PCCLD's robust collections.

In May 2015, the Library was awarded a grant to participate in the Colorado State Library's Supporting Parents in Early Literacy through Libraries (SPELL) program, which allowed PCCLD to extend early childhood literacy services to four local daycares. Library employees provide monthly story times and literacy kits as well as lead literacy-focused parent nights as part of the program. SPELL has successfully helped the Library to fulfill its mission, and as a result PCCLD will continue the program beyond the December 2015 expiration of the grant-funded project. However, the Library's interest in literacy goes beyond programming. Like the Library, The Executives Partnering to Invest in Children (EPIC) Pueblo chapter identifies early childhood literacy as the most important factor contributing to school success for the children of Pueblo County. This group is instrumental in engaging community business leaders in its quest to create healthy, Kindergarten-ready children through affiliations, advocacy and programming. The Library will deepen its relationship with organizations like EPIC Pueblo to readily address the barriers families face with early childhood literacy.

In early 2015, the White House approached the Library with a literacy challenge: would PCCLD participate as a seminal partner in a program to provide an opportunity for every Pueblo child in school to receive a library card? The short answer: Yes. The Library will work with community and educational partners to give every school-age child a chance to learn and grow by providing ubiquitous access to Library resources. As part of the Connected: Library Challenge, Pueblo will become one of 30 major cities and counties across the nation taking the first steps toward creating universal library card use for public school students.

It is through partnerships with groups like EPIC Pueblo, through programs like SPELL and by participation in initiatives like Connected that the Library creates opportunities for strategic growth in the area of early literacy. The Library will strive to become the leader in creating young readers in Pueblo County by capitalizing on these established relationships and services, compounding their impact on children. By reallocating additional funding, personnel and facilities to this effort, the Library will become the luminary for literacy for the community's youngest citizens.

## TWO. Area of Strategic Focus: Strengthen Community Partnerships

The Library has long held the belief that partnering with local organizations, connecting to companies through sponsorships and collaboration with non-profits are key to fulfilling its mission. Institutions and individuals in the arts, education, government, the business sector, healthcare and many others have become integral to PCCLD's efforts of encouraging the love of reading, supporting lifelong learning, and presenting access to information for all of Pueblo County. However, the Library largely has yet to formalize these partnerships through cooperative agreements. In addition, PCCLD acknowledges the need to systematically assess and approach potential partner agencies. Through an active partnership program, the Library intends to strengthen these new and long-standing relationships through value-added propositions that recognize each organizations' role in leveraging access to Library and community resources.

Further, the Library recognizes the significant contribution partnership-building can have on a community. From word-of-mouth marketing to research for capacity building, the Library understands its relationship with



businesses, non-profits, government and schools not only multiplies the Library's reach but also affects its Key Results. As such, PCCLD intends to create programs for community-based organizations' use of Library services and resources. The Library will also seek to build on this targeted programming by coordinating annual opportunities for organizational members to participate in community-building discussions and workshops. By gathering these organizations, the Library will create useful opportunities for community feedback about Library services as well as establish itself as the local leader in facilitating dialog among disparate community groups.

### THREE. Area of Strategic Focus: Serve the Whole Family

During the district-wide survey, the community was asked to select their top five priorities for the Library from among 15 standard public library services responses. The options were derived from work by Sandra Nelson for the Public Library Association and published in her book, *Strategic Planning for Results*. While *Early Literacy: Creating Young Readers* was a clear top choice, it was closely followed by *Support Lifelong Learning* and *Adult, Teen and Family Reading Literacy*. Community members who attended the Library's focus groups also spoke of the importance of families in the practice of literacy and learning; one theme of the focus groups suggested by the facilitators was, "Youth reading is family reading."

PCCLD acknowledges it is not the sole contributor to the success of students in school, of adults writing resumes or of toddlers learning the alphabet. Instead, there are many factors affecting the impact of Library services and collections, be it hunger, health or transportation. However, the Library believes that its contribution to the community through the well-being of families is significant enough to warrant further investment of resources through measurable, outcomes-based programs, augmented services and comfortable spaces for study and learning.

Currently, the Library commits considerable resources to educational and cultural programming focused on families, including research-based story times and all-ages maker workshops. These free and open cross-generational programs bring families together to learn, explore and share ideas. PCCLD will continue its efforts to serve families through these means. In addition, the Library understands that family literacy programs are a natural extension of all parts of its mission and will provide such a program to parents and caregivers in Pueblo County. Family literacy programs will support parents and caregivers as they read to their children and will prepare all participants for more literate lives. The Library recognizes that one of the most common barriers to participation in such a program is access to reliable child care. PCCLD, committed to the success of its family literacy programs, will seek to provide such access to program participants.

For parents in socioeconomically disadvantaged situations, as many are in Pueblo, being able to afford food, housing and child care can prove to be so difficult that they turn to family for support. During the Library's focus groups, several community members spoke of the large numbers of children being raised by grandparents and other extended family members in Pueblo County. The Library recognizes the important role family support networks play in the lives of many children in Pueblo County, and as such will build strong partnerships with appropriate health, education, economic development and related institutions as well as build targeted Library services and collections that supports these individuals.

### FOUR. Area of Strategic Focus: Bridge the Digital Divide

For many years, inequalities between groups of people based on economic or demographic conditions have drawn a line between the Haves and the Have Nots. When it comes to information technology, this divide can become a gaping crevasse that prevents people from having access to and being able to use the vast resources available online. This digital divide is significant in Pueblo County and the Library has worked diligently to not only provide free and open public access to cutting-edge digital collections but also provide the devices and other technology used to connect to them.



PCCLD willingly accepts the role technology will play in its services and resources for years to come for, as the City Librarian of San Francisco Luis Herrera writes, "[Technology] is a tool, not the end of our mission. We have used it to advance access to information and resources. Technology is an ally for accessibility." The Library believes that increasing the community's access to personal computing devices and free Wi-Fi will underscore its vision and values. As such, PCCLD will identify new areas within the community where access to free Internet is limited or otherwise not currently being covered by current Library facilities and establish Wi-Fi technology access points.

Recently, the Library invested in a burgeoning trend in technology: makerspaces. Makerspaces are common areas for sharing ideas and learning from peers about making things. The Library's Idea Factory is an example of this, equipped with powerful computers, 3D printers, virtual reality gaming technology and other tools to which citizens of Pueblo County may not otherwise have ready access. During the planning process, PCCLD found that the community is very interested in lifelong learning of all sorts, and in particular are proud of the learning opportunities the Idea Factory offers. While making and makerspaces can take many forms, from computer programming to crocheting, they share a common element: learning by exploring and doing. PCCLD will continue to push the maker movement forward in response to community interests and will allocate additional resources toward staffing such spaces and provisioning training on this technology for all of Pueblo County.

Bridging the digital divide by providing technology and Internet access is but one side of the issue; the other is confirming that content created via analog means is available for use. The Library's Special Collections is a significant area of library services with continual focus on original cataloging, reference, preservation and collection curation. It is so because of the fragile nature of its culturally significant archives, many of which remain inaccessible to the public at large. The Library acknowledges the rich traditions and history of the growing Hispanic community and of the legacy of the indigenous people of Pueblo and will continue its efforts to preserve and archive it. PCCLD believes that Pueblo County's unique cultural history is unlikely to be commercially transferred to digital formats. The Library thusly accepts the honor and challenge of providing this content to people on both sides of the divide and will allocate resources toward this effort.

## FIVE. Area of Strategic Focus: Data-Driven Planning

Questions like "What does Pueblo County look like today and 10 years from now?" and "Which areas of Pueblo County are growing or changing more than others?" guided statistical analysis during the planning process. Using Geographic Information System tools and a variety of data sets from the U.S. Census and the American Community Survey, PCCLD studied economic, social, demographic and growth indicators to identify areas of Pueblo County underserved by current Library facilities and resources. The Library combined this research with that of previous planning efforts.

Several areas of growth were identified, including a census tract southeast of Pueblo Boulevard and Highway 50 extending to the Arkansas River, commonly known as Pueblo's West Side, and a census tract north of Highway 50 and west of Interstate 25, known as Eagleridge. These tracts appeared in the top five growing areas in Pueblo County and contain substantially growing numbers of children ages 0 to 9. PCCLD will investigate these areas for expansion of Library services through new or repurposed facilities.

The Library also considered standards and best practices literature for public libraries, including the Edge benchmarking tool, the Digital Inclusion Survey and the Colorado Public Library Standards. These documents allowed the Library to compare itself against its peer libraries across the country and within the state. Per the Colorado Public Library Standards, PCCLD will create a Marketing Plan in support of a Public Relations Program that reflects community needs. The community's needs will be evaluated in part in through an annual survey, which will determine the effectiveness of Library services and their potential impact on Pueblo County. In addition to an annual survey, PCCLD will conduct periodic evaluation of the community's interests and will regularly solicit the community's feedback on Library services and collections.

PCCLD believes that accountability in operational performance directly impacts organizational capacity and sustainability of Library services in the future. The Library is committed to its continued practice of evidence-based



planning, and as such will create a central repository for Library-generated data that will allow more flexible reporting and planning for staff and administrators. Further, PCCLD understands that data produced by all functional areas of the Library can be useful in determining how each area contributes to the overall success of the Library in meeting its mission, and will therefore identify specific benchmarks for accountability and performance for all functional areas as appropriate to the nature of their work.

## SIX. Area of Strategic Focus: Lifelong Learning Begins with Staff

Aristotle said, "The whole is greater than the sum of its parts." This was true for the ancient Greeks and it is true of the Library today. The term 'synergy' comes from the Greek for 'working together,' and its presence in the research and results of the Library's strategic planning process has considerable impact on the PCCLD's next chapter.

When Library staff and stakeholders gathered for a planning retreat, they identified synergy of staff and service as a vital component of the Library today and far into the future. The Library Board of Trustees also noted, in a later facilitated gathering, that they value the role high-quality staff plays in the success of the Library. PCCLD will continue to provide resources to attract and retain employees of the highest caliber in its effort to be a vibrant, community-leading organization.

PCCLD also recognizes the value in 'growing its own' and has established a Career Pathing program for employees interested in pursuing ongoing development in librarianship or other fields of value to the Library's mission. PCCLD will continue to support staff as they model lifelong learning strategies in their community through participation in this program. The Library will also continue to invest resources in ongoing on-the-job development and training. PCCLD will further inspire staff by developing an internal campaign that encourages and recognizes those who continue their personal pursuits of knowledge, regardless of the method or institution chosen.

As evidenced by a recent peer comparison, the Library could not continue its recent phenomenal performance without actively maintaining a competitive marketplace within which staff can thrive. Through ongoing evaluation of organizational structure, and by conducting periodic salary surveys and assessments of employee job descriptions and benefits packages, PCCLD will become the Library of the future the employees and Board of Trustees envision it to be.

## Next Steps

The results of the 2015 planning process demonstrate the Library's deep connections to the community and its strong commitment to its mission. The appendices to this plan reflect the extent of the Library's pursuit of information during the process and include reports on demographics and related statistics, community and employee feedback and trends in the library profession. These reports, in addition to interviews with key Library stakeholders, are the basis for the development of six themes that will strategically focus the Library's work going forward.

ONE: The Community's Priority for the Library is Improving Early Literacy by Creating Young Readers. PCCLD will expand Library resources and services targeted to Pueblo County's youngest citizens.

TWO: Partnerships are Essential to the Library's Continued Relevance to Pueblo County. PCCLD will coordinate and collaborate with its strategic partners to meet shared goals related to the Library's mission.

THREE: The Library Should Focus on the Whole Family through Specific Library Programming and Collections. PCCLD will broaden the reach of services and collections appropriate to all aspects of family life.

FOUR: The Library Has a Vital Role in Bridging the Digital Divide by Promoting Access to the Internet and Providing the Best Current Information Technology. PCCLD will reinvest in its motto, Books and Beyond, with particular emphasis on wireless technology.



FIVE: Data-Driven Planning is Critical to the Sustainability of the Library's Organizational Health and Creates Maximum Community Impact. PCCLD will use statistical and data analysis to drive ongoing planning and strategic thinking.

SIX: The Library's Staff is Crucial to the Library Successfully Fulfilling Its Mission. PCCLD will capitalize on the learning skills and expertise of employees.

The areas of strategic focus documented in this plan will be integrated into the Library's annual planning process and shaped by the annual budget process. The responsibility for affecting the changes described herein lay with the Library staff and stakeholders, the Library Board of Trustees, and with the Executive Director. PCCLD realizes the integral role staff play in that effort, and by remaining vigilant regarding how Pueblo County changing, the Library will both guide and be driven by its relationship with the community. As PCCLD looks forward to the future, a cyclical process of planning, implementation, progress evaluation and outcome assessment, founded and informed by the citizens of Pueblo County, will be instrumental in ensuring the Library's continual evolution and its sustainability for the long term.

## Acknowledgements

The following groups and individuals contributed to the development of the Pueblo City County Library District's 2015 strategic plan:

### **The Pueblo City-County Library District Board of Trustees**

Fredrick Quintana, President  
Donna Pickman, Vice President  
Lyndell Gairaud  
Dr. Philip Mancha  
Roy Miltner  
James Stuart  
Marlene Bregar

### **The Employees of the Pueblo City-County Library District**

**Jon Walker, Executive Director of the Pueblo City-County Library District**

**Abby Koehler, Strategic Planner for the Pueblo City-County Library District**

Thank you to the Pueblo Library Foundation Board of Trustees and the Friends of the Library Board of Trustees.

The Library was assisted with focus groups by Richard Male and Associates.

## Appendices

Focus Groups Report

Survey Report

Staff and Stakeholder Retreat Report

Community Data Report

Library Trends Report

Financial Projection



# **strategic plan draft**

working title: “Curating Connections”



# Update

- Monthly milestones
- Plan content drafted
- Remaining work



# Overview

**ONE: Create Young Readers**

**TWO: Strengthen Community Partnerships**

**THREE: Serve the Whole Family**

**FOUR: Bridge the Digital Divide**

**FIVE: Data-driven Planning**

**SIX: Lifelong Learning Begins with Staff**



# **Create Young Readers**

- Supporting Parents in Early Literacy through Libraries Program (SPELL)
- Executives Partnering to Invest in Children (EPIC Pueblo)
- ConnectED: Library Challenge



# **Strengthen Community Partnerships**

- Formal partnerships with cooperative agreements
- Programs for organizations' use of services
- Annual opportunities for community-building with local organizations

# **Serve the Whole Family**

- Family literacy programs
- Consider barriers to participation
- Services and collections for extended family caregivers



# **Bridge the Digital Divide**

- Increase access to technology and Wi-Fi throughout community
- More makerspaces
- Special Collections commitment

# **Data-Driven Planning**

- Westside, Eagleridge
- Marketing Plan in support of a Public Relations program
- Annual and periodic surveys
- Central data repository
- Benchmarks for accountability



# **Lifelong Learning Begins with Staff**

- *Attraction and retention of high-caliber staff*
- *Career Pathing program*
- *Internal pursuit of knowledge campaign*

# Recap

**ONE: Create Young Readers**

**TWO: Strengthen Community Partnerships**

**THREE: Serve the Whole Family**

**FOUR: Bridge the Digital Divide**

**FIVE: Data-driven Planning**

**SIX: Lifelong Learning Begins with Staff**



PUEBLO CITY-COUNTY LIBRARY DISTRICT  
EXECUTIVE SESSION

DATE: 7-14-2015

PURPOSE: Legal Advice.

CITATION:

- ☐ Purchase, sale, lease of any real or personal property (24-6-402(4)(a)).
- ☒ Legal advice (24-6-402(4)(b)).
- ☐ Matter that is required to be kept confidential by law (24-6-402(4)(c)).
  - ☐ Personnel Files (24-72-204(3)(a)(II)).
  - ☐ Letters of Reference (24-72-204(3)(a)(III)).
  - ☐ Library and museum contributions if restrictions are placed on them by the contributor (24-72-204(3)(a)(V)).
  - ☐ Library records disclosing the identity of a Library user (24-72-204(3)(a)(VII)).
  - ☐ Address/phone number/personal financial information of past or present users of public facility unless requested by law enforcement (24-72-204(3)(a)(IX)).
  - ☐ Records regarding sexual harassment complaint or investigation to anybody other than a person of interest (24-72-204(3)(a)(X)).
  - ☐ Other \_\_\_\_\_

*The written minutes attached hereto substantially reflect the substance of the discussion during the Executive Session.*

\_\_\_\_\_  
Chairman of the Board

\_\_\_\_\_  
Date

**For attorney-Client Communication ONLY, complete the following:**

The portion of the Executive Session that was not recorded constitutes a privileged attorney-client communication.

*Nicholas Scuderi*  
Attorney

7-14-2015  
Date

*The portion of the Executive Session that was not recorded was confined to the topic authorized for discussion in an executive session pursuant to Section 24-6-402(4) C.R.S.*

*Donna Freeman*  
Chairman of the Board

7-14-2015  
Date