



Focus Group Report



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Overview

In March 2015, Richard Male and Associates had the pleasure of conducting five Focus Groups as part of the Pueblo City-County Library District's (PCCLD) strategic planning process. The five pre-selected focus groups were: 1) Readers; 2) Leaders/Partners; 3) Donors/Funders; 4) Families; and 5) Non-believers.

The focus groups were well-attended (7-9 participants per group), with the exception of the Non-Believers group. According to library staff, there was a low response rate for these individuals, which coincides with their lack of engagement with PCCLD.

Therefore, several Readers were asked to participate in this group, and thus data reflects two Reader groups and a total of four different Focus Group types, rather than the originally intended five. RMA suggests attempting to survey the Non-Believers as another way of engaging them and capturing their feedback.

The five participating focus groups were as follows:

- Readers #1
- Readers #2
- Leaders/Partners
- Donors/Funders
- Families

Over the course of two days (March 3 and March 4, 2015), RMA facilitated five focus groups sessions, each lasting 90 minutes. The sessions were hosted in the Rawlings' Library conference space and meals were provided at each session. Overall, engagement was very high across all groups, with many participants offering feedback and recommendations as well as being highly inquisitive about the Library's strategic plan.

RMA recommends providing the focus group participants with a two-page summary of the focus group results and/or the strategic planning process as way of reinforcing their engagement and commitment to PCCLD.

From the overall data analysis, RMA extrapolated themes that emerged across groups and that reflect future growth opportunities for PCCLD. Additionally, we have included participant suggestions that arose from some of the themes and reflect not only the participants' feedback, but also tactical steps that the library may consider as it moves ahead.

The seven major themes that emerged during the focus groups are as follows:

1. Creating Young Readers
2. Enhancing Marketing and Communication Tools
3. Balancing Book Reduction and Media Expansion
4. Providing Targeted Collections
5. Augmenting Adult Programming and Book Clubs
6. Promoting the Library as Vital "Community Hub"
7. Increasing Fundraising Awareness and Strategies

Discussed below are each of the 7 themes and some of the associated quotes from varying participants. The goal is to highlight major themes while providing both the narrative and context in which they were shared by the focus groups.

Theme 1: Creating Young Readers

Across all but one focus group conversation, Create Young Readers was both the first priority voiced by focus group participants, as well as rated a "Top 5" library service priority by all five focus groups. There was a general feeling that this Service Response is central to the library's work and is a need the library is successfully fulfilling. The second most prominent Service Area was Satisfy Curiosity: Lifelong Learning, which was also identified as a Top 5 priority by every focus group.

Youth Reading is Family Reading

Related to this theme, the Families focus group, in particular, commented that they would like to see more programming for children between baby/toddler and pre-school/kindergarten. There was overall consensus that there was a gap of programs available to this particular age group. Participants also stated that they would like for current children's programming to be more inclusive of all the children present, regardless of age.

Group members shared that the entire family unit often attends the youngest child's reading programs. For example, one mother suggested, "We read together as a family. So if one child receives a prize for reading, we would like for all children to receive a prize for reading." This theme highlights the sentiment that families believe reading is a family-wide, shared activity, and they would like for the Library to integrate this philosophy into their youth-based programming.



A mom helps her boys with a craft at Barkman Library.

Theme 2: Enhancing Marketing and Communication Tools

While pre-determined questions about communication and marketing were elicited later in the focus group script, the topic was raised early on in the conversation by participants in nearly every focus group, indicating it was of high priority. Participants said they generally learned of programming, events, and new technology offerings through word-of-mouth, but felt the library could have greater impact if more people were made aware of events and online tools.

Participants had a range of suggestions for improving communication and marketing. E-newsletters and Facebook posts were repeatedly suggested as the easiest and most effective strategies to implement. For example, participants suggested both Facebook and E-newsletters could be used to share program scheduling, calendar of event updates, and special event announcements.

Overall, participants welcomed discussion around the opportunity to be in communication and contact with the Library more often and would appreciate using varying forms of technology as a method for enhancing communication.

Theme 3: Balancing Book Reduction and Media Expansion

Although the pre-determined questions about collections were focused on new offerings such as seeds and laptops, many participants shared concerns about recent book reductions in the libraries.

Speculations on the reasons for book reductions varied and included assumptions such as: 1) the need for new acquisitions (particularly digital); 2) the need to spread out the collection across new libraries; and 3) the need for leadership to lower total number of books in order to artificially raise statistics on the ratio of books in circulation.

It was apparent that if the Library's intended reasons for the book reduction had been shared with constituents, they were not trusted or unclear.

Although the diversification of material type (particularly digital media) was appreciated, decreasing printed materials and increasing digital materials were not considered to be sufficiently meeting adult readers' needs.

Several participants across focus groups also agreed that front-facing displays of books to children and DVDs to adults were appropriate, but felt that non-fiction, in particular, was an area that did not benefit from or need as many front-facing displays.

Participants in Readers #1 (who were selected based on their high use of the collections) were very adamant in their displeasure at what they viewed as over-weeding of collections across all genres, and several shared that their concerns were echoed by other library stakeholders not present in the focus groups.

Readers #1 participants suggested that at the Rawlings location there was plenty of space for most of the printed materials to remain (particularly for non-fiction and periodicals) alongside new acquisitions.

Group members shared a general feeling that many books were worth keeping, even if they were not popular. Reasons for retaining "dusty" books included local history; topic and format (i.e. cookbooks, craft diagrams not ideal for e-books, etc.); and because their mere presence in the library could encourage readers to explore books beyond popular offerings.

Overall, all groups expressed that while they appreciated the increase in available digital media, they wanted a more balanced offering of books/printed materials and digital materials/collections.



A girl looks at books at Greenhorn Valley Library.

Theme 4: Providing Targeted Collections

Curriculum Collections

In every focus group, suggestions were made for how to better serve library constituents with regards to specific requirements such as age, student status, book club membership, etc. In particular, the Leaders/Partners group commented that they would like for the Pueblo City-County Library District to partner with grade schools and colleges to parallel its collections with student curriculum.

There was large consensus among many of the groups that the library should increase its effort to ensure books and other materials which are on students' required lists are being offered at the Library across all locations and thus helping students fulfill their school-based reading requirements.

Program-Based Collections

Families and Readers groups also suggested the library consider providing multiple copies of books likely to be used by interest groups and community classes. For example, several focus group participants stated that they would be interested in leading community interest groups – from book clubs to discussion groups to knitting classes – at the library, if the Library would be willing to advertise to the community, i.e. through the library newsletter or bulletin, and assist in providing the necessary resources, i.e. materials, to implement such classes.

Theme 5: Augmenting Adult Programming and Book Clubs

Particularly among the Families and Readers focus groups, additional suggestions for adult programming and adult book clubs were made. The Families group, which was entirely comprised of moms, said they would like a "Moms Day Out" program – a mother-focused discussion group that would meet at the same time as the regularly scheduled children's programming.

The Family group included several leaders who had strong influence and informal power, who could be utilized to help organize and promote more parent-based programming, particularly as many participants stated they were unaware of many of the programs being offered in the library. The groups also suggested that programs for all age ranges be offered simultaneously, so the entire family could be engaged in library activities at the same time.

Additionally, the Readers groups made recommendations in regards to providing both online and physical space for Book Club meetings and announcements. For example, they recommended both an online and a physical board where Book Clubs could make announcements.

The group also suggested that the library continue to provide a physical space for the groups to meet. They also requested that multiple copies of popular material be available so that all Book Club members could fulfil their reading list through the library.



Ladies of Mahjongg Club enjoy a game at Pueblo West Library.

Theme 6: Promoting the Library as Vital “Community Hub”

Participants loved their libraries for more than just the collections. They saw them as “a place where everyone is equal,” “a stronghold in the community,” and “a vital community resource.” The library has the opportunity to build on this strength by making the physical and meeting spaces even more conducive to constituent relationship-building.

For example, across many of the focus groups who utilized the library regularly, comments around creating more comfortable seating and lounge areas were widely expressed; as well as creating more communal, informal meeting spaces where conversations could be fostered.

Overall there was a strong desire for the library to play an increasing lead community role, offering not only books, technology and resources, but also providing a space where neighbors, family and friends come together to celebrate, discuss, and participate in each other’s shared interests.

Theme 7: Increasing Fundraising Awareness and Strategies

There was a general lack of knowledge about the donor opportunities available to patrons of the library, such as wills and bequests, etc. It was suggested that PCCLD consider developing a long-term fundraising strategy, which specifically solicits memorial gifts, wills and bequests, and other similar giving strategies.

Such a plan would provide current and future donors with the necessary information for making and preparing their gifts. Additionally, many of the participants across all focus groups expressed interest in this type of giving.

The Donors/Funders focus group also indicated that there was limited follow-up and recognition when contributions were made. The suggestion was made for the Library to launch a quarterly e-newsletter tailored specifically for funders that recognizes and thanks donors for their contributions; provides updates on programs and projects that may have been funded by the donors; highlights District growth (i.e. new locations); and announces upcoming special events.

The Donors/Funders group commented that they take great pride in both their contributions and their library. The Pueblo City-County Library District has the tremendous opportunity to capitalize on their constituents’ emotional and financial investment interests.



Breaking ground for new library construction in 2013.

Conclusion

The focus group discussions reinforced the stakeholders' deep respect for the library's role in the community and their commitment to continuing to enhance library programs, presence, and community impact. As such, we strongly encourage PCCLD to share a summary of focus groups themes and provide an opportunity for additional feedback.

Additionally, the focus groups should be considered one component of the strategic planning process. The themes that emerged from this subset of focus groups may potentially complement themes that surface from other data collection methods, such as surveys, one-on-one interviews and other tactics currently being utilized by PCCLD's strategic planning team. Therefore, operational action items should not be based solely on one element of the strategic planning process but rather from the comprehensive findings of all external and internal data-collection approaches.

In the next five years, the library has the opportunity to strategically capitalize on its strong relationship with constituents by improving communications, finding a compromise on collection offerings, providing additional opportunities for user-driven programming, and balancing the community's needs for digital technology and printed material.

We sincerely enjoyed working with the PCCLD staff and believe the information gathered from the focus groups will be essential as the Library continues expanding its programmatic impact and fostering community engagement.



Members of the Colorado City and Rye communities gather to discuss plans for the Greenhorn Valley Library.



Survey Report



Abby Koehler
Dave Hayden

2015 Survey

Goals and Objectives

As part of its strategic planning initiative, the Pueblo City-County Library District solicited community input via a survey. The Library had two goals for this survey: 1) determine general customer satisfaction regarding current offerings, and 2) gauge community priorities among multiple potential service areas of focus.

The service areas or responses included in the survey were closely based on those written by Sandra Nelson for the Public Library Association as "the most common clusters of services and programs that libraries provide." [1] With a high response rate, the Library is confident that the survey results indicate both of these goals were met with a high degree of reliability.

Methodology

The Library offered two versions of the survey, in paper and online, between March 30 and April 30, 2015. The paper survey was distributed among executive leadership and made available at each public service desk. In addition, several Library staff distributed and collected surveys during public events around the community. The online survey was available via the library website, and a link to it was shared widely among the professional and personal networks of Library staff and stakeholders, including the Library Board of Trustees. The survey was posted repeatedly via the Library's Facebook page and mentioned in the Library's monthly newsletter. The survey was linked in the message body of the Hold and Overdue notices that are emailed daily to Library customers.

The cross-sectional survey was seven questions in length and took about 4 minutes to complete. Brevity was likely a factor in the high response rate, as was the Library's staff dedication to community-wide dissemination.

Respondents

The Library received 623 responses to the survey. The Library determined that a total of 598 responses would provide results with a 95% confidence level and a 4% confidence interval for a population the size of Pueblo County (approximately 160,000).

74% of survey responses were by females, most of whom were between the ages of 40-59 (26.8%). Overall, this age group provided the most responses: 32.8% in Figure 1. 14% of responses were from people under the age of 25.

Survey respondents were given the option to provide Ethnicity information. 46% responded as Caucasian, 20% as Hispanic, and 32% did not choose to respond.

Total Responses by Age Group

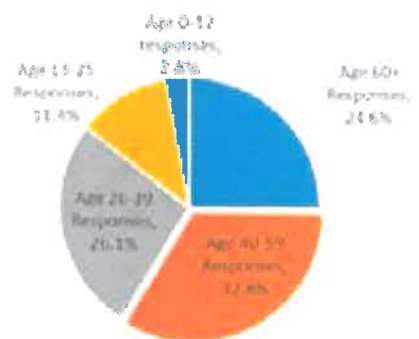


Figure 1

Total Responses by Ethnic Group

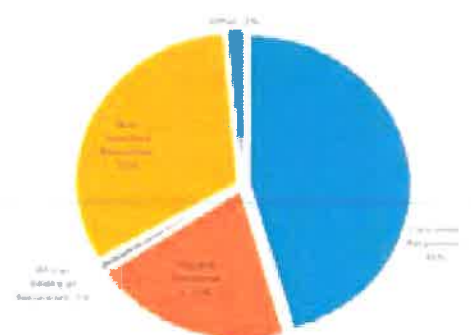


Figure 2

Highlights — Ratings

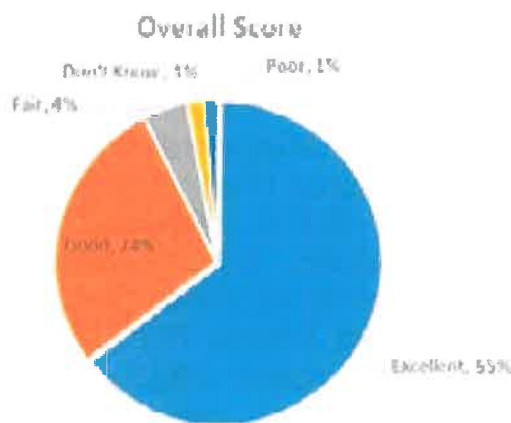


Figure 3

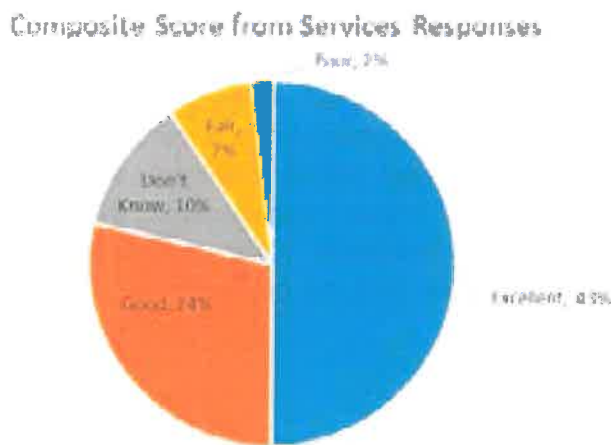


Figure 4

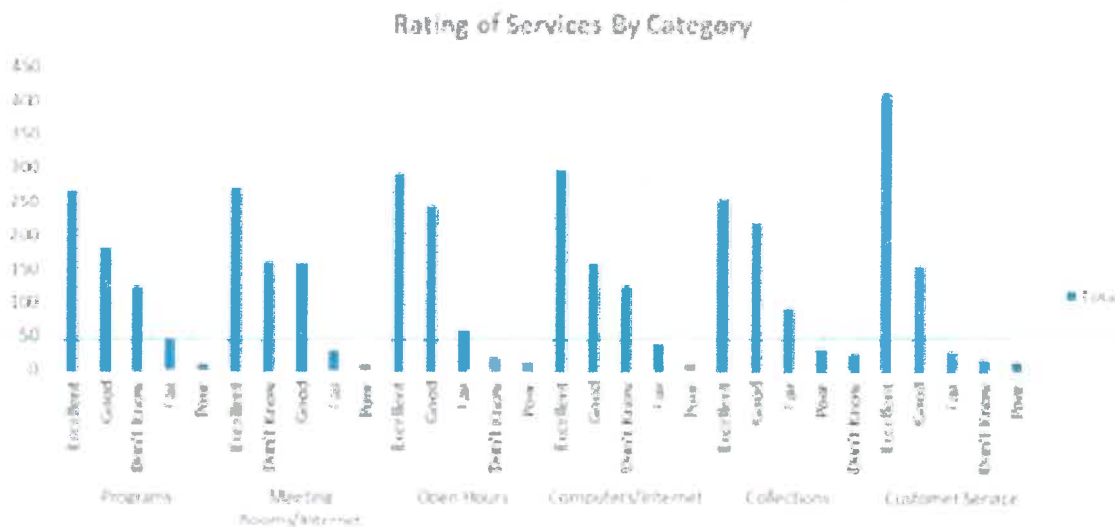


Figure 5

Overall, the community rated the Library highly, with 79% of responses rating the Library overall as either Excellent or Good.

The survey also asked respondents to rate specific Library services or offerings: Customer Service, Collections, Programs, Computers and Internet Access, Meeting Rooms, and Hours of Operation. Composite ratings of these individual categories were distributed differently than the Overall rating: 67% were either Excellent or Good. 9% of responses rated individual offerings at or below average (Fair or Poor).

10% of responses to the offerings were marked as Don't Know, most frequently in the areas of Programs, Computers and Internet Access, and Meeting Rooms, suggesting that respondents did not understand what was meant by these services at the point of completing the survey, did not use these offerings, or simply had no opinion.

In general, respondents rated individual services positively. When respondents expressed dissatisfaction, they were more likely to do so in the areas of Hours of Operation and Collections.

Highlights – Service Responses

Respondents chose “the five most important things about the library” from a list of 15 service responses.

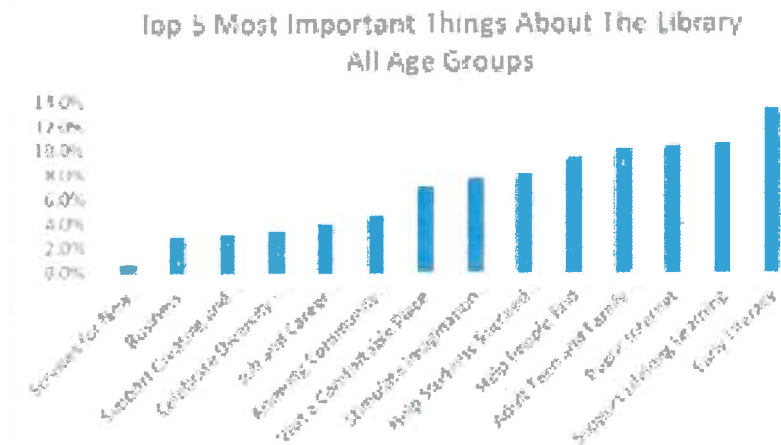


Figure 6

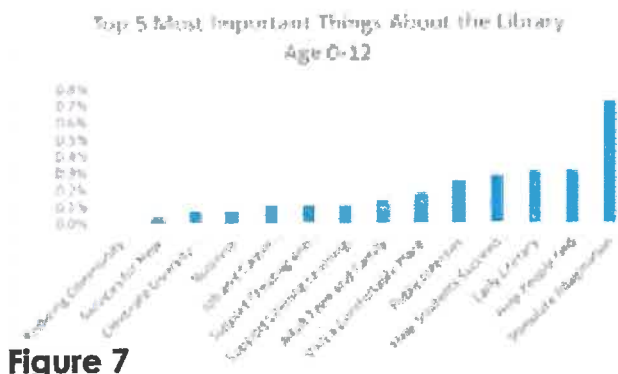


Figure 7

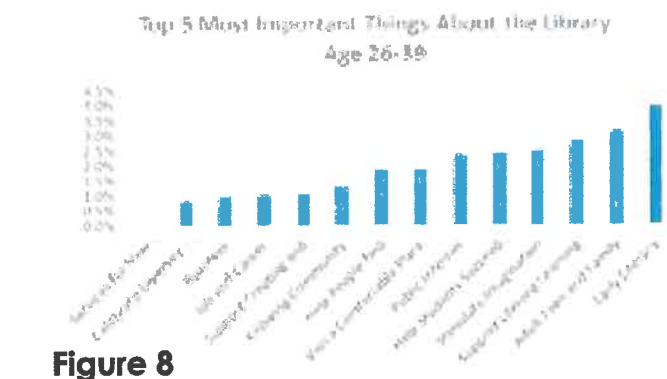


Figure 8

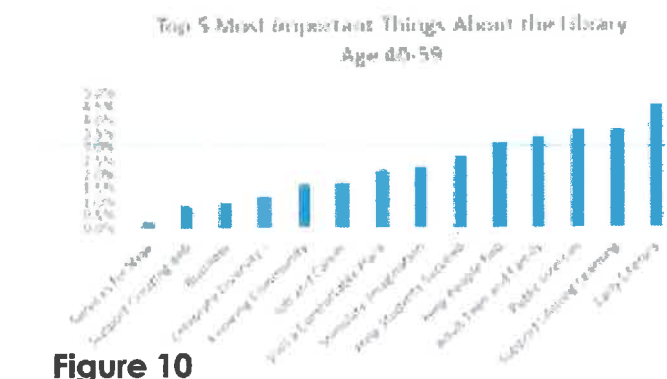


Figure 10

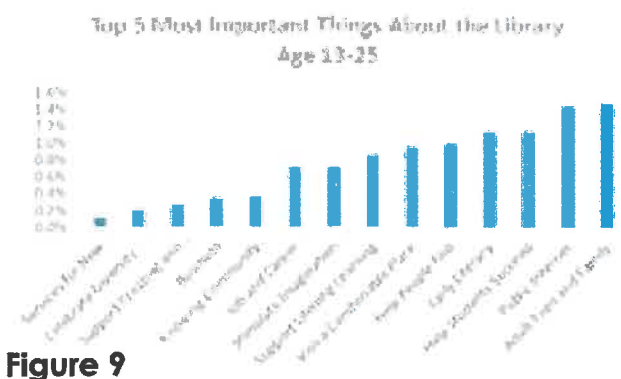


Figure 9

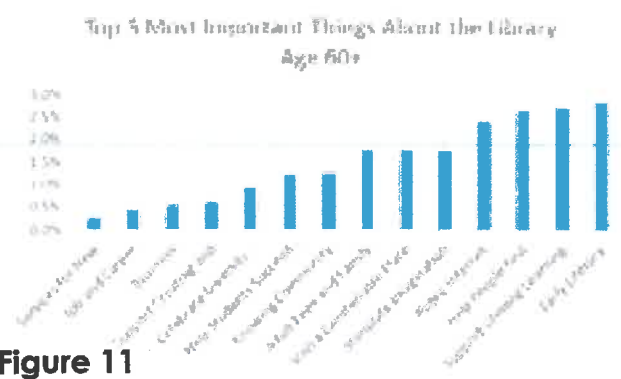


Figure 11

With 13.2% of selections overall, the Early Literacy, Creating Young Readers service reponse was the clear leader. Support Lifelong Learning was second, at 10.4 %, followed by Public Internet Access (10.3%), Adult, Teen and Family Reading Literacy (10.1%), and Help People Find, Evaluate, and Use Information (10.1%). (Figure 6)

While all age groups chose Early Literacy within their Top 5, three had Early Literacy as their top-ranked service response. These groups -- 26-

39, 40-59, and 60+ -- also chose Support Lifelong Learning as one of their Top 5.

The Age 26-39 group was the only group to exclude both Public Internet Access and Help People Find Information in their Top 5.

Adult, Teen and Family Literacy was common to the Top 5 of three age groups: 13-25, 26-39, and 40-59. Help Students Succeed was common the Top 5 in age groups below 40: 0-12, 13-25, and 26-39.

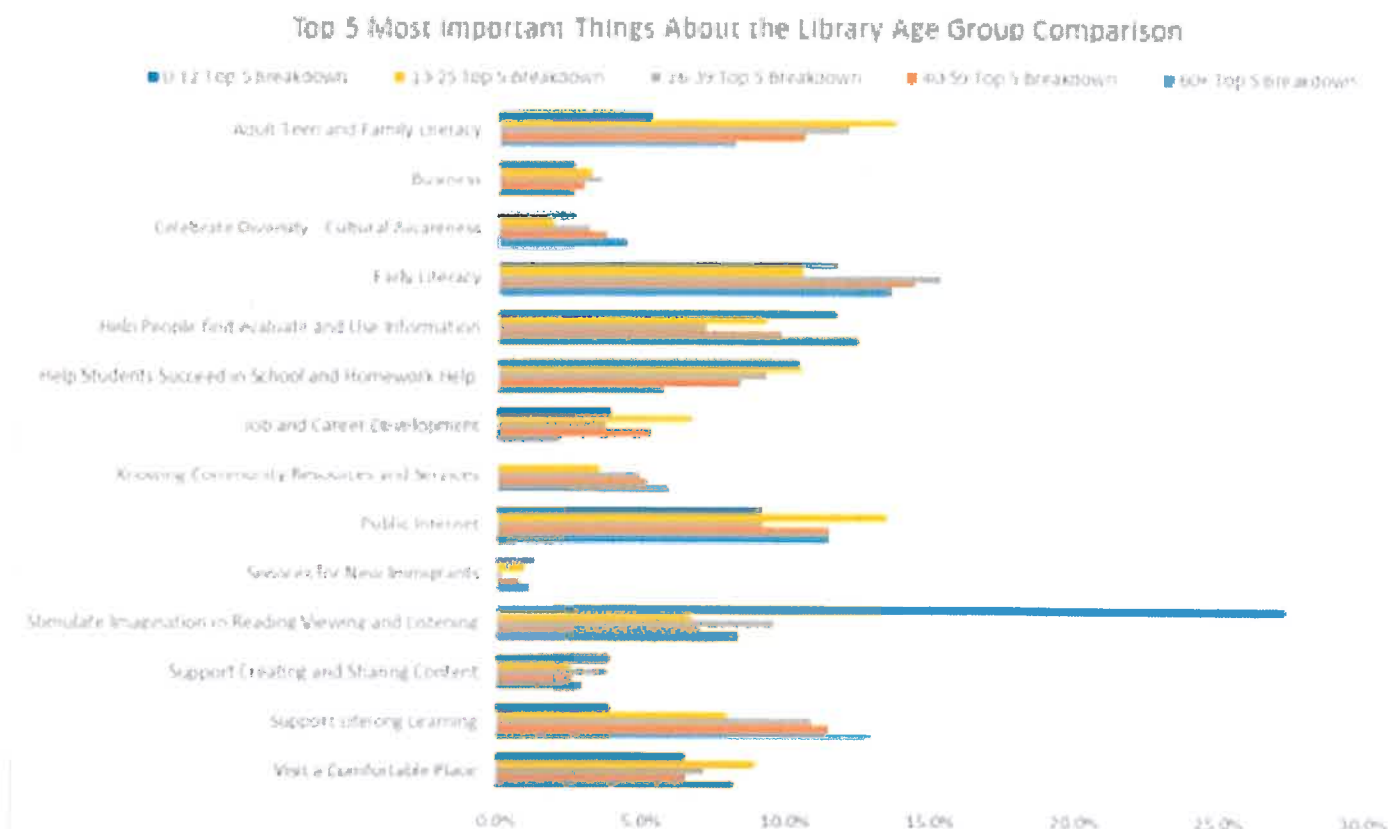


Figure 12

Stimulate Imagination: Reading, Viewing, Listening for Fun was a popular service response for the group Age 0-12, though this group represented only 2.8% of all recorded responses. For all age groups, six service responses were less frequently chosen as Top 5 service responses: Services for New Immigrants, Business and Nonprofit Support, Support Creating and Sharing Content, Celebrating Diversity: Cultural Awareness, Job and Career Development, and Knowing Community Resources and Services.

Highlights – What is Most Valued About The Library

An open-ended question in the survey asked “What do you value most about the library?”

Out of 623 surveys there were 495 responses to the question. Within those comments numerous key value terms were repeated with some frequency.

Respondents listed “Book” as a value term twice as many times as “Computer, Internet and Resources” combined, the second most listed terms.

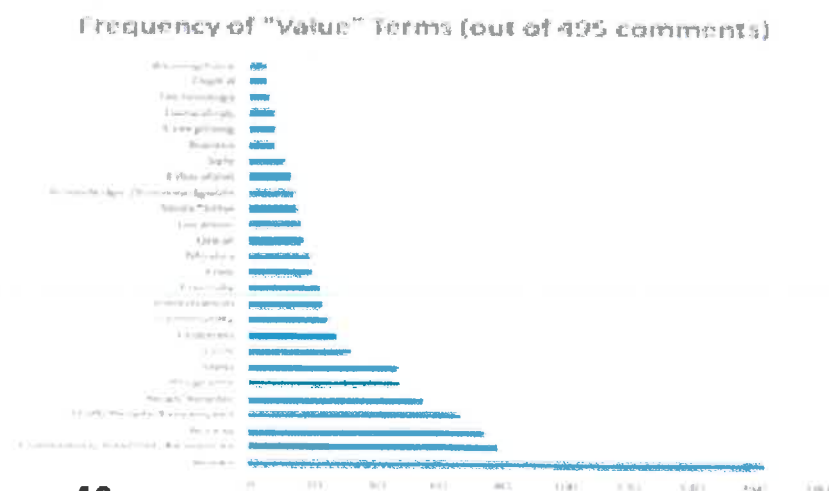


Figure 13

% of Age Group Listing Book as a Value

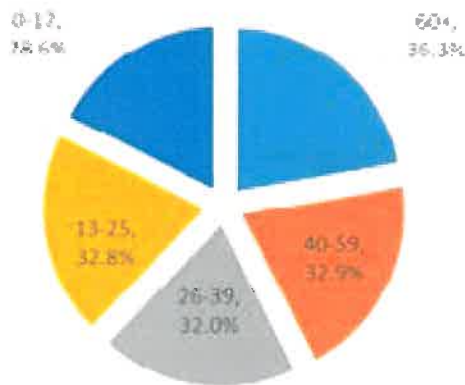


Figure 14

Because of the disproportionate use of the term "Book," further exploration was warranted to see how the usage of the term distributes among various age groups. The data show a reasonably even distribution across all age groups with the greatest frequency of 36.3% among the 60+ age group and the lowest frequency of 28.6% for respondents in the 0-12 age group.

Conclusion

In general, the response rate to the survey validates the following findings:

Survey respondents positively perceived the Library overall and positively perceived individual categories of services or offerings with 79% of responses rating the Library as either Excellent or Good.

Survey respondents overall selected Early Literacy, Creating Young Readers as the top service priority of the Library, regardless of age or gender, followed by Support Lifelong Learning, Public Internet, Adult, Teen and Family Reading Literacy, and Help People Find, Evaluate, and Use Information.

For all age groups, six service responses were less frequently chosen as Top 5 service responses: Services for New Immigrants, Business and Nonprofit Support, Support Creating and Sharing Content, Celebrating Diversity: Cultural Awareness, Job and Career Development, and Knowing Community Resources and Services.



The Stuffed Animal Sleepover is a favorite Summer Reading activity children participate in yearly.

Pueblo City-County Library District Survey



1. Have you used the library in the last year?

Yes

No

2. Which library location do you use most often?

3. Please check one rating for each service:

Excellent

Good

Fair

Poor

Don't Know

• Customer Service

☐
☐
☐
☐
☐

• Collections (books, DVDs, music, etc.)

☐
☐
☐
☐
☐

• Programs (classes, story times, etc.)

☐
☐
☐
☐
☐

• Computers and Internet access

☐
☐
☐
☐
☐

• Meeting rooms

☐
☐
☐
☐
☐

• Hours of operation

☐
☐
☐
☐
☐

• Overall rating of the library

☐
☐
☐
☐
☐

4. What are the 5 most important things about the library?

☐ Business and Nonprofit Support

☐ Celebrate Diversity: Cultural Awareness

☐ Early Literacy: Creating Young Readers

☐ Genealogy and Local History

☐ Public Internet Access

☐ Knowing Community Resources and Services

☐ Support Creating and Sharing Content

☐ Stimulate Imagination: Reading, Viewing, Listening for Fun

☐ Adult, Teen, and Family Reading Literacy

☐ Visit a Comfortable Place

☐ Job and Career Development

☐ Services for New Immigrants

☐ Support Lifelong Learning

☐ Help People Find, Evaluate and Use Information

☐ Help Students Succeed in School, Homework Help

5. What do you value most about the library?

6. How could the library or its services be improved?

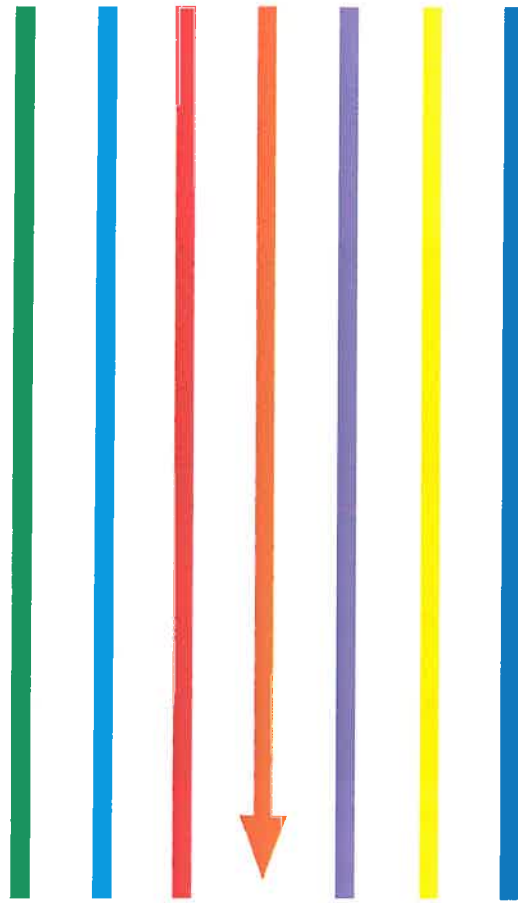
7. Please tell us about yourself:

Age: _____

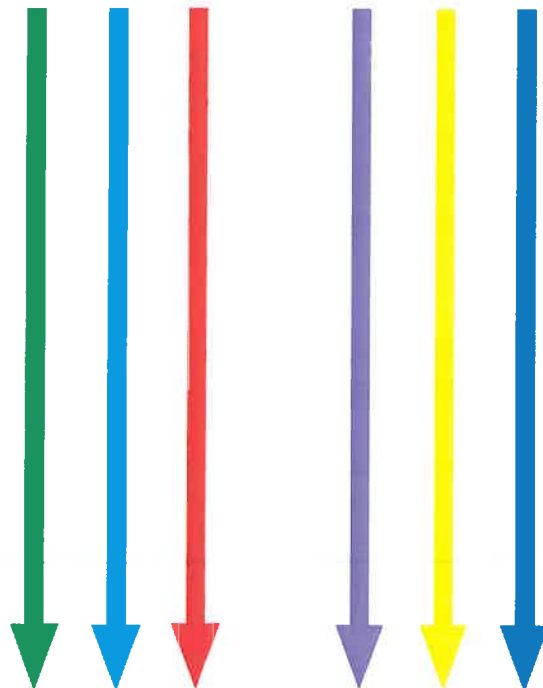
Gender: _____

Ethnicity: _____

Please return this to the comment box at any library. Thank you for your participation!



Staff and Stakeholder Retreat



Abby Koehler
Dave Hayden

2015 Retreat

Background

As part of its strategic planning initiative, the Pueblo City-County Library District solicited staff and stakeholder input via two retreats. The retreats were held on Monday, May 4, and Friday, May 8, 2015, in the Ryals Room of the Rawlings Library. Each retreat lasted two hours.

The Library had two goals for these retreats:

1) engage staff of all levels of responsibility as well as Library stakeholders in the strategic planning process, and 2) elicit potential avenues for investigation for current and future planning. 62 people, including members of the Board of Trustees, members of the Boards of Directors of the Friends of the Library and the Library Foundation, and staff participated in one of the two retreat sessions.

As part of the retreat, library staff and stakeholders asked themselves, "What is the best experience I've had with the library?" "What will the library look like in 25 years?" "What bold statements can we make about how to build the library we imagine?" These questions were a part of the Appreciative Inquiry (AI) process that facilitated small groups to co-create the Library of the future and to consider their collective contributions to the creation of that Library.

Participants developed visual images, themes, Provocative Propositions and ideas that described this shared future. The 12 groups produced nearly 20 different propositions, many of which shared imagery, phrases, and intention. Staff and stakeholders also discussed how the Library could begin to become their Library of the future, starting today. Participants documented ideas for innovating the social architecture of this Library by answering, "What would the Library be doing as the Library of the future?"



Pueblo City-County Library District employees share thoughts about future library planning.

Methodology

The retreats employed Appreciative Inquiry, a social constructionist model of discussion and planning that begins with a positive core.

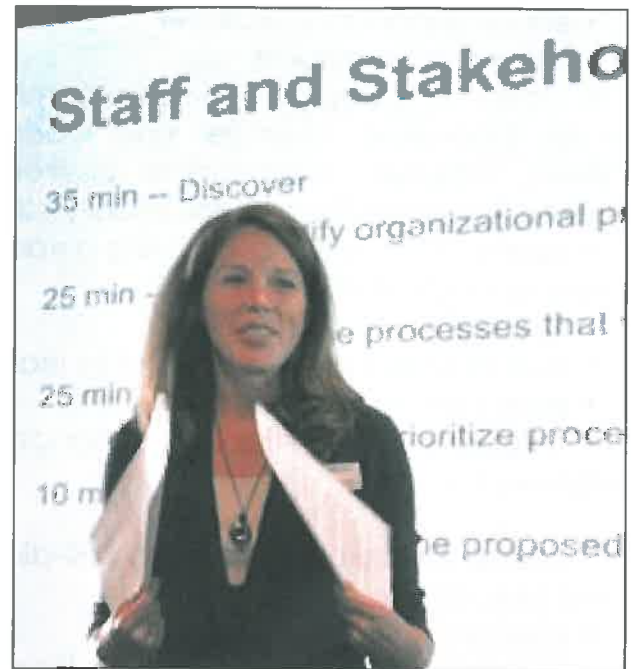
As described by researcher Gervase Bushe, Appreciative inquiry is based on five principles:

1. What we believe to be true determines what we do.
2. Questions are never neutral, they are fateful, and social systems move in the direction of the questions they most persistently and passionately discuss.
3. Organizational life is expressed in the stories people tell each other every day, and the story of the organization is constantly being co-authored. The words and topics chosen for inquiry have an impact far beyond just the words themselves.
4. What we do today is guided by our image of the future.
5. Momentum and sustainable change requires positive affect and social bonding.

Appreciative Inquiry has been used by companies, non-profit organizations and universities worldwide. AI is "a model for analysis, decision-making and the creation of strategic change. Appreciative Inquiry attempts to use ways of asking questions and envisioning the future in order to foster positive relationships and build on the present potential of a given person, organization or situation.

The most common model utilizes a cycle of four processes, which focus on what it calls:

- DISCOVER: The identification of organizational processes that work well.
- DREAM: The envisioning of processes that would work well in the future.
- DESIGN: Planning and prioritizing processes that would work well.
- DESTINY (or DEPLOY): The implementation (execution) of the proposed design." [1]



Abby Koehler explains the library planning process.

The agenda for each retreat followed this four-step cycle. Participants were assigned seating next to an individual with whom they did not regularly work or communicate. They spent the first part of the program interviewing that person using the prompt, "What was the best experience you've ever had with the library?" The intention was to evoke stories that illuminate individual and organizational strengths, which participants then recorded on the documents provided. The second section of the retreat focused on sharing the stories within small groups and building Common Ground from the themes. Based on these themes, the groups then drew a visual image of the Library as it might look 25 years into the future. Finally, the groups wrote Provocative Propositions, bold statements of the Library of the future as if it has already happened. Beneath the propositions, the groups detailed ideas for what the Library could begin to do to become that Library of the future.

Results

Retreat participants produced Provocative Propositions, statements about the library of the future as imagined by its stakeholders, as well as visual images, themes, and ideas about co-creating the shared visions.

Themes

As part of the Dream phase of the retreat, participants shared the stories they had recorded during the interviews at the beginning of the program. They documented words and phrases that seemed to be Common Ground, or shared among multiple interviews.

Then, the groups wrote Themes that pulled elements from the Common Ground exercise together. The themes they recorded:

- heart
- frontier
- connectivity
- access to information for a diverse group of people
- physical place for everyone to feel welcome and comfortable
- a place to grow and thrive
- equalizing opportunity
- open access to knowledge on both sides

- equal opportunity provider
- foster positive space
- ability to connect a diverse community in an innovative, change- and leadership-driven, inclusive, cooperative environment that fosters positivity and community support.
- Meet public needs by offering a variety of services and materials.
- free access to training
- non-threatening environment to learn
- early literacy tools and programs
- provides possibilities to enhance and improve lives
- place for children to learn, self-directed and free, and to grow
- sanctuary
- progressive -- keeping up with times and

what community needs

- helping people into the future
- "more than a building -- it's a feeling"
- community -- supporting community interests/ needs by providing/ offering resources: space to meet, technology, programs, which ultimately connects people
- elements of library's strengths: people -- staff connecting community to resources, resources -- computers, meeting rooms, books, idea factory, classes, story times, InfoZone, etc., locations -- availability to all niches
- Happy employees equal happy customers!
- Libraries as a place to make learning fun, building relationships with no limits
- Spreading our joy of curiosity with the community by making learning fun. Why? Happy people.

Common Ground phrases are listed in Appendix A. Images are included in Appendix B.

Provocative Propositions

Retreat participants produced Provocative Propositions, statements about the library of the future as imagined by its stakeholders. Several groups wrote multiple Provocative Propositions, a total of 19 in all, on the large pads within their small groups:

"The library is a garden -- we nurture the seeds of curiosity and watch our community blossom."

"The library is an apple tree."

"The library is a world of possibilities."

"The library is a common ground for the community as a whole."

"The library is like a wild field of flowers, trees and grasses that are nourished by a life-giving sun that provides for the winds of change for the diverse community of plants, seeds and grasses. The sun provides leadership and direction in which all forms of life grow to serve each other and to support each other in their roles in the community."

"The library is in the clouds."

"The library is the heart of our community."

"The library is a portal to the heart of the community -- its past and its potential."

"The library is like a box of chocolates... you NEVER know what you're going to get!"

"The library is dynamic."

"The library is flexible."

"The library is not afraid of change."

"The library always serves the information poor."

"The library unites the community."

"The library is open opportunities, open knowledge, open to everyone."

"The library is a cultural hub."

"The library is an open book."

"The library is an educational center."

"The library is an empowering place."

Ideas

While the two-hour retreat allowed for time to Discover, Dream and Design per the Appreciative Inquiry four-step process, the agenda was somewhat aggressive. As a result, there were fewer specific ideas than Common Ground phrases or Themes for bridging the current Library experience to that of the future, as described by the Provocative Propositions. However, several common elements from the Design phase did emerge, including the library card, the Library's relationship with the community, and the Library's ongoing growth and development. A full list of Ideas is in Appendix C.

Conclusion

Many of the groups' Common Ground phrases and themes re-occurred at both retreat periods and within multiple small groups. 'Connections' and 'relationships' were predominant terms recorded.

Descriptions of the Library as a welcoming, happy place were also popular. Ideas of enhancement, improvement, and growth within Library customers were also frequent within the discussions, as were learning and curiosity, though to a lesser degree.

Themes within the visual images included flying books and drone delivery of library materials and services; hearts, both physical and metaphorical; and trees and flowers.

The retreat had two goals: 1) engage staff of all levels of responsibility as well as Library stakeholders in the strategic planning process, and 2) elicit potential avenues for investigation for current and future planning.

As described in feedback provided by participants, the experience was a positive one and they signaled that they felt engaged. Participants also indicated that they would have liked more time for large-group iterations of the Design portion of the retreat as they enjoyed talking with their groups and imagining the future.

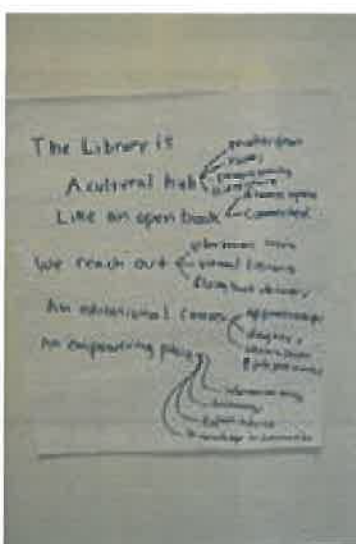
Based on this feedback and the materials produced, the retreat could be considered to have met the goals stated.

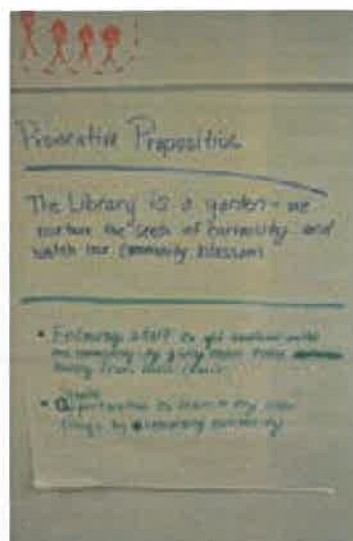
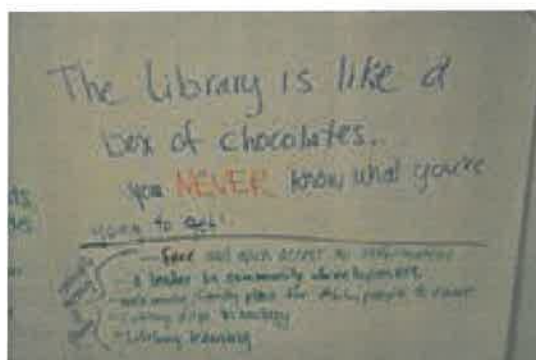
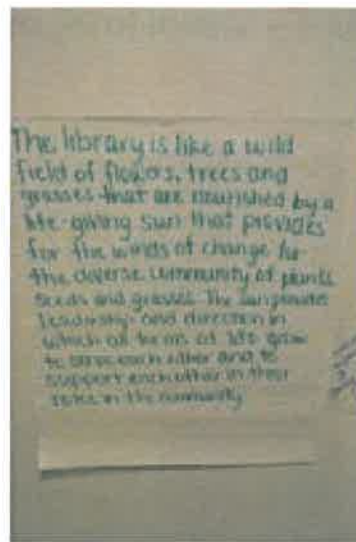
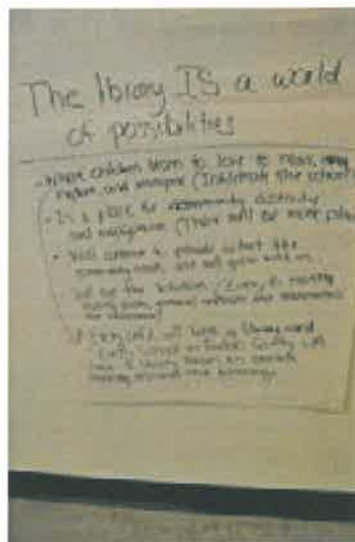
[1]. Bushe, G.R. (2013). The Appreciative Inquiry Model. In Kessler, E. (ed.), The Encyclopedia of Management Theory. Sage Publications.

Appendix A – All Common Ground Phrases

- community
- family
- staff
- desire for connection
- engagement
- explore/ expand/ experiment
- diversity
- discovery
- openness to change
- thirst for learning
- participation (staff, public)
- enthusiasm
- inclusive
- passion
- caring environment
- diversity/ melting pot
- supportive community
- dedicated staff
- acceptance
- creative expression/ freedom
- library as a place
- community center
- access to info/ programs for all
- encouragement
- openness
- cater to individuals
- resources
- community engagement
- caring/ integrity for staff and customers
- service/ commitment for customers and staff
- empowerment for staff and customers
- futuristic
- customer service • training for employees
- outreach
- positive environment
- relationships - community and staff
- key to knowledge
- literacy
- trust - relationships
- positive experiences
- personal experiences
- serving/ helping community
- community support
- sharing
- connecting
- friendly staff
- access to information
- community collaboration
- new technology
- people will always be here
- responding to change
- people are innovative
- everyone welcome
- helpful
- approachable (open-minded)
- building positive relationships
- assure continuing financial viability
- curiosity
- learning
- opportunity
- challenges
- team-oriented
- computer access and help
- childhood literacy
- relationships
- diversity
- community support
- inclusiveness
- leadership
- positivity
- services
- innovation
- change
- cooperation
- literacy
- employees
- family
- enjoyable
- possibilities
- importance of reading
- imagination
- diversity
- welcoming
- community
- enthusiasm
- synergy
- participation
- information/ learning/ knowledge
- escape/ dream
- happiness
- diversity
- education
- customer service
- openness
- education
- welcoming environment
- meeting space
- exchange ideas/ thoughts/ hobbies
- fun
- values: positivity, kindness, curiosity, helpfulness
- free and open access
- lifelong learning
- make learning fun

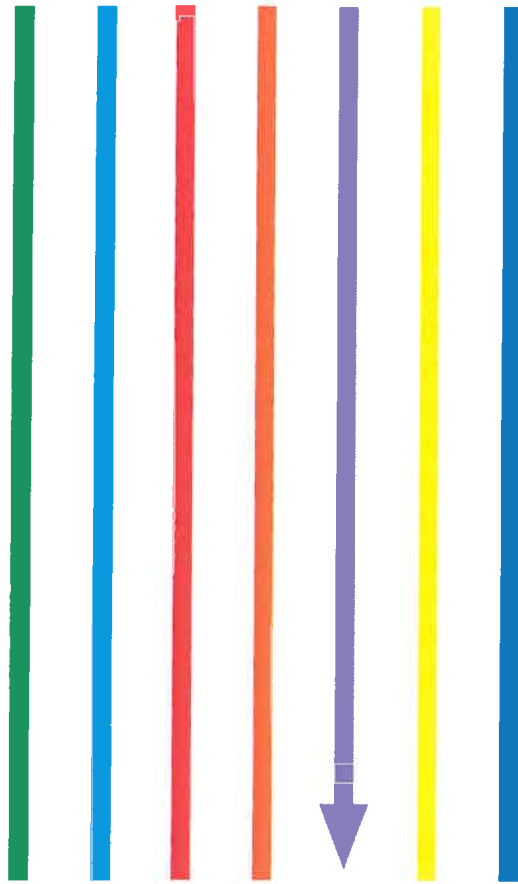
Appendix B – Visual Images of the Library of the Future



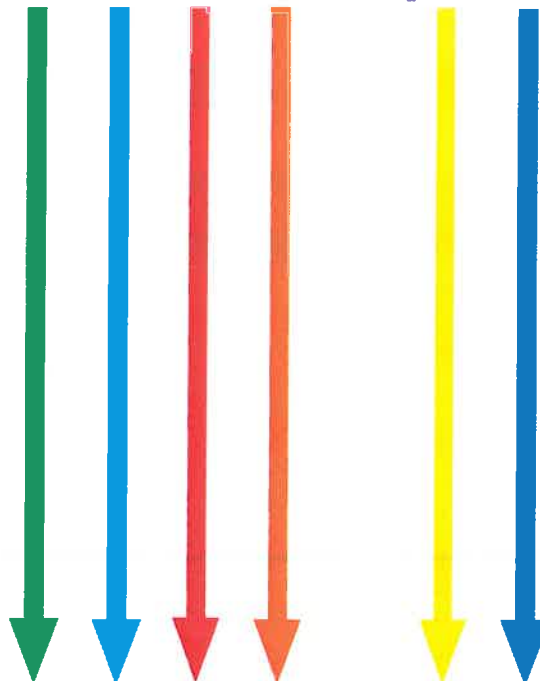


Appendix C – All Ideas under the Provocative Proposals

- re-brand
- create new, effective information sharing strategies
- embed
- plant the seed now -- community-driven direction, programs, spaces, services, information ...
- library admin cultivate creative expression of staff and the community
- makerspace, rooms, programming, studio space
- always open, connected
- electronic media, virtual libraries, flying book delivery
- apprenticeships, degrees, internships and job placement
- information access, technology, expert advice, knowledge in community
- develop awareness on accessing ever-changing information
- become a portal to/ with the community
- a leader in community development
- welcoming, friendly place for ALL people to come
- cutting edge technology
- continually improving and growing
- everybody in Pueblo has a library card and with a card comes a stake in the library
- Wi-Fi for everybody
- makerspace that serves - providing technology and services that spark innovation and are cost prohibitive to most.: 3D printers, recording studio, other current technologies
- adapt services and programs to reach the broadest audiences possible
- make employment at the library a world-class job/ career opportunity
- professional development, career planning
- where children learn to love to read, explore, and imagine (infiltrate the schools)
- is a place for community activity and engagement (there will be more places)
- will continue to provide what the community needs and will grow with us
- will be the solution (every 6 months asking public, gathering employees and stakeholders for feedback)
- every child will have a library card
- every school in Pueblo County will have a library liaison to provide teaching, resources and technology
- everyone uses library eResources (ebooks, music, databases, video)
- everyone has a library card/ account, issued at birth!
- the library has a presence everywhere (mobile access, virtual shelves, virtual librarian, drone delivery)
- the library building is a creative, community space (events, classes, making, tools, studying, playing, game systems/ learning games, workshops, kitchens)
- embedded daycare/ preschool
- just hanging out - people coming together to share knowledge and skills
- something is offered to everyone (technology, programs, resources, services, sanctuary, forward thought, global community, continual adaptation)
- community starts within (library is a role model, teamwork/ idea sharing/ collaboration, values, sharing strengths, synergism)
- the seeds plant inspiration to grow: free and equal access to emerging technologies; library cards are integrated technology devices
- the trunk is rooted in history: all history available in all formats
- the branches reach for the future: inventors' gathering place
- the leaves evolve with the seasons of change: working with community leaders
- the apples feed the hunger for knowledge: education institution
- the shade provides a place to gather!
- encourage staff to get involved with the community by giving them time away from their chair
- create opportunities to learn and try new things by rewarding curiosity



Community Data Report



Dave Hayden
Abby Koehler

Community Data

Background

As part of its strategic planning initiative, the Pueblo City-County Library District undertook an extensive analysis of data related to community characteristics and behaviors. Demographics, income, education, population growth and market indicators were all considered in an effort to understand what Pueblo County looks like in 2015 and, when the data allowed for it, what it would look like in 2020. Several tools were utilized in this effort, including Community Analyst.

Community Analyst is a web-based program that applies Geographic Information Systems (GIS) technology to extensive demographic, consumer spending, and business data to deliver on-demand analysis, presentation-ready reports and maps.

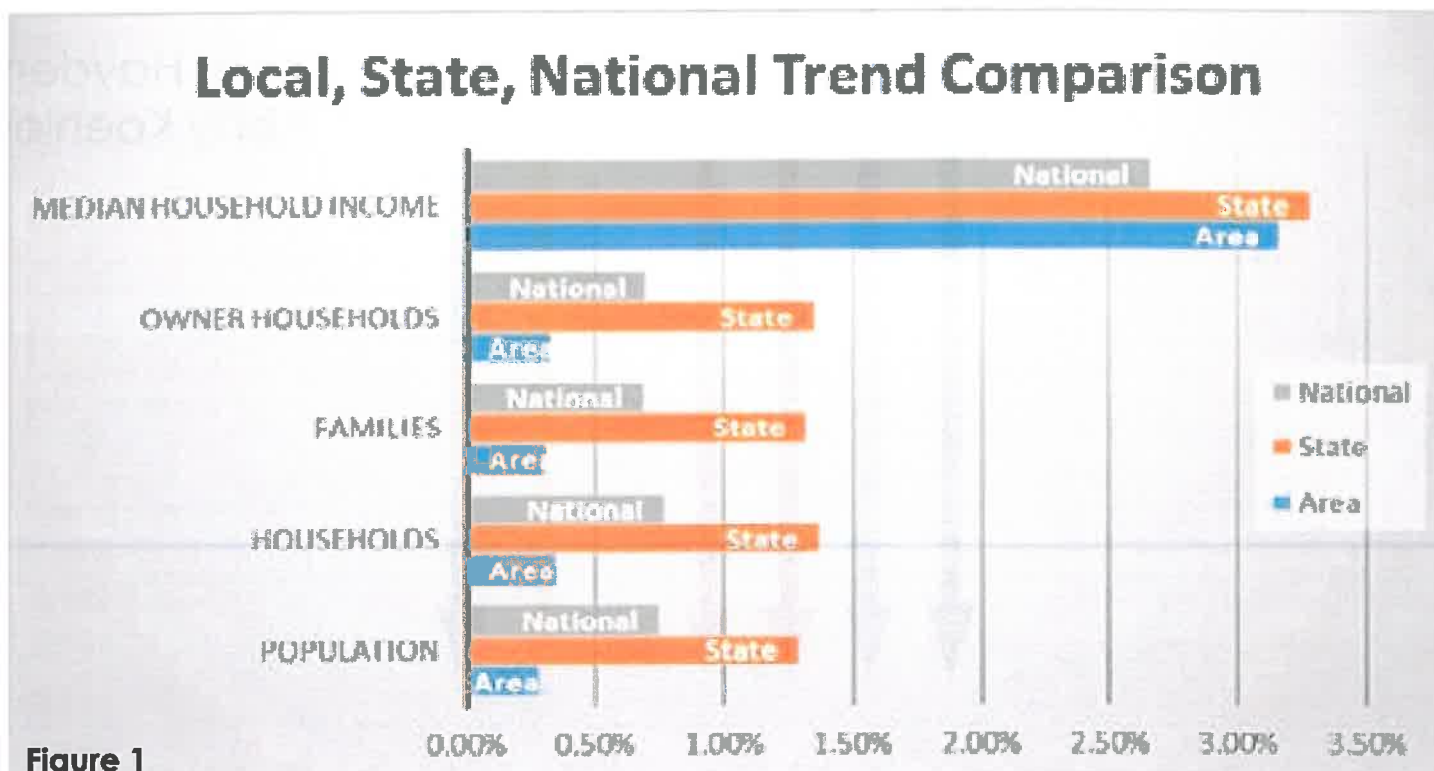
The tool was created by the Environmental Systems Research Institute (Esri). Esri is the world's largest supplier of GIS software and geodatabase management applications and includes data sets from the US Census, the American Community Survey, and several federal agencies as well as Neilsen Media Research. The Pueblo County GIS department uses a similar version of this tool.

Pueblo County

According to Esri data, the population of Pueblo County is expected to grow 1.4% between 2015 and 2020, at an annual rate of .28%. In Colorado, population is expected to increase 1.29% annually, making Pueblo County growth slower and more stable compared to the state and the US.

Population

The number of households in Pueblo County will slowly trend up .35% annually, compared to Colorado's 1.37% annual growth rate. By 2020, the number of families in Pueblo County is expected to grow 1.5%. (Figure 1)



Income

Larger gains will be seen in median household income, which could grow 3.16% annually by 2020, close to the statewide annual rate of 3.28%. Pueblo County is expected to grow faster than the national average; however, Pueblo County's overall median household income will remain below state and national average. (Figure 1)

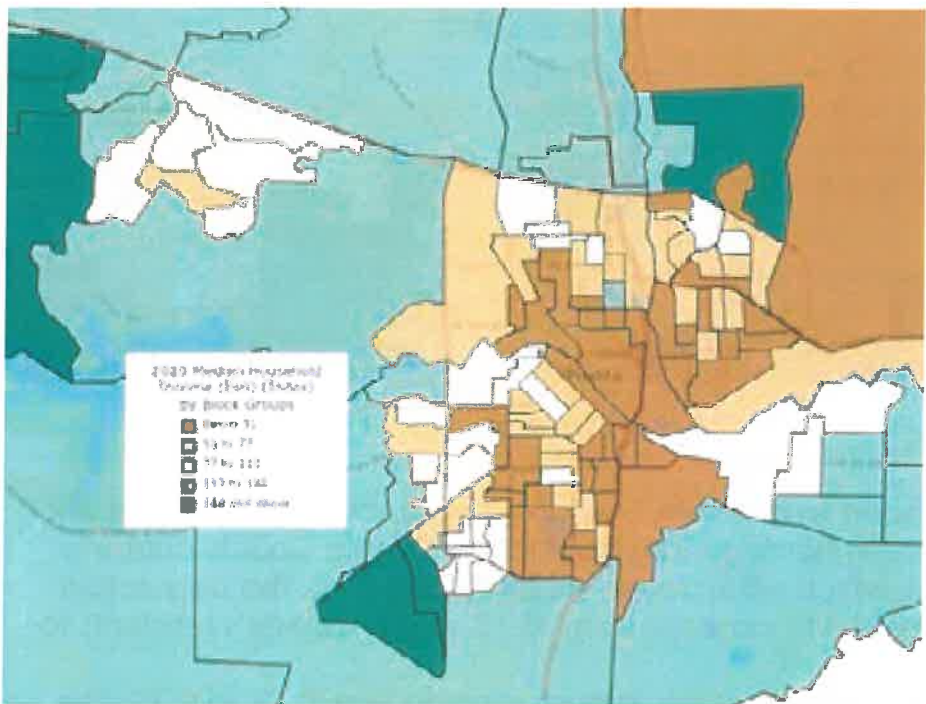


Figure 2

When comparing Pueblo County to the rest of the United States, the Community Analyst tool creates an index. Index values above 100 indicate that specified areas are more likely to have certain characteristics or exhibit certain behaviors than what could be expected nationally. The higher the index value, the greater likelihood.

Pueblo County projections for median household income levels in 2020 show below-average levels, or low index values, compared to the national average. Of the 128 census block groups shown Fig. 2, 73% fall below the national average for median household income. 28% of the block groups show predicted levels at 50% or below that of the national average for 2020. (Figure 2)

In addition, by 2020 there are two areas of Pueblo County that are expected to have household incomes at or below the poverty level for households/ families with 4 people: the area west of the State Hospital and the neighborhoods near the intersection of Prairie and Northern Avenues. (Figure 3)

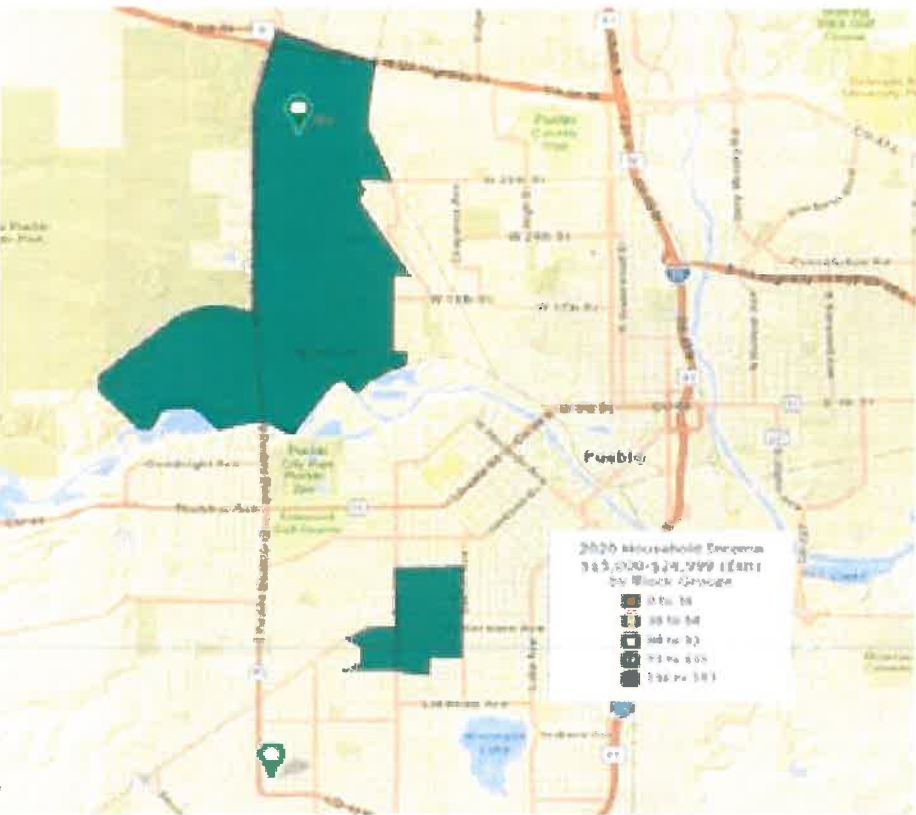


Figure 3

Home Ownership

Although only slight growth is predicted for the area, a shift is predicted in owner occupied households vs. renter occupied households. Owner-occupied households are expected to shrink 1.6% with a corresponding 1.9% increase in renter-occupied households. The average household size is expected to shrink 0.4% in this same period. (Figure 4)

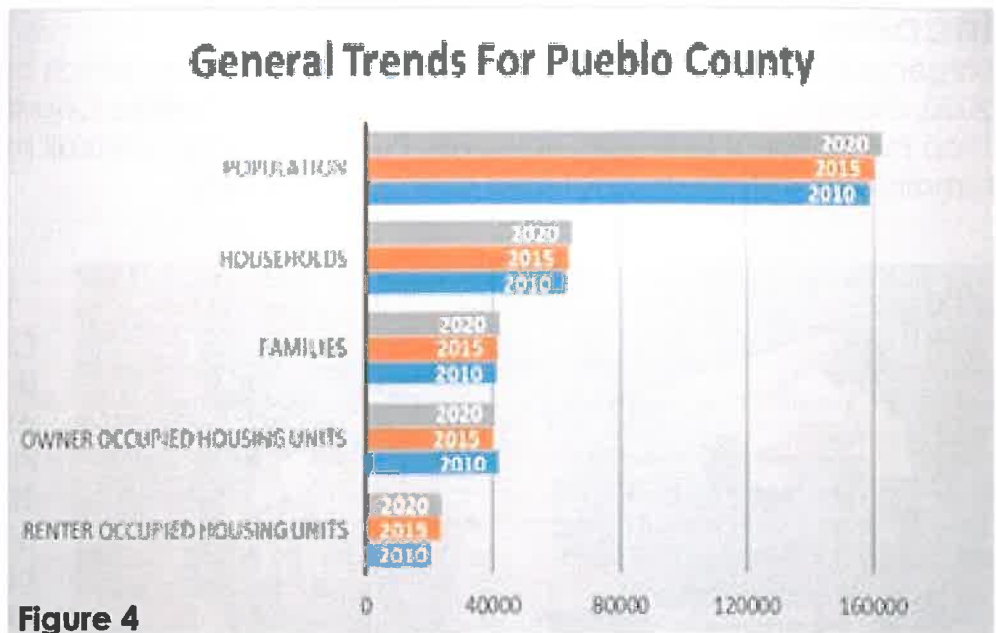


Figure 4

Ethnicity

A diversity index is a statistic intended to measure how diverse a population is. A diversity index of 0 would equate to a perfectly homogenous population. Pueblo County currently has a diversity index of 68.8 in 2015, which will increase 1% by 2020 to 69.8. The population of people of Hispanic origin is projected to increase from 43.1% of the County's residents to 44.7%.

There is a predicted increase in most major ethnic groups ranging from 0.1% to 0.3%. The population identified as White Alone is expected to decline 0.9%. (Figure 5)

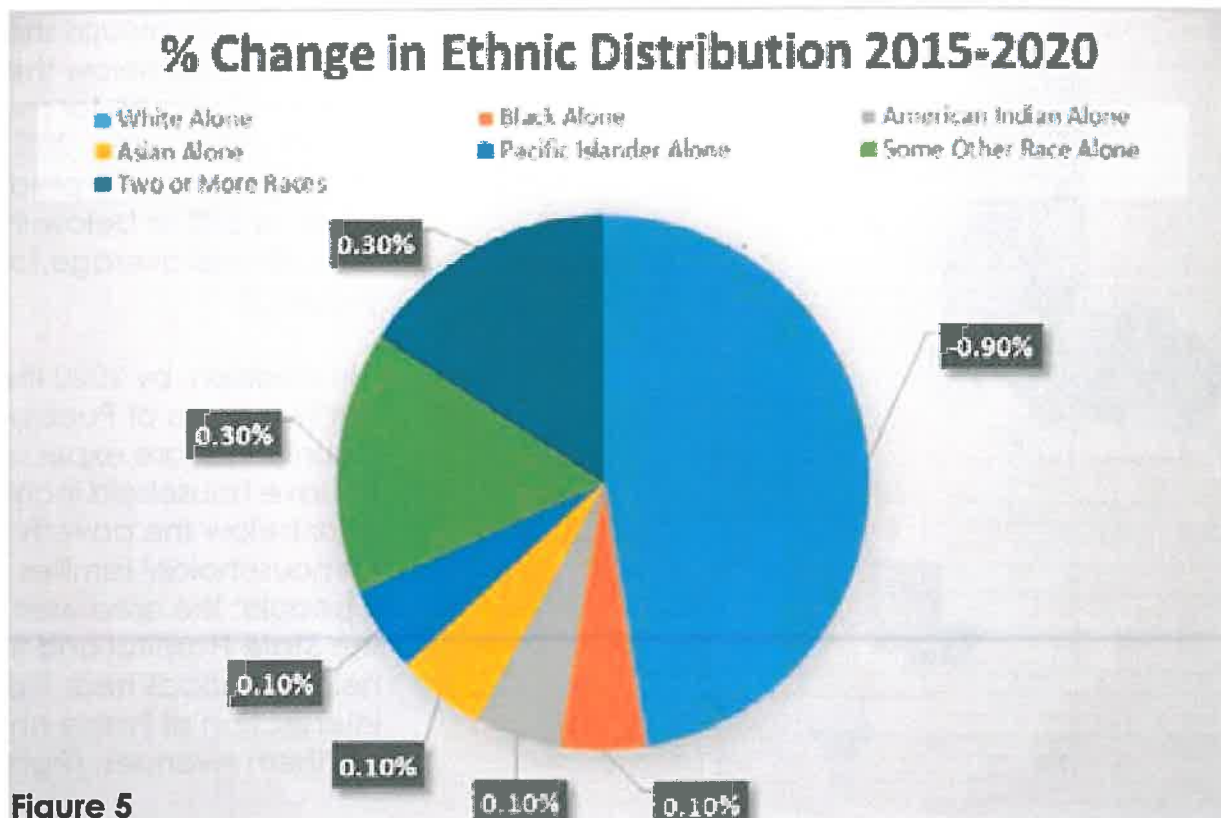


Figure 5

Age

In Pueblo County, the median age will shift slightly (0.8%) from 39.2 years to 39.5 by 2020. However, the distribution of change is significant in some age groups.

The 65-74 age group is expected to increase by 2,495 people and the age group 45-54 is expected to shrink by 1508. (Figure 6)

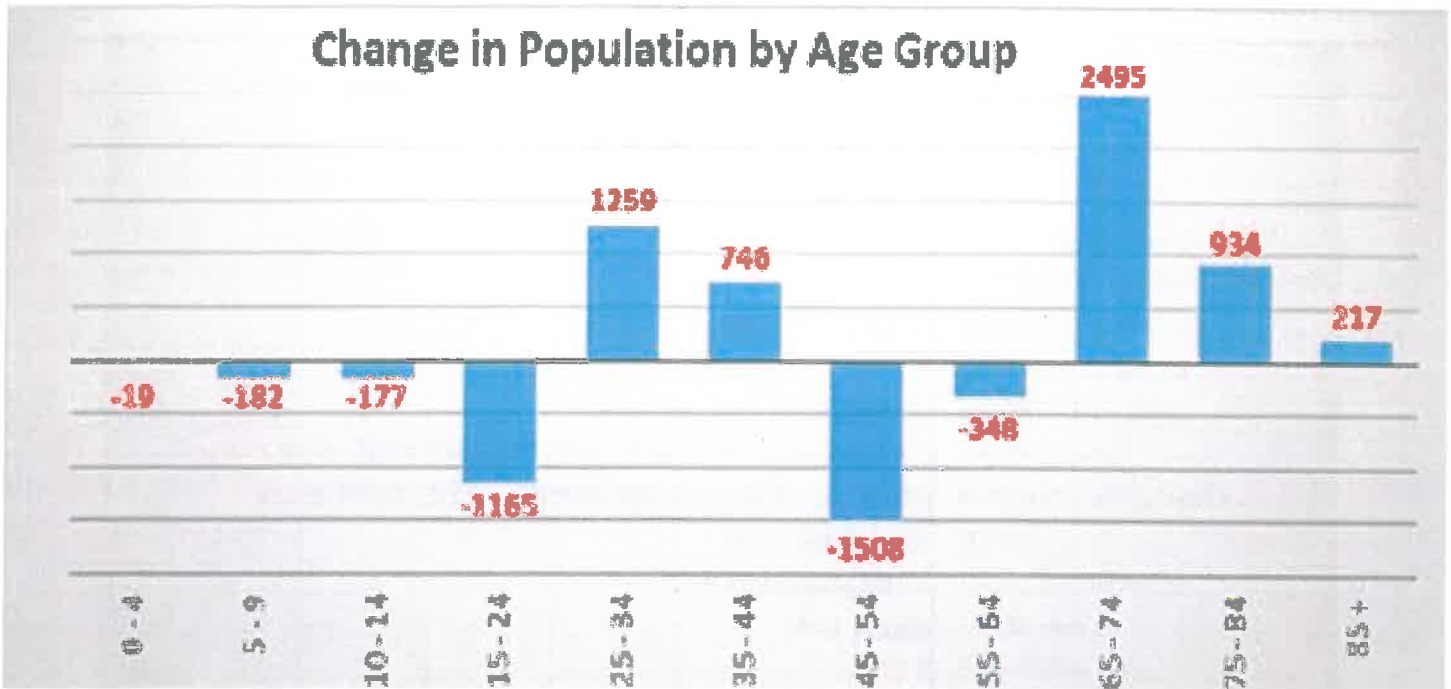


Figure 6

The reduction in the 45-54 age group does not shift to the 55-64 age group indicating the 45-54 age group may be leaving the area. Between 2015 and 2020, 64.5% of Pueblo County's expected growth will be people 65 and older.

However, while the 65-74 age group is expected to show the most growth, it is expected to represent only 10.9% of the population in 2020. That age group is the 6th largest in the County.

The two groups leading the County by percentage of population in 2020 will be the 25-34 and 55-64 age groups (both at 13.1%). 15-24 year olds will be the third largest age group, followed by 45-54 year olds and 35-44 year olds. (Figure 7)

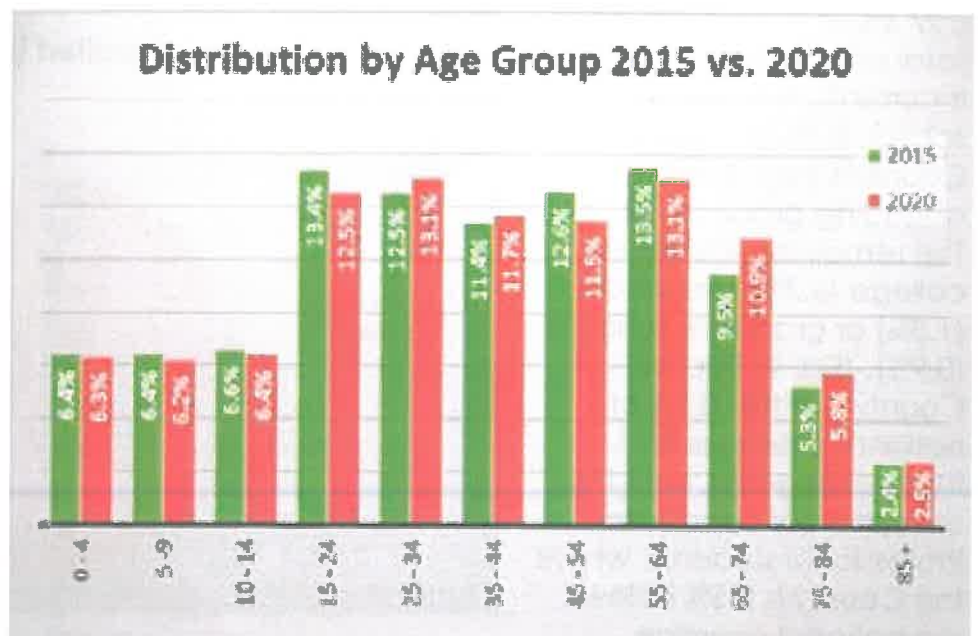


Figure 7

Education

87.1% of Pueblo County's population of individuals aged 25 years or older have attained a minimum of a GED-level education. Individuals having at least some college comprise the largest segment (25.9%) of this group.

Individuals having at least some college or post high school education make up 58.2% of the County population aged 25 years of older. (Figure 8)

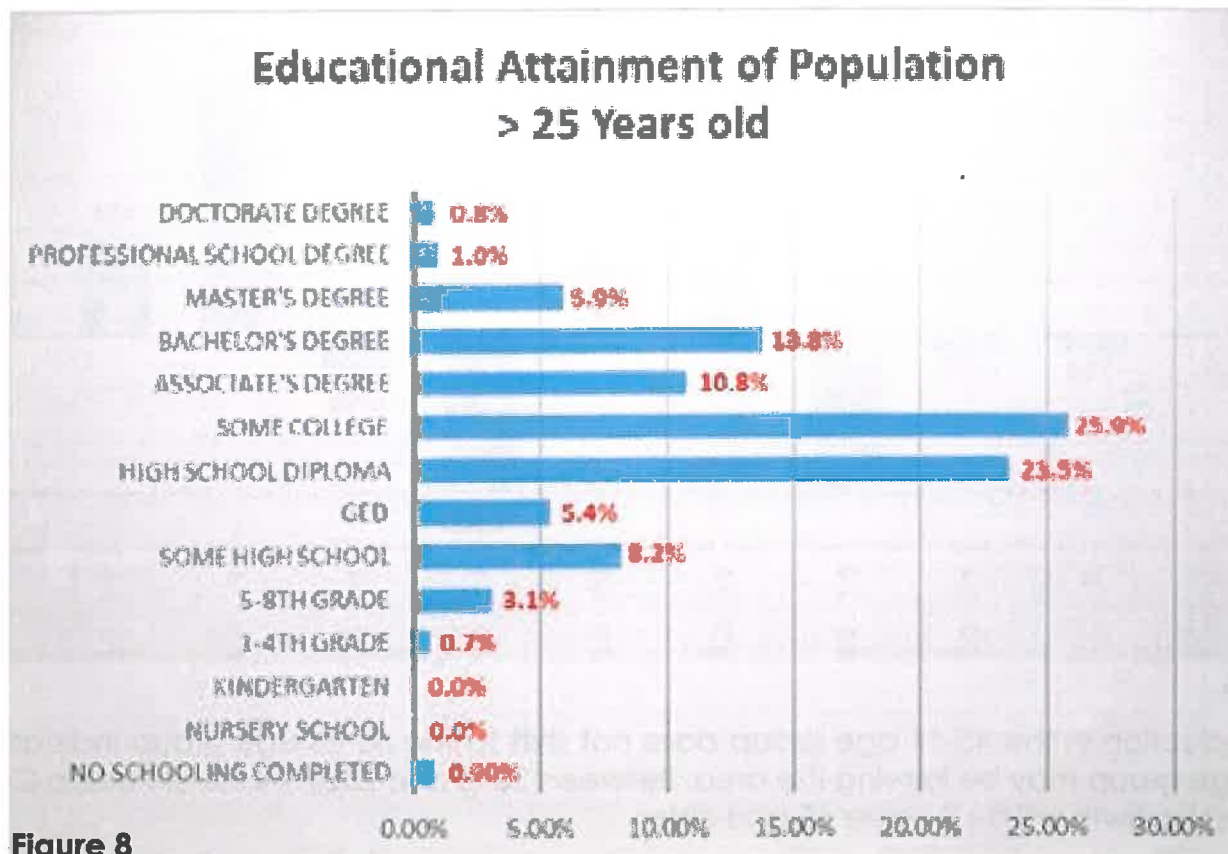


Figure 8

27.6% of Pueblo County's total population (all ages) is currently enrolled in school. 8.7% of Pueblo County's population is attending grades K-12. The remaining 9% are in college (6.3%), preschool (1.8%) or graduate school (0.9%). (Fig. 9) Pueblo County is within 0.2% of national averages for these categories, with the exception of Graduate/ Professional students, where the County is 0.5% below the national average.

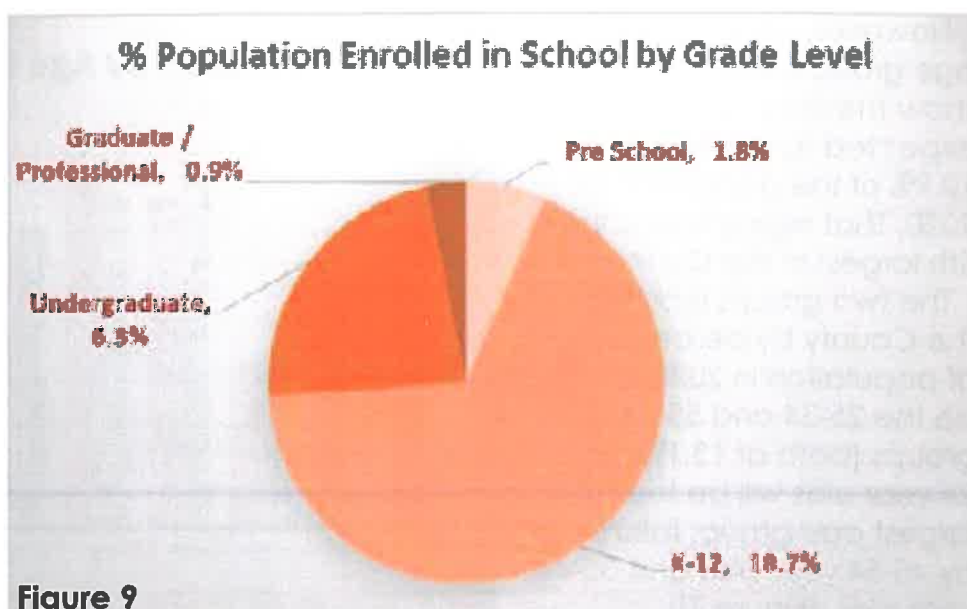


Figure 9

Market Segmentation

Market segmentation, or market profiling, is provided by Esri through the Community Analyst tool. Market segmentation helps organizations understand their customers' lifestyle choices, what they buy, and how they spend their free time. Esri classifies US residential neighborhoods into 67 unique segments based on demographic and socioeconomic characteristics. Each of these segments are applied to census blocks within cities, counties and states. When looking at Pueblo County, certain segments appear more frequently than others.

In Pueblo County, 44.2% of households fall into five profiles:

- Midlife Constants (11%)
- Traditional Living (10%)
- Hardscrabble Road (10%)
- Small Town Simplicity (7%)
- Rustbelt Traditions (7%)

By comparison, only 9.8% of the US population clusters into these same groups. (Figure 10)

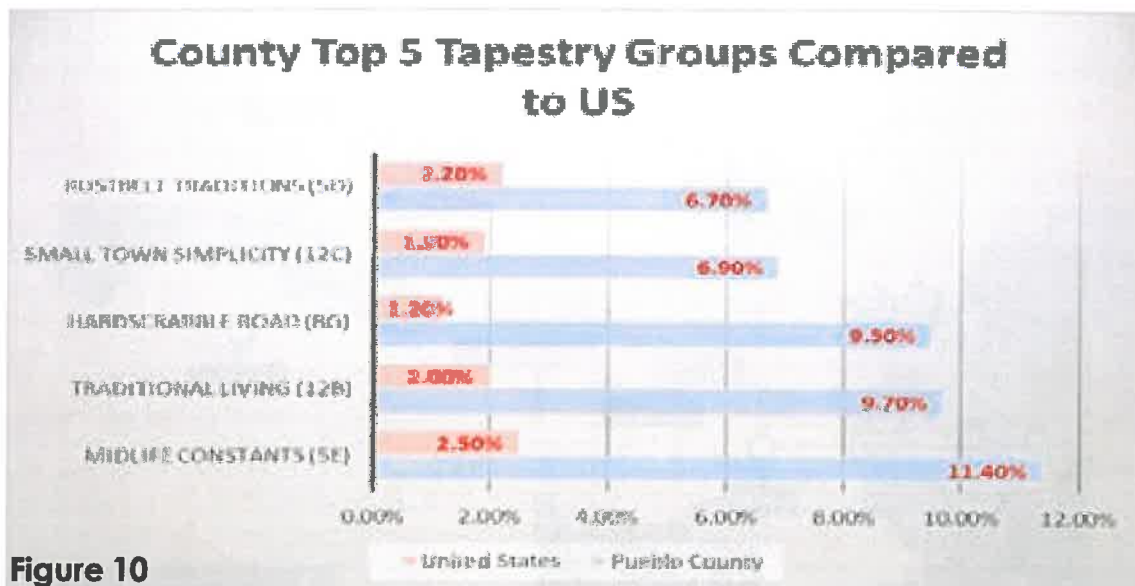


Figure 10

Full descriptions of the market segments in Pueblo County are provided in Appendix A.

Taken in consideration with the shift in population age shown in Figure 3, the County's largest market segment, Midlife Constants, is likely to grow. Esri documentation describes the Midlife Constants as follows:

Midlife Constants residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban. They are generous, but not spendthrifts.

However, the areas of Pueblo County expected to show growth greater than 1% by 2020 represent different segments. There are 5 areas expected to grow faster than the rest of the County. (Figure 11)

Growing Area	Tapestry Group	Expected Growth
South University	Metro Fusion	1.94%
West-Southwest	Up and Coming Families	1.58%
West	Hardscrabble Road	1.41%
University	Exurbanites	1.34%
Eagleridge	Bright Young Professionals	1.21%

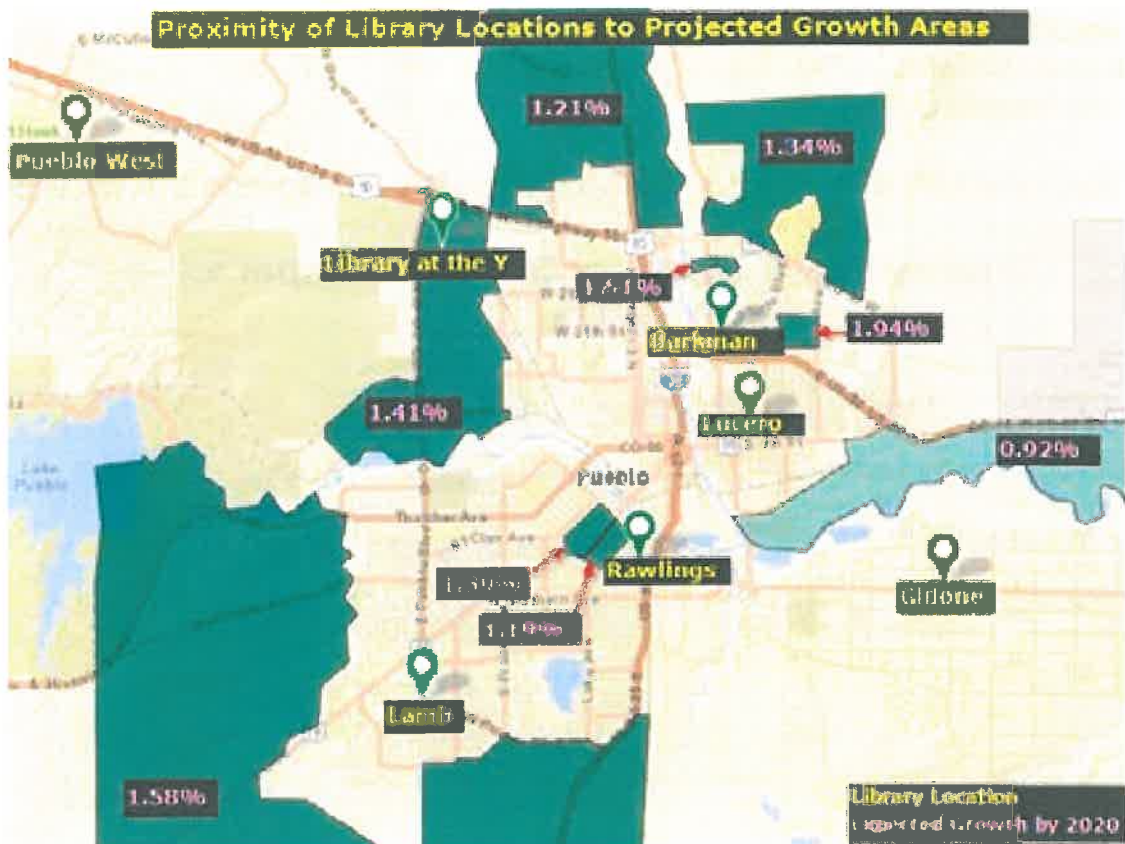


Figure 11

The South University area is bounded by Mac Alester Road to the west, Troy Avenue on the east, Massari Road to the north and Constitution Road on the south. This area, with a projected growth of 1.94% (Figure 11), is identified as "Metro Fusion." Esri documentation describes Metro Fusion as follows:

Metro Fusion is a young, diverse market. Many residents do not speak English fluently and have moved into their homes recently. They are highly mobile and over three quarters of households are occupied by renters. Many households have young children; a quarter are single-parent families. The majority of residents live in midsize apartment buildings. Metro Fusion is a hard-working market with residents that are dedicated to climbing the ladders of their professional and social lives. This is particularly difficult for the single parents due to median incomes that are 35% lower than the US level.

Market Indicators

In addition to demographic data and population projections, analysis of Pueblo County consumer behavior and characteristics was performed.

Early Literacy

A recent survey conducted by the Library indicated the community places a high value on creating young readers as a library service. For this report, data for children below the age of 10 was analyzed.

In the next 5 years, the age group 0-4 for Pueblo County is projected to grow slightly from 10,180 to 10,265 (0.99%) (Figure 12). During that same period the 5-9 age group is expected to shrink slightly from 10,180 to 10,102 (-0.01%). However, all 5 of the fastest growing areas in Pueblo County are expecting growth in the 0-4 and 5-9 age groups at a rate that significantly outpaces the overall growth rate for Pueblo County and their local areas. (Figure 12, Figure 13)

Area	Age 0-4 Annual Growth Rate	Age 0-4 Expected Growth by 2020	Age 5-9 Annual Growth Rate	Age 5-9 Expected Growth by 2020
South University	3.03%	16.10%	2.45%	12.87%
West-Southwest	1.15%	5.88%	0.58%	2.90%
West	2.32%	12.14%	1.83%	7.93%
University	1.04%	5.26%	0.40%	2.00%
Eagleridge	2.27%	11.85%	0.70%	3.51%
Pueblo County		0.99%		-0.01%

Figure 12

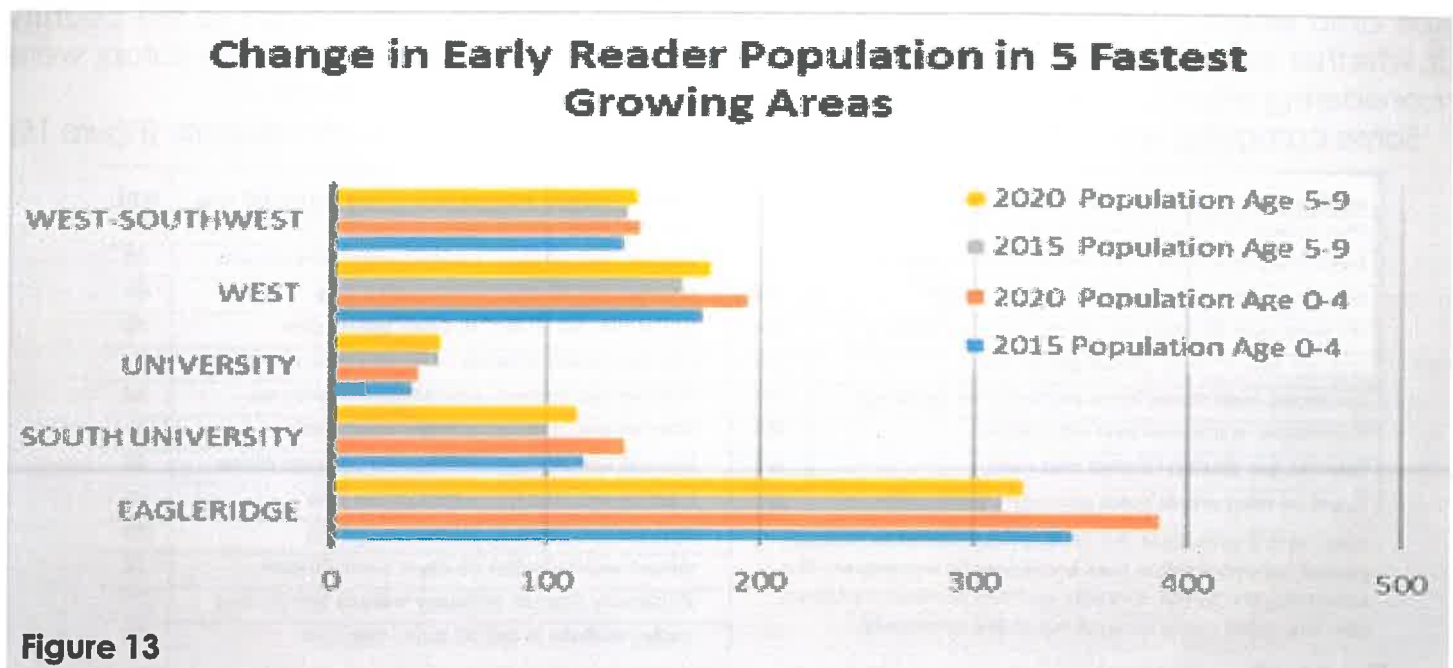


Figure 13

Transportation

Availability of transportation may be an important consideration when evaluating library services. According to www.governing.com, 12% of households in Pueblo have no automobiles. No other area in the state of Colorado having greater than 50,000 residents has this large a percentage of households without an automobile.

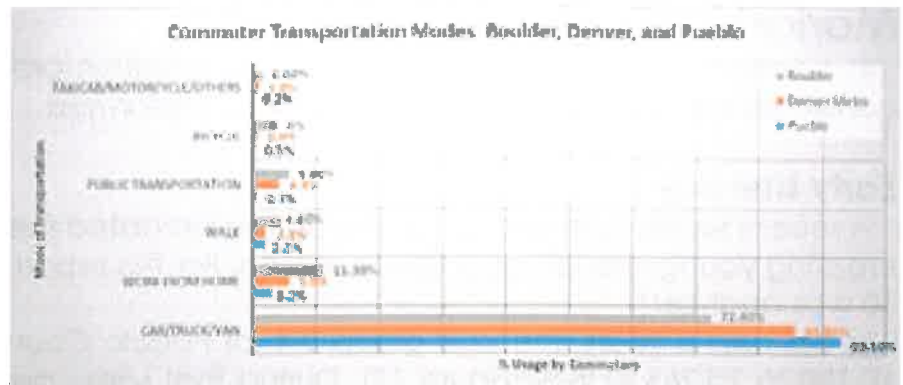


Figure 14

There are communities throughout the US that have similar or higher percentages of households without automobiles, but they are few.

Grand Junction at 9.3%, Boulder at 9%, and the City of Denver at 11.7% also have similarly high percentages of households without automobiles. Denver and Boulder, however, have a far more robust public transportation systems to assist their citizens who do not own automobiles.

Further, data shows public transportation is only utilized by 0.7% of Pueblo commuters compared with 4.3% in Metro Denver and 5.9% in Boulder. (Figure 14)

Source: <http://www.governing.com/gov-data/Public-Transportation-Commuting-in-US-Cities-Map.html>

Electronics and Internet Market Potential

Esri defines Market Potential Index (MPI) as a measure of the relative likelihood adults or households in the specified trade area will exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. Numbers less than 100 indicate a lower market potential.

Pueblo County shows an MPI of 100 or more for 47 out of 212 electronic and Internet market categories. The categories range from generic terms like "Own an e-reader / tablet" or "Owns a computer" to far more specific terms like "Spent on most recent computer < \$500" or "Owns a Sony camera."

Of the 212 market potential categories, many are product or brand specific. For example, the area where Pueblo County shows the least market potential with respect to the country is whether someone in the household visited yelp.com in the past 30 days. If the library were considering ways to reach Internet users, Yelp would not be the best choice.

Some categories with MPI that may provide some insight into Pueblo County residents: (Figure 15)

Pueblo County market indicators above US avg	MPI	Pueblo County market indicators below US avg	MPI
Most recent HM TV purchase: miniature screen (<13 in)	116	Spent on most recent home computer: \$1500-\$1999	88
Purch most recent hm computer at dept/discount str	116	Internet last 30 days: traded/tracked investments	88
Spent on most recent home computer: <\$500	108	Internet last 30 days: wrote online blog	88
HM purchased DVD/Blu-ray player in last 12 months	106	Visited website in last 30 days: twitter.com	86
Internet last 30 days: played games online	106	Own any e-reader/tablet (such as Kindle or iPad)	85
Purchased most recent home computer 5+ years ago	102	Internet last 30 days: downloaded TV program	85
Time online in a typical day: <0.5 hours	102	Internet last 30 days: watched movie online	85
Internet last 30 days: visited chat room	102	Internet last 30 days: watched TV program online	85
Spent on most recent home computer: \$500-\$999	101	Internet last 30 days: visited online blog	81
Note: With 3 exceptions this list has been filtered to focus on general behaviors rather than brand specific information. The exceptions are Twitter, LinkedIn and Yelp because the Library does use social media to reach out to the community.		Internet last 30 days: made travel plans	79
		Visited website in last 30 days: LinkedIn.com	79
		Visited any Spanish language website last 30 days	77
		Visited website in last 30 days: yelp.com	57

Figure 15

Book, Magazine and Newspaper Market

Pueblo County is a little less likely than the rest of the country to buy books, e-books or read books and magazines, either printed or digital. Printed newspapers are read a little more frequently than the US average in Pueblo County. (Figure 16)

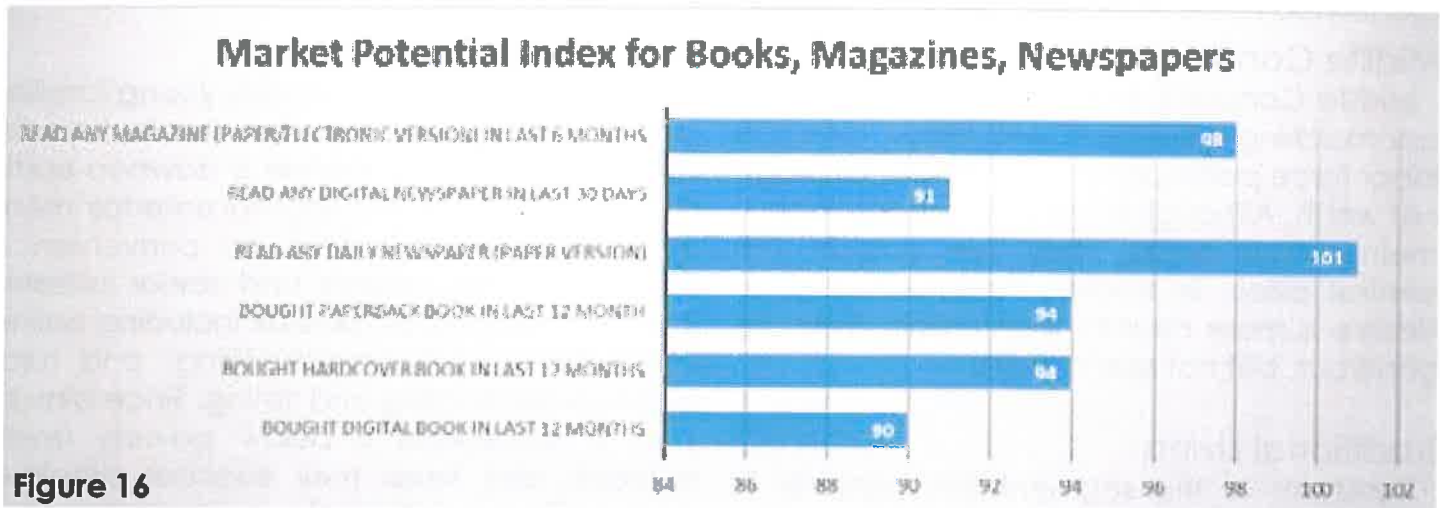


Figure 16

The translation of market potential into Pueblo County demographic data shows 89.1% of the County residents have read a magazine in the past 6 months and three times as many households bought a paperback in the last twelve months than bought a digital book. Pueblo County households bought twice as many hardcover books as digital books. (Figure 17)

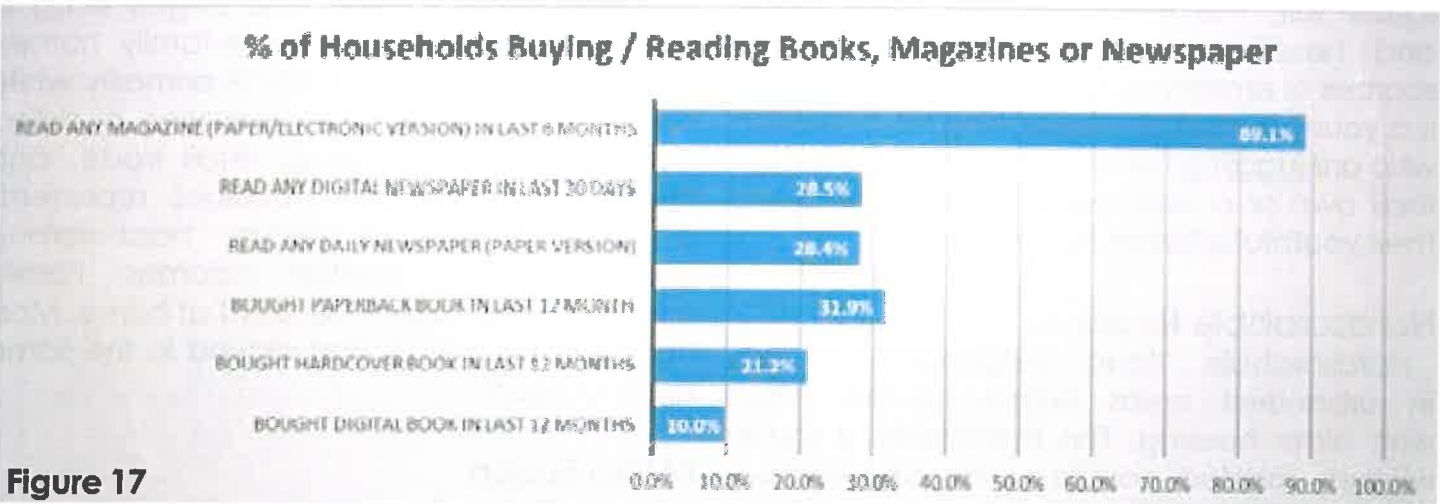


Figure 17

Summary

Three themes across demographic, population and market segments emerged during analysis:

- Pueblo County is very stable
- Pueblo County is getting older
- Pueblo County residents lag behind the US with respect to time and money spent on electronics and Internet

The stability of the community served by PCCLD may be an advantage in that the Library may not have to adapt to dramatic shifts caused by rapid growth. This stability may also mean the Library must attract members of the community that heretofore have not been active users in order to grow.

Appendix

Esri Tapestry Group Descriptions (in order of predominance in Pueblo County) Esri outlines 67 tapestry segments based on demographic and socioeconomic data. Of those, 9 were mentioned in this report and are listed below.

Midlife Constants

Midlife Constants residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban. They are generous, but not spendthrifts.

Traditional Living

Residents in this segment live primarily in low-density, settled neighborhoods. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and healthcare sectors are the primary sources of employment for these residents. This is a younger market -- beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

Hardscrabble Road

Hardscrabble Road neighborhoods are in urbanized areas within central cities, with older housing. This is primarily a family market, married couples (with and without children) and single parents. Younger, highly diverse, and less educated, they work mainly in service, manufacturing, and retail trade industries. Unemployment is high (almost twice the US rate), and median household income is half the US median. Almost 1 in 3 households have income below the poverty level. Approximately 60% of households are renters, living primarily in single-family homes. This market is struggling to get by.

Small Town Simplicity

Small Town Simplicity includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semi-rural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, scrapbooking, and rural activities like hunting and fishing. Since almost 1 in 4 households is below poverty level, residents also keep their finances simple—paying bills in person and avoiding debt.

Rustbelt Traditions

The backbone of older industrial cities, Rustbelt Traditions residents are a mix of married-couple families and singles living in older developments of single-family homes. While varied, the work force is primarily white collar, with a higher concentration of skilled workers in manufacturing, retail trade, and health care. Rustbelt Traditions represents a large market of stable, hard-working consumers with modest incomes. Family oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.

Metro Fusion

Metro Fusion is a young, diverse market. Many residents do not speak English fluently and have moved into their homes recently. They are highly mobile and over three quarters of households are occupied by renters. Many households have young children; a quarter are single-parent families. The majority of residents live in midsize apartment buildings. Metro Fusion is a hard-working market with residents that are dedicated to climbing the ladders of their professional and social lives. This is particularly difficult for the single parents due to median incomes that are 35% lower than the US level.

Exurbanites

Ten years later, Exurbanites residents are now approaching retirement but showing few signs of slowing down. They are active in their communities, generous in their donations, and seasoned travelers. They take advantage of their proximity to large metropolitan centers to support the arts, but prefer a more expansive home style in less crowded neighborhoods. They have cultivated a lifestyle that is both affluent and urbane.

Up and Coming Families

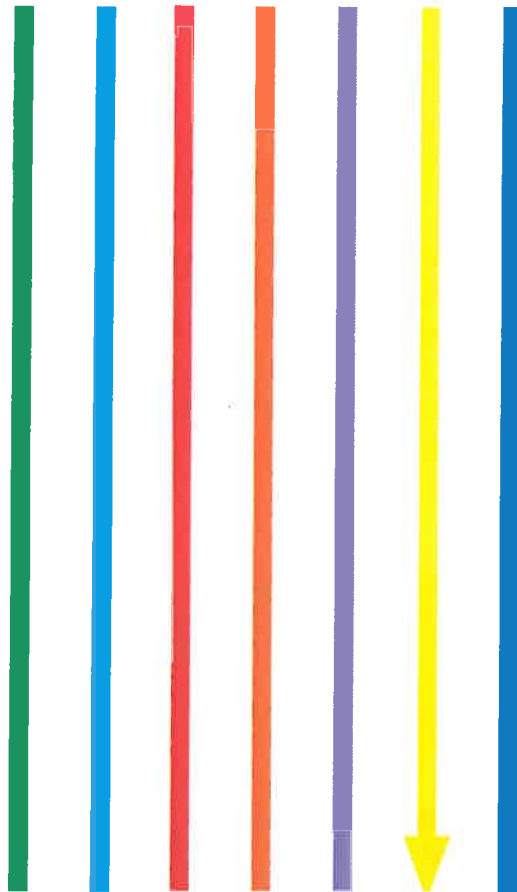
Up and Coming Families is a market in transition—residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession has impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest-growing markets in the country.

Bright Young Professionals

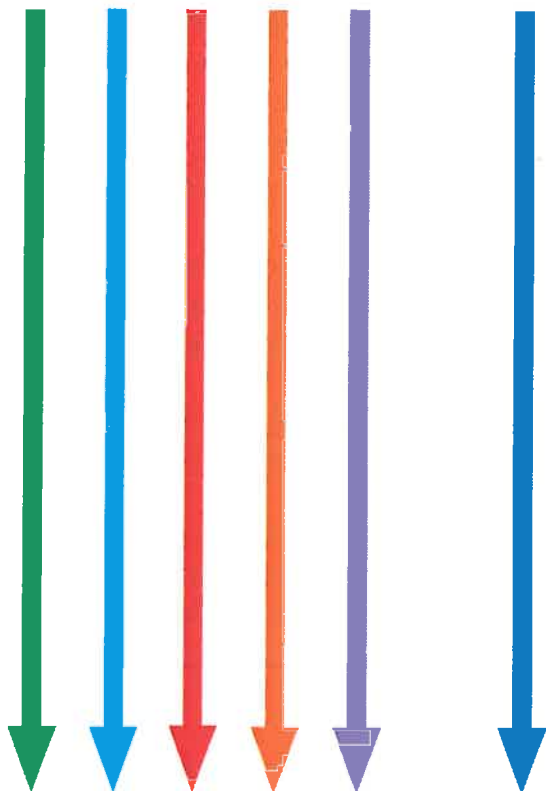
Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. One out of three householders is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.



Community members gather to practice a cultural dance at Art Bash held at Rawlings.



Library Trends Report



Abby Koehler

2015 Trends

Introduction

It has been an exciting few years for the Pueblo City-County Library District. 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, 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. The question is, "Where do we go from here?"

Library Trends

To begin to answer that question it may be helpful to review the Library's performance against that of our peers. 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



A variety of books are offered for checkout.

top of the rankings among the 13 libraries. The Library is first for visits per capita in 2014, a rise of two positions from 2013. The Library is also first for program attendance per capita, moving ahead from position 2 in 2013. PCCLD is fourth for circulation per capita, a sharp rise from the 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% gain in this measure during that same period – an average 10.15% increase from 2010-2013 and a 49.30% spike in 2014.

Visits per capita nationally 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 trend continues to slow.

PCCLD, however, has seen an 8.14% average yearly increase since FY2009, which includes a slight decrease in FY2011 (-5.35%) and a substantial gain in FY2013 (18.31%).

And of the 251 libraries nationwide with Legal Service Populations between 100,000 and 499,999 who reported to the PLDS survey, PCCLD ranks 15th for program attendance per capita. Many of the libraries listed ahead of PCCLD can be found 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, in large measure due to lack of national digital use tracking standards. Nonetheless, the Library's locally devised digital use data tracking indicates a rapid increase in computer and online database use in recent years.

Standards Review

The achievements of PCCLD in the last few years are certainly noteworthy. In an attempt to identify areas for growth and development, the Library recently undertook an internal review of services and offerings. Among the tools used were the Digital Inclusion Survey from the American Library Association, the Gates Foundations' Edge benchmarking tool which assesses public computing technology, and the Colorado State Library's Public Library Standards.

In addition, the Library considered industry-specific key performance indicators for each functional area of the organization, including Technical Services, Information Technology, Finance, Human Resources, and Community Relations and Development.

Public Computing Technology Surveys

Funded by the Institute for Museum and Library Services, the 2015 Digital Inclusion Survey attempts to "take the pulse of public library service in the areas of digital literacy, economic and workforce development, civic engagement, educational support, health information and public access to the internet." [1] Similar to the Survey, the Edge tool also provides an overview of Library services, partnerships and programming.

The results of this tool include a wealth of actionable suggestions for improving, expanding or augmenting current offerings.

Initial findings from both tools indicate that PCCLD is adequately providing computing and technology resources to the community, including wireless internet access, and that Library offers the requisite resources for meeting certain needs within a community, such as Basic Literacy services, GED services, job preparation and application services, and health information needs.

Compared to peer libraries of similar size (serving between 65,001 and 175,000 people) in the Edge tool, the Library scored 42% higher than the group average, achieving 825 of the possible 1,000 survey points. In the Edge breakdowns by Community Value, Engaging the Community, and Organizational Management, the Library scored well above average in many categories. In the areas of providing patron surveys and an annual survey, however, the Library scored below the average point value. One benefit to these tools, particularly the Edge assessment, are the 100+ actionable recommendations created based on the Library's responses.

These recommendations range from easy to difficult to facilitate, extreme or little relevance or importance to a community, and from high to low cost. Detailed results can be accessed online through the Edge website.

Public Library Standards

Similar results were found when comparing the Library against the checklist of Colorado State Library Public Library Standards. The Colorado State Library (CSL) published the Standards in 2011. Included are minimum standards, such as those described in CSL's Definition of a Public Library, as well as benchmark standards which "point to best practices and striving towards excellence." [2] Opportunities for growth at PCCLD as identified by this review included:

- **Collections:** Adopt a Collection Management Plan that includes policies for conservation/preservation and procedures for non-circulating items
- **Facilities:** Each service outlet must be open to the public no fewer than 20 hours per week (regarding the satellite locations)
- **Governance:** Library uses surveys and other feedback tools and measures to determine the effectiveness of its services
- **Marketing and Advocacy:** Develop, adapt, and implement a comprehensive public relations program that includes a marketing plan that reflects the community needs

Unlike the Edge tool, the Public Library Standards comparison does not consider certain factors in achieving these benchmarks, including cost and relevance to the Library's community.

Functional Area Performance Indicators

While the Public Library Standards set benchmarks to best practices, they do not include performance measures or metrics that might allow non-public functional areas of the Library to track internal performance over time. For some areas, a number of national or international standards guide local operations, particularly for Information Technology and Finance, and audits provide accountability according to these standards.

For other areas of the Library, industry standard measures that are predictive of performance are not actively gathered. Performance measurement and management have become central to reporting accountability for governments, non-profits, and businesses; establishing and monitoring key performance indicators within functional areas can ensure operational sustainability and transparency.

Global Library Trends

Sustainability has been a key issue for libraries in recent years. The digital shift that the world has experienced in the last 20 years has dramatically changed not only how people read, learn, and access information, but also what they read, learn about, and find. As a result, libraries across the world have considered, and often reconsidered, their role as a public institution, as a place of knowledge and learning, and as a provider to free information.

Added to this, the private sector has been incredibly successful regarding innovation in digital technology and has created a certain amount of competition for some of the Library's traditional offerings. The private sector's digital initiatives have also changed the way libraries procure, curate, and make collections accessible. The implications of this for the Library of the future are complex.

Libraries = Books?

In 2014, the library nonprofit OCLC released a report titled *At a Tipping Point: Education, Learning and Libraries*. In it, they detailed the results of their 10-year investigation into the brand of libraries across the United States. They found "sixty-nine percent (69%) of online users indicated that their first thought of a library was "books" in 2005, [and] 75% in both 2010 and 2014." [3] The public perception that 'libraries = books' remains strong today, indicating that the public's nostalgia for the library of yesteryear, their love of their idea of the Library, is pervasive.

And yet, the 2013 Pew Research Center study *How Americans Value Public Libraries in Their Communities* found that while people love the Library, "'over half (52%) say that people do not need public libraries as much as they used to' (Zickuhr et al., 2013)." [4] This slip in relevance could likely lead to a fading of the public's nostalgia and could affect library services in the future.

"Thinking of libraries as they were ages ago and wanting them to remain the same is the last thing we should want for them," writes John Palfrey, the former head of the Harvard Law School Library, in his 2015 book *BiblioTech: Why Libraries Matter More Than Ever in the Age of Google*. [5] Relevancy of the library brand will be a key indicator in the Library's future health and sustainability.

And yet, there are some in the library world who remain convinced that the "book" brand is more asset than detriment and should become the core of library services. Steve Coffman, Vice President of LSSI, an independent provider of library services, believes that the future of libraries rests in the pages they've become known for.

"But if [libraries] are to be competitive – we must stop apologizing for what we are; we must celebrate it. We must take advantage of new opportunities to help people discover good books. We must serve as a link between the print and digital worlds, because our patrons inhabit them both. We must find ways to spend more on our collections.

And we must not hedge our bets – with our limited resources we can't afford to chase after every new idea that comes along, we must focus closely on doing one thing right – putting books in the hands of readers – and just say 'NO' to everything else." [6]

This can be a lot to ask of libraries. With the average public library spending only 15 cents of every dollar on content and collections, saying "'NO' to everything else" could dramatically shift the services a library provides. According to The Library Resource Guide Benchmark Study on 2015 Library Spending Plans, libraries nationally allocate 15% on content and collections. At PCCLD, the distribution is higher at 16.7%. However, 81% of libraries surveyed said that "this year, for the first time, the percentage of public libraries reporting decreased demand for print materials is exceeding the percentage reporting increases." [7] And while demand for print nationally is decreasing, average library spending does not necessarily reflect that shift, with 56 cents of every dollar spent on collections going toward printed material and 26 cents to digital, figures that are flat compared to previous years.

Books and Beyond

Currently, the Library envisions more than books in its future, as stated in the Library's Vision, "Books and Beyond," and has worked diligently to meet the expanding technological and informational needs of the community.

The Library is not alone in exploring new ways to incorporate technology into traditional products and services. The ConnectED Initiative announced by President Obama in 2013 highlights this trend on a national level.

The program aims to "empower teachers with the best technology and the training to make the most of it, and empower students through individualized learning and rich, digital content."



New technologies in use at the Rawlings Library.

[8] The program plans to upgrade broadband internet connectivity to schools and libraries, train teachers on using digital education tools, and seek assistance from the private sector to provide digital devices and personalized software to students.

Libraries across the country have also begun to innovate ways in which they can extend digital technology access to students beyond the classroom with the concept of Learning Labs. In a report on the subject issued by the Urban Libraries Council, the focus of Learning Labs is to provide Connect Learning spaces, where "learning is interest-driven, socially relevant, and aimed at expanding educational or economic opportunity" [9] and where mentors engage young people in spaces designed to foster communication, growth, and experimentation.

Examples include makerspaces, media labs, and other spaces where 'messing around' is encouraged as a means for learning. In many libraries, these Learning Labs are not restricted to use by young people.

Chattanooga Public Library's "4th Floor" space includes a "Gig Lab" that offers high-speed Internet connectivity for the public to explore, collaborate and create using applied arts. The Skokie (IL) Public Library created a Learning Lab for entrepreneurs where they can work, conduct meetings, and receive technology access and support from an on-site MBA-degreed librarian.

While many library initiatives around 21st century educational concepts focus on places or partnerships with schools, the Urban Library Council has also stated that libraries are uniquely poised to bring the community together through partnerships and collaboration around lifelong learning “at any time, any place, any path, and any pace.”[10] They note that libraries are aware of the changing needs of their communities, they connect with people from birth through senior years, they provide mentorship on building technology skills, and they are very good at building partnerships – all assets that support the Library’s mission of lifelong learning.

By the Numbers

One of the challenges of understanding the Library’s success at ‘Books and Beyond’ is figuring out how to measure it. For many decades, the Library has measured ‘Books’ by looking at the return on the investment: how many times a book checks out, cost per circulation, and circulation as a percentage of overall collection use. When it comes to measuring programs and services, and whatever else may be ‘Beyond,’ the Library is faced with the problem of outputs versus outcomes. The former relies on transactional, countable actions (as in, the number of people who attended a program).

The latter relies on how a program attendee would answer the question, ‘How has your attendance at this event impacted your life (or employment, or education)?’ For many years, outcome-based assessment has been common across many industries in both private and public sectors, and yet it remains elusive for libraries because of the lack of standardized, affordable data collection and reporting tools.

In the fall of 2014, the Public Library Association organized a task force to develop a national model for outcomes-based performance indicators for public libraries, but as yet they have not conclusively identified methods for measuring the Library’s community impact, though they have solidly identified the need for them.

Collective Impact

Measurability aside, collective impact continues to be a predominate theme in futures-oriented library literature. In a recent article for American Libraries, Miguel Figueroa, Director of the American Library Association’s Center for the Future of Libraries, writes that communities are looking for better coordination among local organizations to address priority needs, and libraries should align themselves strategically with local entities and their community-driven agendas.[11] The Aspen Institute, an education and policy studies organization in Washington, D.C., found the same in their 2015 Dialogue on Public Libraries.

Of their four ‘Strategies for Success,’ two refer to “align[ing] services to support local community goals” and “cultivat[ing] leadership” within a community so that libraries can build communities that “thrive and succeed together.”[12] In 2013, a consortium of Colorado nonprofits and foundations worked to establish a set of community indicators around education, economic or financial wellbeing, and health with the aim of measuring the success of collaborations among local organizations, possibly providing a path for library and related agencies to mark their success in partnerships that have collective impact.

The Library of the future may be well-positioned to capitalize on the talent and expertise of its staff and stakeholders in an effort to build a sustainable, healthy community and successfully meet the goals of its mission and vision.

Conclusion

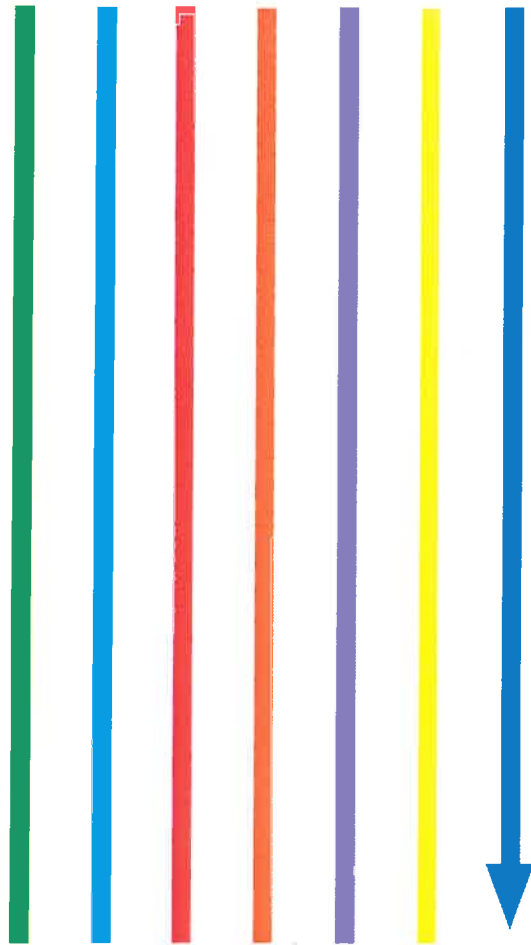
PCCLD has experienced incredible growth in recent years, both by the numbers and by the number of buildings. The services, programs and collections the Library offers are high demand. While to continue this trend of rapid growth may be unfeasible in the next few years, the Library should consider ways to maintain the levels of circulation, program attendance, visits and digital use as current levels indicate that the community values these offerings.

As the world sees continue acceleration in the innovation of digital technologies, the Library should consider ways to balance collections, programs and other services in light of community needs and industry advancements. The digital divide, or the economic and social inequality in the ability to access information and communication technologies (such as computers, internet and smart phones) continues to be an issue for the Pueblo community and will increasingly become a barrier to accessing information, services, and reading material in the coming years.

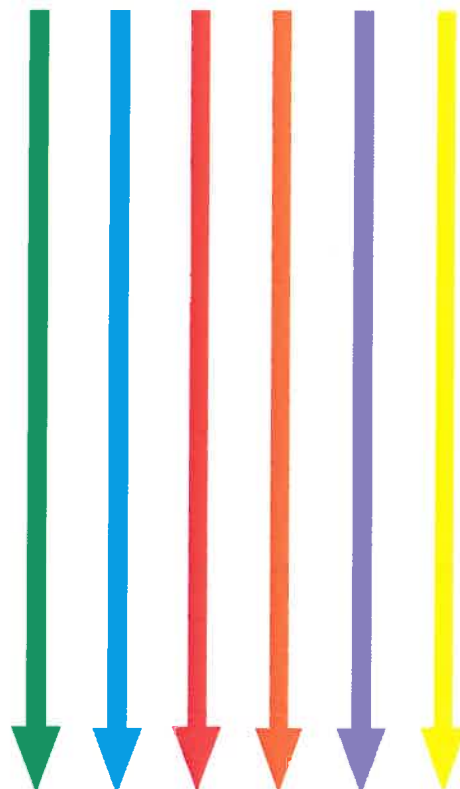
At the same time, the Library is well positioned to continue and augment lifelong learning within the community. Through strategic partnerships that leverage collective impact on lifelong learning, the Library will find itself in line with national trends toward sustainable futures. As technology, manufacturing, education and many other private and public sectors continue to adapt and change to the burgeoning creative economy, the Library should consider in what ways it may adapt and grow to meet the evolving needs of the Pueblo community. An outcomes-based assessment tool could significantly assist the Library in ongoing evaluation of its success in meeting its mission of encouraging the joy of reading, supporting lifelong learning, and providing access to information from around the world well into the future.

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Financial Projection



Chris Brogan

Pueblo City-County Library District

	2013	2014		2015		2016		2017	
	(Audit)	(Audit)		(Budget)		(Projected)		(Projected)	
GENERAL FUND:									
Beginning Fund balance	3,823,239	3,279,546	-14%	2,910,541	-11%	2,375,344	-18%	1,977,466	-17%
Revenues:									
Property tax revenue	8,493,998	8,493,207	0%	8,582,155	1%	8,862,312	3%	9,172,730	4%
Specific ownership tax	644,217	670,065	4%	677,990	1%	708,985	5%	733,818	4%
Other	488,454	409,811	-16%	584,704	43%	550,354	-6%	552,904	0%
TOTAL REVENUE	9,626,669	9,573,083	-1%	9,844,849	3%	10,121,651	3%	10,459,452	3%
Expenditures:									
Salaries, personnel	3,618,849	3,663,660	1%	3,981,041	9%	4,060,662	2%	4,141,875	2%
Payroll tax (PERA, Medicare, 401(k))	527,008	535,574	2%	575,260	7%	607,069	6%	619,210	2%
Employee benefits: insurance, misc.	483,178	451,394	-7%	541,997	20%	558,008	3%	574,494	3%
Employee benefits: travel, education	115,260	102,069	-11%	97,040	-5%	98,539	2%	100,070	2%
Materials (books, AV, periodicals,...)	1,185,620	1,720,926	45%	1,368,500	-20%	1,386,000	1%	1,417,878	2%
Processing, bindery expenses	202,481	317,172	57%	151,893	-52%	156,450	3%	161,143	3%
Programs	150,901	113,078	-25%	151,334	34%	150,000	-1%	154,500	3%
Operating leases	23,346	23,816	2%	24,296	2%	24,782	2%	25,773	4%
Lease purchase (COPS)	808,750	810,250	0%	811,550	0%	812,650	0%	809,000	0%
Utilities, bldg & vehicle mtce, repair	695,174	746,166	7%	909,351	22%	949,560	4%	987,616	4%
Friends expenditures	3,493	15,232	336%	16,300	7%	16,952	4%	17,630	4%
Contract services	351,970	361,045	3%	398,749	10%	409,511	3%	421,797	3%
County treasurer's fees	127,421	127,446	0%	128,732	1%	133,068	3%	137,729	4%
Public relations	51,390	78,813	53%	87,124	11%	89,738	3%	92,430	3%
Insurance	62,536	65,873	5%	68,464	4%	69,833	2%	71,230	2%
Office supplies, postage, printing, misc.	155,495	182,834	18%	190,663	4%	196,383	3%	202,274	3%
Information technology	307,490	426,740	39%	485,752	14%	500,325	3%	515,334	3%
TOTAL EXPENDITURES	8,870,362	9,742,088	10%	9,988,046	3%	10,219,529	2%	10,449,983	2%
Transfer to Capital Project Fund	1,300,000	200,000		392,000		300,000		200,000	
Ending Fund balance	3,279,546	2,910,541	-11%	2,375,344	-18%	1,977,466	-17%	1,786,935	-10%
CAPITAL PROJECT FUND:									
Beginning Fund balance	5,866,385	6,045,474		1,280,873		1,471,471		1,812,714	
Total Projected Revenues	275,658	565,240		65,098		78,243		106,314	
Total Projected Expenditures	1,438,069	5,529,842		266,500		37,000		287,000	
Transfer in from General Fund	1,341,500	200,000		392,000		300,000		200,000	
Ending Fund balance	6,045,474	1,280,873		1,471,471		1,812,714		1,832,028	
TOTAL COMBINED FUNDS									
Beginning Fund balance	9,689,624	9,325,020		4,191,414		3,846,815		3,790,180	
Total Projected Revenues	9,902,327	10,138,323		9,909,947		10,199,894		10,565,766	
Total Projected Expenditures	10,308,431	15,271,930		10,254,546		10,256,529		10,736,983	
Net transfers	41,500	-		-		-		-	
ENDING COMBINED FUND BALANCE	9,325,020	4,191,414	-55%	3,846,815	-8%	3,790,180	-1%	3,618,963	-5%
Restrictions against FB - Tabor & DSRF	1,102,125	1,100,517		1,108,670		1,116,975		1,127,109	
Unrestricted Fund Balance:	8,222,895	3,090,897		2,738,145		2,673,205		2,491,854	
Unrestricted FB % of operating expense	93%	32%		27%		26%		24%	
Fund balance % of operating expenditure	105%	43%		39%		37%		35%	
Materials as a % of operating budget	15%	19%		15%		15%		15%	
Salaries & benefits: % of op. budget	53%	49%		52%		52%		52%	
Debt services: % of revenue	8%	8%		8%		8%		8%	
Employee training: % of salaries	3.18%	2.79%		2.44%		2.43%		2.42%	

10-year Financial Projections

2018 (Projected)		2019 (Projected)		2020 (Projected)		2021 (Projected)		2022 (Projected)		2023 (Projected)		2024 (Projected)	
1,786,935	-10%	1,657,701	-7%	1,620,447	-2%	1,832,504	13%	2,119,734	16%	2,712,597	28%	3,197,937	18%
9,537,381	4%	9,841,929	3%	10,314,420	5%	10,623,854	3%	11,155,046	5%	11,489,698	3%	12,064,183	5%
762,980	4%	787,354	3%	825,154	5%	849,908	3%	892,404	5%	919,176	3%	965,135	5%
557,837	1%	563,847	1%	571,217	1%	581,371	2%	592,750	2%	607,437	2%	621,726	2%
10,858,208	4%	11,193,130	3%	11,710,791	5%	12,055,133	3%	12,640,200	5%	13,016,311	3%	13,651,044	5%
4,224,713	2%	4,309,207	2%	4,395,391	2%	4,483,299	2%	4,572,965	2%	4,664,424	2%	4,757,713	2%
631,595	2%	644,226	2%	657,111	2%	670,253	2%	683,658	2%	697,331	2%	711,278	2%
591,469	3%	608,949	3%	626,948	3%	645,481	3%	664,565	3%	684,216	3%	704,450	3%
101,632	2%	103,226	2%	104,854	2%	105,773	1%	106,721	1%	107,697	1%	108,702	1%
1,446,236	2%	1,475,160	2%	1,519,663	3%	1,565,253	3%	1,612,211	3%	1,660,577	3%	1,710,395	3%
165,978	3%	170,957	3%	176,086	3%	181,368	3%	186,809	3%	192,414	3%	198,186	3%
159,135	3%	163,909	3%	168,826	3%	173,891	3%	179,108	3%	184,481	3%	190,016	3%
26,804	4%	27,876	4%	28,991	4%	30,151	4%	31,357	4%	32,611	4%	33,915	4%
809,700	0%	810,700	0%	813,325	0%	813,025	0%	812,275	0%	811,075	0%	809,425	0%
1,027,198	4%	1,068,367	4%	1,111,186	4%	1,155,723	4%	1,202,046	4%	1,250,226	4%	1,300,339	4%
18,335	4%	19,069	4%	19,831	4%	20,625	4%	21,450	4%	22,308	4%	23,200	4%
434,451	3%	447,484	3%	460,909	3%	474,736	3%	488,978	3%	503,647	3%	518,757	3%
143,204	4%	147,777	3%	154,871	5%	159,517	3%	167,493	5%	172,518	3%	181,144	5%
95,203	3%	98,059	3%	101,001	3%	104,031	3%	107,152	3%	110,366	3%	113,677	3%
72,655	2%	74,108	2%	75,590	2%	77,102	2%	78,644	2%	80,217	2%	81,821	2%
208,343	3%	214,593	3%	221,031	3%	227,662	3%	234,491	3%	241,526	3%	248,772	3%
530,794	3%	546,718	3%	563,120	3%	580,013	3%	597,414	3%	615,336	3%	633,796	3%
10,687,442	2%	10,930,385	2%	11,198,733	2%	11,467,904	2%	11,747,336	2%	12,030,970	2%	12,325,584	2%
300,000		300,000		300,000		300,000		300,000		500,000		500,000	
1,657,701	-7%	1,620,447	-2%	1,832,504	13%	2,119,734	16%	2,712,597	28%	3,197,937	18%	4,023,396	26%
1,832,028		1,764,437		1,818,317		1,760,847		2,007,225		2,353,290		2,578,767	
81,488		105,880		81,365		105,848		83,065		111,180		88,209	
449,079		352,000		438,835		159,470		37,000		385,703		649,478	
300,000		300,000		300,000		300,000		300,000		500,000		500,000	
1,764,437		1,818,317		1,760,847		2,007,225		2,353,290		2,578,767		2,517,498	
3,618,963		3,422,138		3,438,764		3,593,351		4,126,958		5,065,886		5,776,704	
10,939,696		11,299,010		11,792,156		12,160,981		12,723,265		13,127,491		13,739,253	
11,136,521		11,282,385		11,637,568		11,627,374		11,784,336		12,416,673		12,975,062	
-		-		-		-		-		-		-	
3,422,138	-5%	3,438,764	0%	3,593,351	4%	4,126,958	15%	5,065,886	23%	5,776,704	14%	6,540,894	13%
1,139,071		1,149,119		1,164,649		1,174,979		1,192,531		1,203,814		1,222,856	
2,283,067		2,289,645		2,428,702		2,951,979		3,873,355		4,572,890		5,318,038	
21%		21%		22%		26%		33%		38%		43%	
32%		31%		32%		36%		43%		48%		53%	
15%		15%		15%		15%		15%		15%		15%	
52%		52%		52%		51%		51%		51%		51%	
7%		7%		7%		7%		6%		6%		6%	
2.41%		2.40%		2.39%		2.36%		2.33%		2.31%		2.28%	

Updated for solar arrays
June 27, 2015

