

A group of people are gathered in a modern meeting room with large windows. A woman is standing and pointing at a whiteboard, while others are seated at a long table, listening. The room is bright and airy, with a high ceiling and large windows. The whiteboard has handwritten notes, including "MEETING TODAY", "SUMMER VACATION", and "AGENDA".

DATA GATHERED

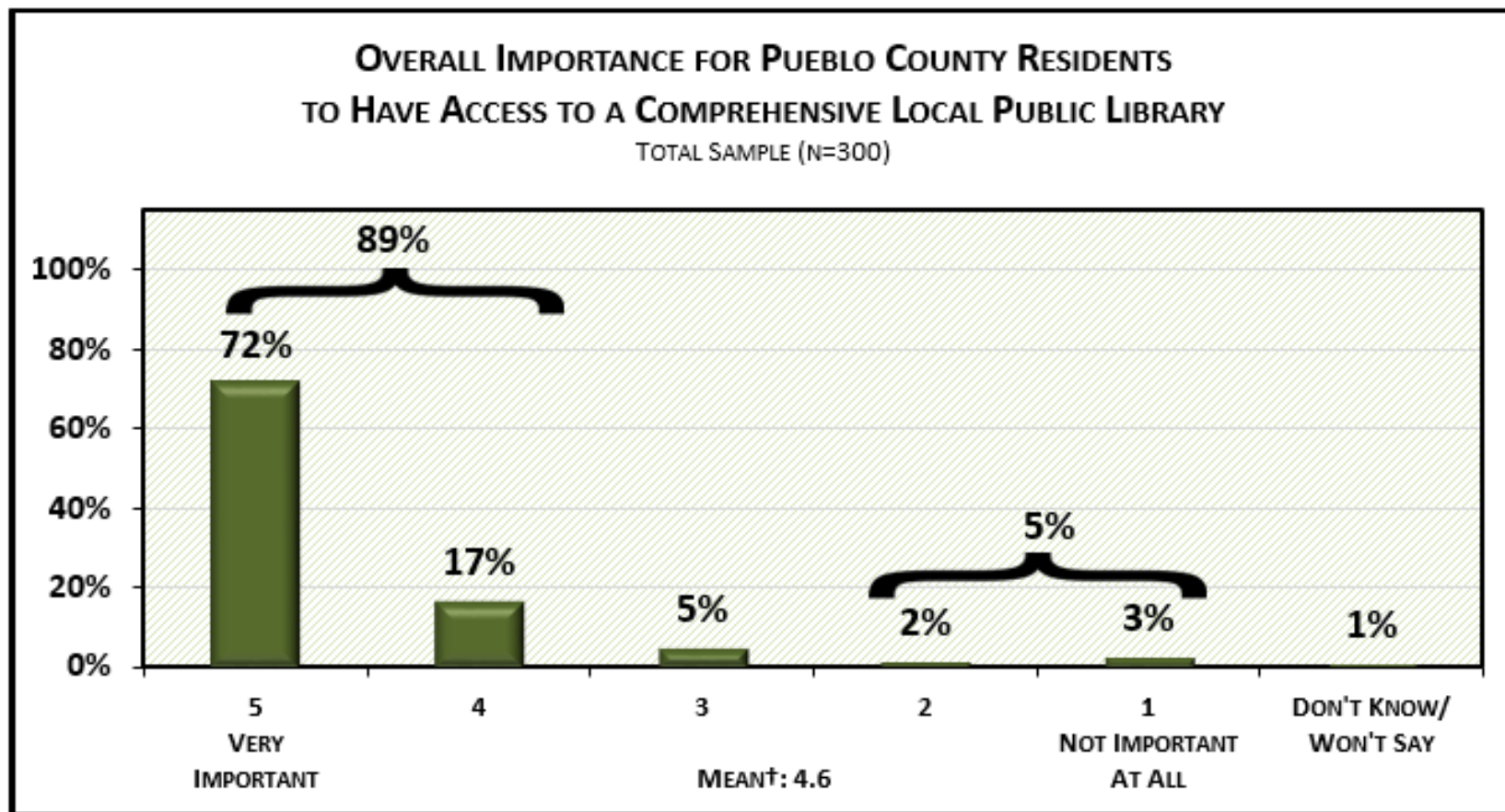
A woman with dark hair and glasses is smiling while wearing a headset with a microphone. She is holding the microphone with her right hand. She is wearing an orange shirt. The background is a light blue wall.

Poll Data

Purpose and Background

- PCCLD conducted a quantitative poll to gather input from adult residents in Pueblo County on library services.
- We engaged Research & Polling, Inc., a polling company located in New Mexico that has experience with similar polls for library systems.
- This poll includes 300 phone/cell phone surveys at 95% confidence level.

Key Findings



† THE MEAN SCORE IS DERIVED BY TAKING THE AVERAGE SCORE BASED ON THE 5-POINT SCALE. THE VERY IMPORTANT RESPONSE IS ASSIGNED A VALUE OF 5; THE NOT IMPORTANT AT ALL RESPONSE IS ASSIGNED A VALUE OF 1. THE DON'T KNOW/WON'T SAY RESPONSES ARE EXCLUDED FROM THE CALCULATION OF THE MEAN.

Key Findings

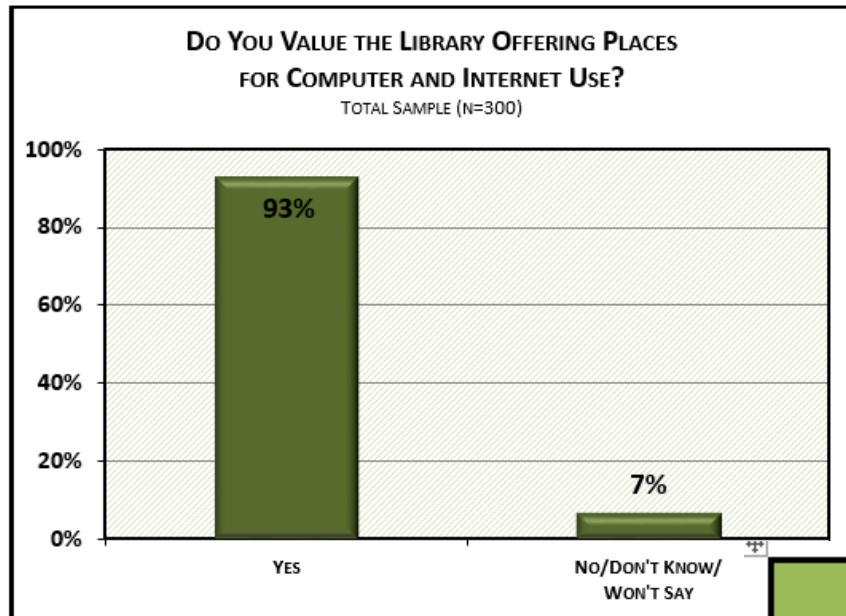
MOST IMPORTANT SERVICES AND PROGRAMS PROVIDED BY THE PUEBLO CITY-COUNTY LIBRARY DISTRICT

TOTAL SAMPLE (N=300)

TOP 10 UNAIDED RESPONSES

SELECTION OF BOOKS	28%
CHILDREN'S PROGRAMS	19%
INTERNET ACCESS AT THE LIBRARY	18%
DO NOT USE THE LIBRARIES	13%
SELECTION OF EBOOKS	8%
COMPUTER USE/RESERVATIONS	7%
REMOTE ACCESS TO ONLINE LIBRARY SERVICES	5%
PUBLIC MEETING ROOM	4%
SELECTION OF AUDIOBOOKS	4%
NONE IN PARTICULAR	6%

Key Findings



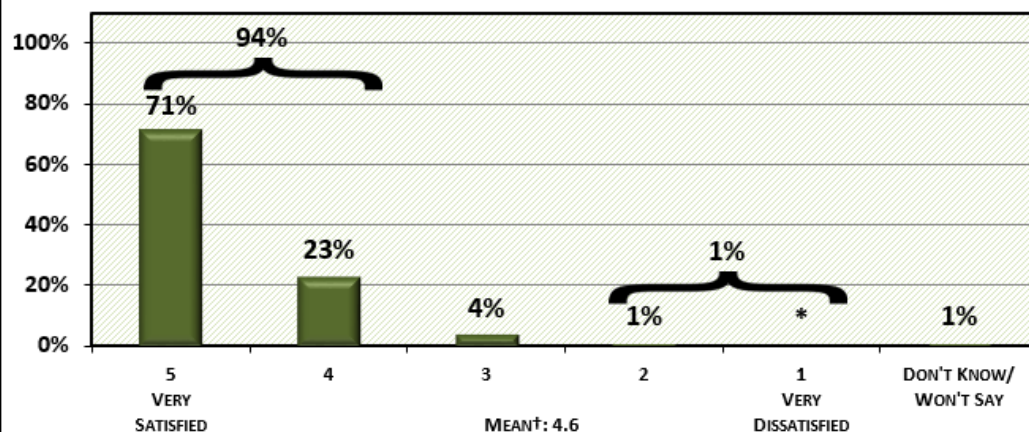
LIBRARY/LIBRARIES USED MOST OFTEN	
AMONG THOSE WHO HAVE VISITED IN THE PAST THREE YEARS	
TOTAL RESPONSES (N=218)	
TOP 10 UNAIDED RESPONSES	
RAWLINGS LIBRARY	47%
PUEBLO WEST LIBRARY	23%
LAMB LIBRARY (SOUTH SIDE)	21%
BARKMAN LIBRARY (BELMONT)	12%
GIODONE LIBRARY (ST. CHARLES MESA)	8%
GREENHORN VALLEY LIBRARY (COLORADO CITY)	5%
LIBRARY AT THE YMCA	3%
LUCERO LIBRARY (EAST SIDE)	3%
NONE IN PARTICULAR	3%
DON'T KNOW/WON'T SAY	2%

Key Findings

OVERALL SATISFACTION WITH THE LIBRARIES' CLEANLINESS AND MAINTENANCE

AMONG THOSE WHO HAVE VISITED IN THE PAST THREE YEARS

TOTAL RESPONSES (N=218)



OVERALL RATING OF THE STAFF MEMBERS (SUMMARY TABLE)

TOTAL RESPONSES (N=218)

AMONG THOSE WHO HAVE VISITED IN THE PAST THREE YEARS

RANKED BY HIGHEST PERCENTAGE "EXCELLENT"

	EXCELLENT 5	4	3	2	VERY POOR 1	DON'T KNOW/ WON'T SAY	MEAN†
FRIENDLINESS	74%	20%	3%	-	-	2%	4.7
KNOWLEDGEABLE	71%	23%	2%	-	-	4%	4.7
HELPFULNESS	70%	24%	4%	-	-	3%	4.7

† THE MEAN SCORE IS DERIVED BY TAKING THE AVERAGE SCORE BASED ON THE 5-POINT SCALE. THE EXCELLENT RESPONSE IS ASSIGNED A VALUE OF 5; THE VERY POOR RESPONSE IS ASSIGNED A VALUE OF 1. THE DON'T KNOW/WON'T SAY RESPONSES ARE EXCLUDED FROM THE CALCULATION OF THE MEAN.

Key Findings

USAGE AND OVERALL SATISFACTION WITH COLLECTIONS PROVIDED BY THE PUEBLO CITY-COUNTY LIBRARY DISTRICT (SUMMARY TABLE)

AMONG THOSE WHO HAVE BEEN TO A PUEBLO CITY-COUNTY LIBRARY OR USE THE WEBSITE

TOTAL RESPONSES (N=224)

RANKED BY HIGHEST PERCENTAGE "USE COLLECTION"

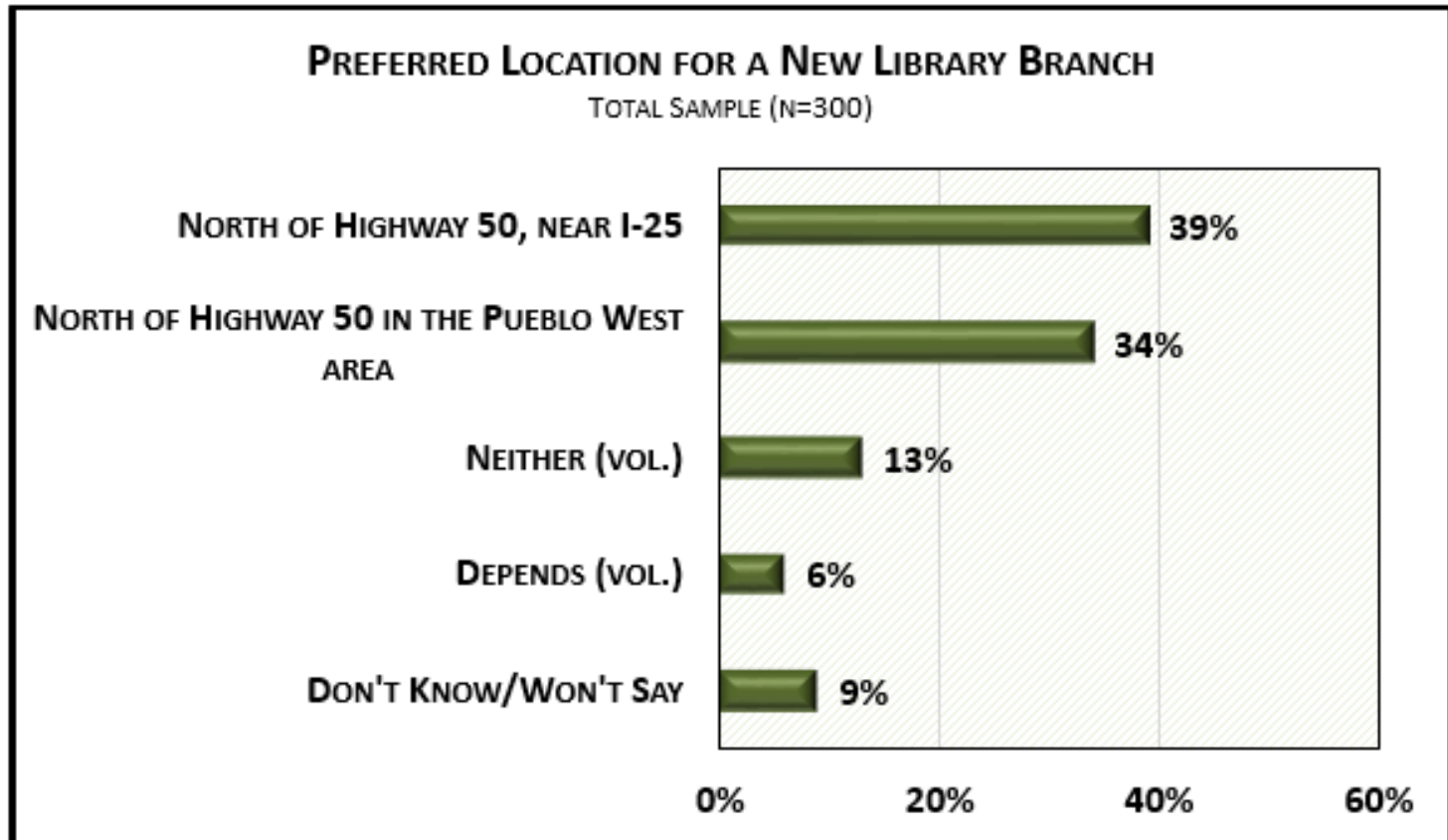
	USE COLLECTION	VERY SATISFIED	SOMEWHAT SATISFIED	SOMEWHAT DISSATISFIED	VERY DISSATISFIED	DON'T KNOW/ WON'T SAY
THE COLLECTION OF BOOKS	84%	72%	26%	2%	*	-
THE COLLECTION OF MOVIES	51%	63%	29%	4%	3%	1%
LOCAL HISTORY AND ARCHIVES	48%	72%	22%	3%	4%	-
CHILDREN'S COLLECTION AND SERVICES	46%	79%	19%	2%	1%	-
ONLINE E-BOOKS	36%	65%	31%	4%	-	-
AUDIOBOOKS	32%	51%	46%	4%	-	-
STREAMING MOVIES	18%	69%	21%	4%	1%	4%
STREAMING MUSIC	13%	71%	24%	5%	-	-

*LESS THAN 1% REPORTED.

Key Findings

WAYS THE LIBRARY COULD BE IMPROVED	
TOTAL SAMPLE (N=300)	
TOP 10 UNAIDED RESPONSES	
HOURS: MORE CONVENIENT	6%
MORE ADULT PROGRAMS	3%
MORE LIBRARY COMPUTERS FOR PATRONS' USE	3%
HAVING DESIRED BOOKS OF INTEREST THERE	3%
MORE TIME TO READ/USE INTERNET	3%
MORE BOOKS	3%
MORE ADVERTISING TO PROMOTE THEIR SERVICES/PROGRAMS	3%
MORE CONVENIENT LOCATION(S)	3%
NO WAY IN PARTICULAR	39%
DON'T KNOW/WON'T SAY	20%

Key Findings



Recommendations and Next Steps

- Include this data in our strategic planning discussions and utilize these findings to shape future services and operational objectives.
- It is provided today to assist your efforts in brainstorming about the library district's strengths & opportunities and goals & strategies.



Emerging Technology

People-centric

Hyperautomation

Automation is organizations using technology to automate tasks that once required human judgment or action. Hyperautomation is a state in which organizations use a combination of AI and ML to rapidly identify and automate all possible business processes. Hyperautomation extends across a range of tools that can be automated, but also refers to the sophistication of the automation (i.e., discover, analyze, design, automate, measure, monitor, reassess).

Hyperautomation has four key implications:

Shifting scope — The scope of automation shifts from individual discrete tasks to knowledge work that drives more dynamic experiences and, ultimately, better business outcomes.

Evolving technology — The technologies required to support hyperautomation will evolve to support a broad range of business scope and incorporate more ML.

Increasing agility — As needs (and threats) evolve, organizations will need to be more agile to respond.

Engage the workforce — The workforce must be fully engaged, and perhaps more importantly, fully integrated, to capture the full value of hyperautomation.



By 2022, application integrations delivered with robotic process automation (RPA) will grow by 40% year over year.



Although automation utilizes a complex, overlapping, ultimately complementary range of tools and technologies, there are two core components:

RPA — Connects legacy systems

Intelligent business process management suites (iBPMs) — Manage long-running processes

People-centric

Multiexperience

Multiexperience replaces technology-literate people with people-literate technology. In this trend, the traditional idea of a computer evolves from a single point of interaction to include multisensory and multitouchpoint interfaces like wearables and advanced computer sensors. Multiexperience moves across many human senses, which creates a richer, more immersive experience.

Eventually multiexperience will evolve into the ambient experience, but the technology faces challenges with privacy issues, as well as with individual independent creators working on different experiences. It will be a while, if ever, before a seamless experience emerges. Most likely, ambient experiences will exist in proprietary ecosystems.

A million ways to order pizza



Domino's Pizza created a multiexperience platform that moved beyond simply ordering food via its app. The company expanded the experience to include a pizza tracker and smart speaker communications, and uses technologies like autonomous vehicles and drones to deliver the food.



By 2021, at least one-third of enterprises will have deployed a multiexperience development platform to support mobile, web, conversational and augmented reality development.

Smart spaces

Autonomous Things

Autonomous things are physical devices that use AI to automate functions previously performed by humans. They range in size and sophistication from small drones to autonomous ships, and operate across many different environments (i.e., land, sea and air.) Increasingly, autonomous things are operating in closed environments, such as mines or warehouses, but they will eventually evolve to more open spaces.

Autonomous things operate along a spectrum from semiautonomous devices to fully autonomous cars. Further, as the number of autonomous things increases, there will be a shift from things that operate alone to a swarm of collaborative intelligent things. For example, a group of robots could operate a coordinated assembly processes.



By 2023, over 30% of operational warehouse workers will be supplemented by collaborative robots.

Honda's Safe Swarm



Honda's Safe Swarm uses vehicle-to-vehicle communication to allow cars to pass information to other cars in the vicinity. For example, alerts about an accident miles up the road could be relayed to cars several miles back, enabling them to operate collaboratively and intelligently to avoid accidents and mitigate traffic.

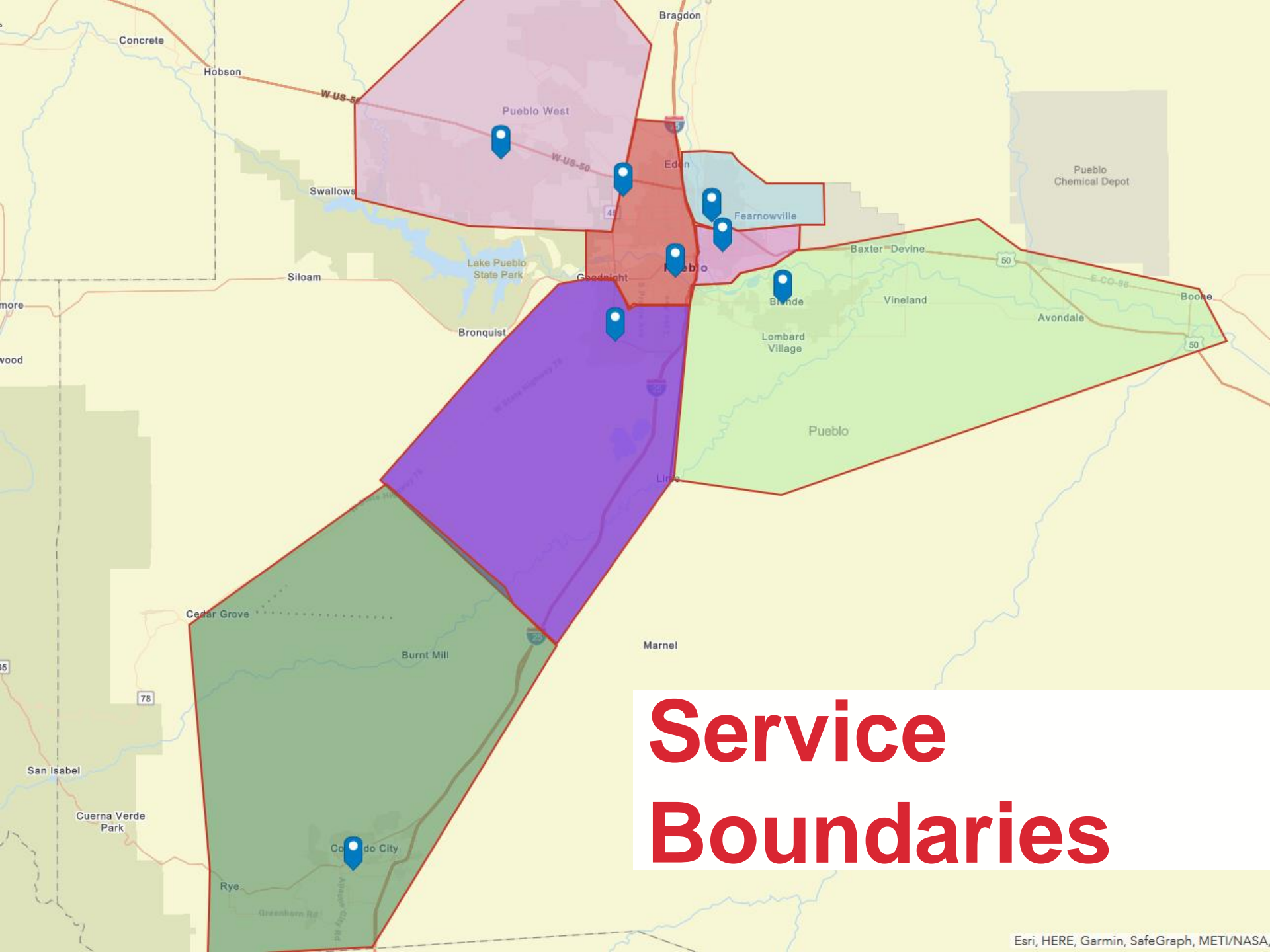


Internal & External Data

Purpose and Background

- Capture and **analyze external data** that illustrates the *current state and future of the Pueblo community*.
- Capture and **analyze internal data** that reflects and illustrates the *use and performance of PCCLD*.
- Resources:
 - ESRI (GIS Mapping Software), Census, broadbandnow.com, key data and ancillary key data reporting.
 - More than 100 reports were gathered to provide needed data elements for this analysis.

County Population: 170,798	
Number of households (county): 67,264	Average household size (county): 2.47
52% white alone; 43.1% Hispanic/Latinx; 5% other	89.4% high school, 22% college degree
\$48,942 household income (national \$61,937)	17.2% poverty rate (national 11.8%)
Median age: 39.7 (Colo. 37, US 38.4)	1/3 population under 18 years of age



Service Boundaries

Barkman Service Area

2020 pop. 16,741	Avg. Home: 2.3	Pop. growth: 421	Income Growth: 10%
2025 pop. 17,162	Housing Growth: 8%	Owner occupation growth: .8%	Household income: \$57,546

Giodone Service Area

2020 pop. 14,321	Avg. Home: 2.6	Pop. growth: 442	Income Growth: 12.6%
2025 pop. 14,763	Housing Growth: 1.6%	Owner occupation growth: 2.2%	Household income: \$70,137

Greenhorn Service Area

2020 pop. 4,367	Avg. Home: 2.5	Pop. growth: 188	Income Growth: 15.2%
2025 pop. 4,555	Housing Growth: 4%	Owner occupation growth: 2.2%	Household income: \$81,482

Lamb Service Area

2020 pop. 39,366	Avg. Home: 2.5	Pop. growth: 1,277	Income Growth: 3%
2025 pop. 40,643	Housing Growth: 3.1%	Owner occupation growth: .2%	Household income: \$57,546

Library @ Y Service Area

2020 pop. 7,600	Avg. Home: 2.5	Pop. growth: 371	Income Growth: 9.8%
2025 pop. 7,971	Housing Growth: 4.7%	Owner occupation growth: 0%	Household income: \$63,014

Lucero Service Area

2020 pop. 14,837	Avg. Home: 2.6	Pop. growth: 373	Income Growth: 9.8%
2025 pop. 15,210	Housing Growth: 2.4%	Owner occupation growth: .5%	Household income: \$81,482

Pueblo West Service Area

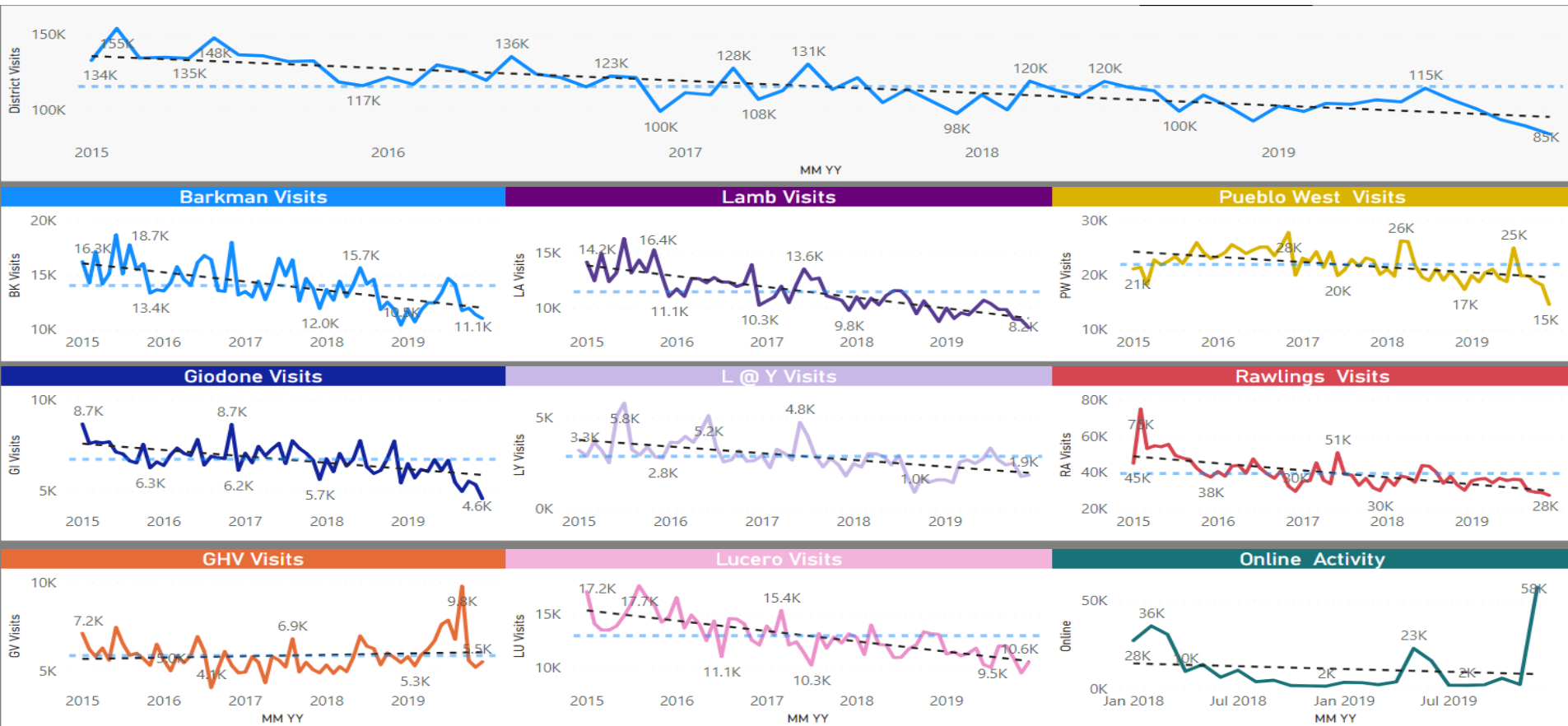
2020 pop. 32,737	Avg. Home: 2.5	Pop. growth: 1,448	Income Growth: 11.5%
2025 pop. 34,185	Housing Growth: 8%	Owner occupation growth: 2%	Household income: \$80,433

Rawlings Service Area

2020 pop. 43,670	Avg. Home: 2.3	Pop. growth: 1,502	Income Growth: 9.4%
2025 pop. 45,172	Housing Growth: 3.4%	Owner occupation growth: .3%	Household income: \$40,924

Internal Data/Key Data:

- Visits are trending down at PCCLD and trending flat at our Colorado peer institutions.



Key Takeaways (External Data)

Strengths:

- Strong community support (funding and public opinion)
- Great infrastructure that will allow us to serve our community now and into the immediate future

Opportunities:

- Xcel Solar Farm
- IndieDwell
- Evraz expansion
- Ft. Carson expansion
- Workforce development support
- Poised to support community
- Financial literacy
- Education attainment/support
- Serve as a resource that provides information literacy

Weaknesses:

- Declining key data metrics
- Are we meeting the current needs of our community?
- Socioeconomic depression/long-time community economic depression

Threats:

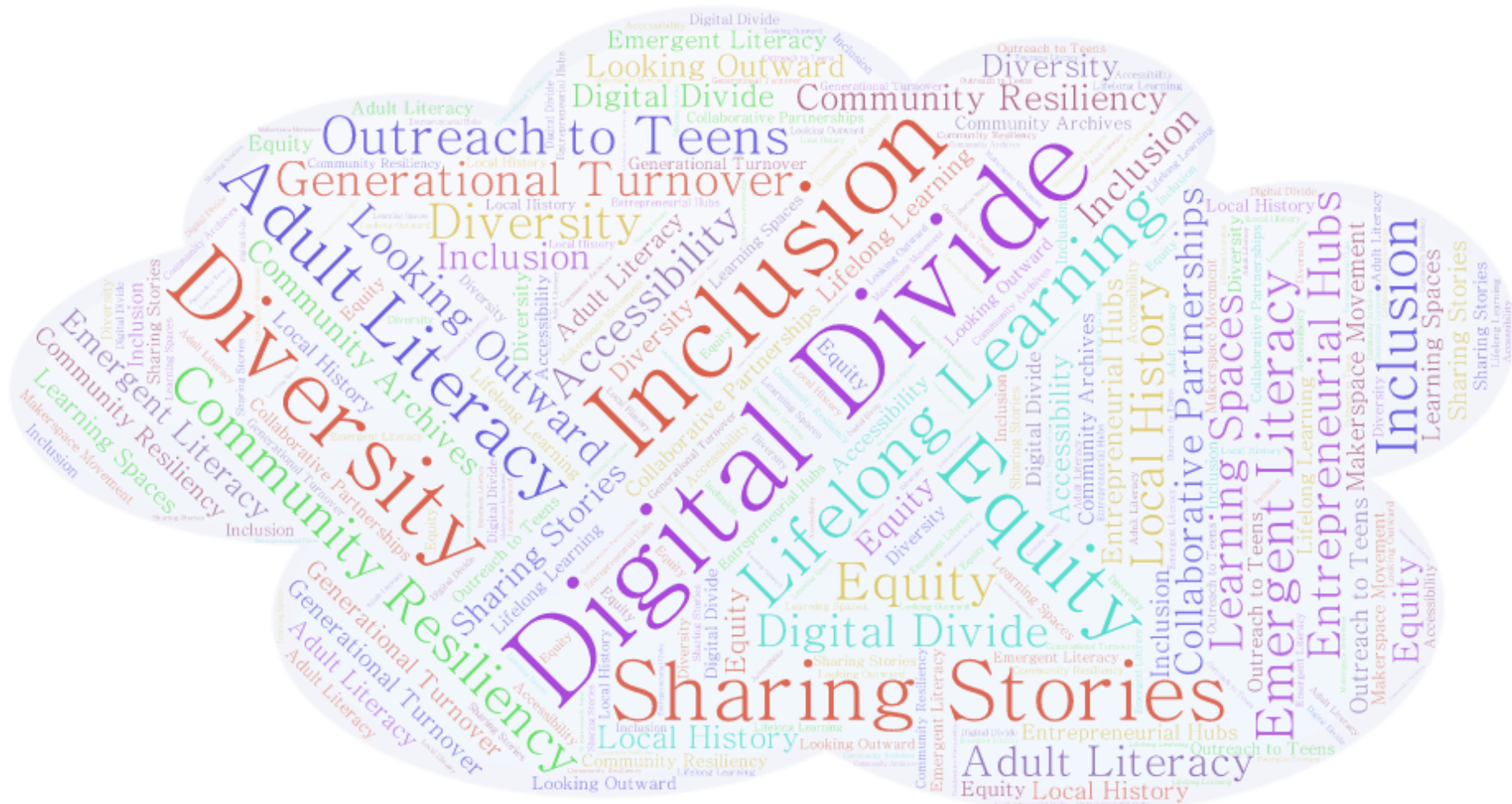
- Struggling economy
- A community in need



Library Trends

Purpose and Background

- When creating a strategic plan, it is important to identify industry trends. A trend is an assumed development in the future that will have a long-term and lasting effect on and change something.
- What are the top trends in public libraries?
- What trends are we currently doing and what should we be focusing on in the next five years?



Key Findings

- **Community Resiliency Centers**—Incorporates preparations for and rapid recovery from physical, social, and economic disruptions.
 - ❖ Distributing food and supplies
 - ❖ Providing emergency agencies a place to meet with residents
- **Bridging the Digital Divide**—Helping customers facing economic challenges and lacking access to technology. This includes minorities, those living in rural areas, older adults, and those with low levels of income and/or education.
 - ❖ Access to devices, resources, and technology at home

Key Findings

- **Equity, Diversity, & Inclusion**—Becoming proactive and advancing EDI in library services.
 - ❖ Diversity in the collections
 - ❖ Programming to promote diversity
- **Entrepreneurial Hubs**—Improving productivity, building innovation, and creating jobs. Creating innovating partnerships.
 - ❖ Collaboration with Workforce Center, Tech classes, Small Business Assistance

Key Findings

- **Lifelong Learning**—Serving families at all stages of life.
 - ❖ Emergent literacy, outreach to teens, adult literacy

Key Takeaway

- **Looking Outward**

What programs and services will transform the lives of the people and groups we support? What role should the library of tomorrow play, and what should we be doing today to prepare for those contributions?

Resources

- American Library Association
- Colorado Resiliency Resource Center
- Connected Learning Alliance
- Public Library Association
- Reference & User Services Association
- Urban Libraries Council
- US Dept. of Labor, Bureau of Labor Statistics

A group of people are in a meeting room. A woman is standing and pointing at a whiteboard. Several people are sitting at a long table, looking towards the whiteboard. The room has large windows on the left side. The text "CURRENT STATUS" is overlaid in the center of the image.

CURRENT STATUS

PCCLD Strategic Plan 2021-25

Components needed to create and launch a new strategic plan:

PLAN



COMPLETED

COMPONENT

OPPORTUNITY/ASSIGNMENT

WHO LEADS

TIMING

**DESIGNATE STRATEGIC
PLAN WORK GROUP**

Add input & direction,
monitor progress, etc.

Jon, Sherri, Amy, Nick, Jill,
Trustees input as
determined

June

DRAFT and ISSUE RFPs

Sherri & Jon

July 1-8

AWARD CONTRACTS

Jon & Sherri; work group
will act as needed

By July 31

GATHER



COMPLETED

COMPONENT

OPPORTUNITY/ASSIGNMENT

WHO LEADS

TIMING

STAKEHOLDER INPUT

Donors, Community
Leaders, Library Patrons,
Community Groups

6 Focus groups (virtual)

Joining Vision & Action
(JVA)

Sept/Oct

Community members

Scientific poll

Research & Polling, Inc.

Polling mid-
Sept; report
due Oct 9

GATHER



COMPLETED

COMPONENT	OPPORTUNITY/ASSIGNMENT	WHO LEADS	TIMING
PCCLD Employees	2020 Staff Day (virtual)	JVA/Leadership	Oct 12
DEMOGRAPHICS	Pueblo County GIS/other sources	Librarian/Researcher PCCLD Data Analyst	Oct
CURRENT LIBRARY USE DATA	PCCLD circulation data	Technical Services	Oct
	BI Generator Data/LRS Data/Other Surveys	Community Relations	Oct
	Virtual outreach data	Community Relations	Oct
LIBRARY TRENDS	Identify pertinent trends in	PCCLD librarians	Oct
EMERGING TECHNOLOGY	Review of developing opportunities	IT Director	Oct
RESOURCE ANALYSIS	Review HR, Finance & Facilities, IT resources	START Leader Team	Oct

CREATE

IN PROGRESS

COMPONENT	OPPORTUNITY/ASSIGNMENT	WHO LEADS	TIMING
STRATEGIC PLANNING RETREAT	PCCLD Trustees, managers, Foundation and Friends boards participate; takes place of annual planning retreat	Consultant	Oct 28
COMPILE INFO AND DRAFT PLAN	Sherri & Amy		Nov
EXECUTIVE DIR REVIEW	Jon		Dec 1

EXECUTE

COMPONENT	OPPORTUNITY/ASSIGNMENT	WHO LEADS	TIMING
TRUSTEE REVIEW & APPROVAL	Review at work session, approve at meeting		Dec 8 & 10
ANNOUNCE & COMMUNICATE THE PLAN	Community Relations	Nick	Dec 2020
	Staff Day 2021	Jon / HR	Feb 2021