



EL PASO PUBLIC LIBRARY
Mission Statement
&
Strategic Plan
2008 – 2011

**EL PASO PUBLIC LIBRARY
STRATEGIC PLAN PROGRESS REPORT & TIMETABLE
2008 – 2011**

Mission Statement:

El Paso Public Library serves our diverse community through information access, cultural enrichment and lifelong learning.

La Biblioteca Publica de El Paso sirve a nuestra comunidad diversa a través del acceso a la información, enriquecimiento cultural y aprendizaje de por vida.

GOAL 1: *To provide sufficient funding for the El Paso Public Library District.*

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
		A. Establish a county-wide Library District.		
July 2008		1. Based on expected Attorney General opinion, determine feasibility of a Library District	Library Administration	
September 2008		2. Form and strengthen Citizens' Committee to operate campaign for the Library District	Library Administration, Friends, Foundation	
December 2008		3. Hire a consultant to help with promotion and passage of tax initiative election	Citizens' Committee	
August 2009		4. Seek assistance from school districts for passage	Citizens' Committee	
August 2009		5. Seek Chamber of Commerce/business community support	Citizens' Committee	

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
August 2009		6. Develop a comprehensive communications campaign to educate the community , to include a paid advertising media campaign	Citizens' Committee	
Fall 2009		7. Creation of the Library District	City Council/County Commissioners Court	
November 2009		8. Hold election to fund Library District	Citizens' Committee	
		B. Develop a comprehensive fundraising program		
Spring 2008		1. Initiate a Friends brochure membership campaign	Library Administration	In progress [04/08]
April 2008		2. Hold Volunteer Recognition in April	Deputy Director (Special Projects) & Committee	Completed; Ongoing
April 2008		3. Hold social gathering for all Friends (in conjunction with Volunteer Recognition?)	Friends' Council	
Fall 2008		4. Annual gala: Hire an event coordinator	Library Foundation	
Fall 2008		5. Work with the Art Association on future fundraisers	Library Administration	
Fall 2008		6. Have Michael Tomor from Art Museum address Board, Library Staff and fundraisers		
December 2008		7. Expand possible projects: make and sell postcards of Altman photos	Library Foundation	

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
December 2008		8. Support and strengthen Friends Groups; encourage Friends Groups to support gala fundraiser	Friends' Council	
FY 2009		9. Increase Friends Council joint projects: big blow-out book sale downtown, staff development	Library Director & Friends' Council	
Fall 2009		C. Strengthen grant writing program Create shared Development Officer position within the QOL portfolio	Library Administration/ Deputy City Manager	

GOAL 2: *To properly staff all Library facilities to meet the needs of the public.*

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
		A. Recruitment of staff:		
December 2008		1. Develop a model for Workforce Planning (get the people with the right skills, experiences and competencies in the right jobs)	Staffing Task Force	
January 2009		2. Strengthen EPPL recruiting presence: identify sources for job candidates		
		◆ Advertising (library schools, printed press, mass media)	Payroll Clerk, Senior Secretary, HR	
		◆ Electronic Recruiting (EPPL Website, job postings, e-letters, listserves, etc.)	Children's Services Coordinator and staff	
		◆ Conventions	Conference participant as designated by	

Due Date	Actual Date	Objectives/Activities	Director (Rotating) Responsibility	Status
		◆ Job Fairs, Career Days	Professionals and paraprofessionals as designated by Director, Regional Managers	
		3. Remote recruitment and hiring practices	Designated staff	
		B. Alternative Staffing		
		1. Volunteers	Administrative Assistant	Ongoing
FY 2009		◆ Virtual	Director, Administrative Assistant	
		2. Temporary workers		
July 2008		◆ Internships/Externships (VOE's, Grow Your Own Librarians, etc.)	Section Heads, Managers	Ongoing
		C. Retention of staff:		
		1. Staff recognition: Employee of the Month, prizes and other incentives with funding from Friends /Board.		
		2. Training/Career opportunities: cross training, use of wiki's, TTPLS workshops, web seminars		
Ongoing		3. Schedule adjustments: variant shifts, flexible scheduling, telecommuting		
		4. Internships/Externships: career days , student aides		

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
September 2008		5. Define Jobs and Roles	Staffing Task Force	
Ongoing		◆ Reclassifications	Library Director, Supervisory staff, HR	
		◆ Salaries and Compensation	Library Director, Budget & Services Manager, HR	
		6. Professional Development		
April 2008		◆ Staff Development Day	Staff Development Committee	Ongoing
		◆ Tuition Reimbursement	HR	Ongoing
Periodic		◆ Training	Section Heads, Managers, Library Technology Manager	
December 2008		◆ Cross-Training	Staff Development Committee	
Ongoing		7. Create EPPL Traditions	Staff Association	
		8. Facility tours and EPPL orientation day/packet	Staff Development Committee	

GOAL 3: *To ensure that staff and customers have ready access to the technology necessary to efficiently gather, produce, manage, communicate and retrieve information for educational and personal use.*

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
		A. Equipment:		
July 2009		1. Evaluate scanner technology for potential implementation at Main and Regional Branches. <ul style="list-style-type: none"> ◆ Feasibility study ◆ Make recommendations ◆ Seek funding if feasible ◆ Acquire & install if funded 	Budget & Services Manager, Efficiencies Task Force	
September 2009		2. Improve adaptive technology (Braille keypads, etc.) <ul style="list-style-type: none"> ◆ Evaluate existing technology ◆ Make recommendations for improvement ◆ Seek funding ◆ Acquire & install if funded 	Library Technology Manager & City IT	
Ongoing		3. Increase bandwidth of Library Network <ul style="list-style-type: none"> ◆ Evaluate existing usage ◆ Make recommendations for areas of improvement ◆ Install additional lines based on priority needs, available funding and status of fiber optic lines 	Budget & Services Manager, Library Technology Manager, & City IT	

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
August 2010		4. Install interactive (internal) electronic bulletin board system <ul style="list-style-type: none"> ◆ Research products/vendors ◆ Make recommendations ◆ Seek funding if feasible ◆ Acquire & install if funded 	Library Director, Deputy Director (Main), Business Officer, & Regional Managers	
September 2008 to September 2010		B. Improve web services <ol style="list-style-type: none"> 1. Create new staff position <ul style="list-style-type: none"> ◆ Hire personnel 2. Develop new web portal 3. Enhance web-based services, i.e. acceptance of monetary donations online, assessment tool 4. Evaluate usability 	Library Director, Business Officer, & Web personnel (upon hire)	
		C. Improve Efficiencies:		
August 2008		1. Set up Efficiency Task Force <ul style="list-style-type: none"> ◆ Identify Task Force members 	Library Director	
September 2008		2. Technology training <ul style="list-style-type: none"> ◆ Develop Training Plan ◆ Implement Plan 	Staff Development Committee	

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
November 2008		3. Improve processes, i.e. ILL, Circulation, meeting & scheduling, calendaring, inventory, roving reference <ul style="list-style-type: none"> ◆ Evaluate existing practices in identified areas ◆ Make recommendations for change where needed ◆ Create Working Groups to address areas needing improvement 	Efficiency Task Force, Work Groups & designated departmental staff	
January 2009		4. Systems Office work order system <ul style="list-style-type: none"> ◆ Evaluate systems ◆ Make recommendation ◆ Implement system ◆ Assess system utilizing staff feedback 	Systems Manager	In process
		D. Future Planning:		
August 2010		1. Further develop wireless access capability for public at all EPPL locations. <ul style="list-style-type: none"> ◆ Evaluate current environments ◆ Develop Planning & Implementation document by December 2008 ◆ Seek funding ◆ Acquire & install technology equipment where feasible 	Library Director, Library Technology Manager, Automation Committee, Community partners, i.e. Digital El Paso	

Due Date	Actual Date	Objectives/Activity	Responsibility	Status
January 2011		2. Implement Integrated Library System upgrade	Library Administration, Library Technology Manager, Automation Committee	

GOAL 4: *To increase public awareness of Library programs through communications and community outreach while staying relevant as an organization.*

Due Date	Actual Date	Objectives/Activity	Responsibility	Status
		Communications/Outreach Marketing		
January 2009		<p>A. Conduct a professional market research survey.</p> <ol style="list-style-type: none"> 1. Determine the goal of research. 2. Determine the demographics of Library market. 3. Conduct mail and telephone surveys. 4. Collect information from existing customers. <ul style="list-style-type: none"> ◆ Use Transforming Texas Libraries materials as a focus of this effort. 5. Start a blog and encourage customers to participate. 6. Observe customers at various points of contact in your business, including reception, sales, and customer service. 6. Analyze records and focus marketing efforts. 7. Evaluate and improve marketing strategy based on results. 	Library Director, Marketing & Customer Relations Coordinator, and designated staff	

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
Fall 2009		B. Create and enhance/foster collaborations and local partnerships.	Library Administration, Branch Managers and Library Staff	
		2. Identify opportunities to partner with Fort Bliss.	Marketing & Customer Relations Coordinator; Literacy Coordinator	
January 2010		C. Conduct a television advertising campaign. 1. Identify target audience. 2. Create a central theme or message. 3. Identify programming that appeals to the target audience. 4. Story-board or script advertising spot(s). 5. If necessary, hire a production company to professionally produce and shoot the script. 6. If budget permits, purchase ad time.	Library Director, Marketing & Customer Relations Coordinator	
2009-2010		D. Provide food and drink at all public libraries 1. Evaluate existing food and drink availability at DVD, RB, MP, YS and Main 2. Investigate funding possibilities to expand food and drink availability system-wide 3. Install vending machines and/or coffee shops as funding becomes available.	Deputy Director at Main Library and Branch Managers	
		E. Expedite processing of new materials.	Collection Development Manager; Acquisitions Staff; Cataloging/Processing Staff	

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
Summer 2008 Fall 2008		<ol style="list-style-type: none"> 1. Develop a process of linking patron requests to items requested during the Acquisitions process so that patrons can be notified when items are available 2. Explore cost-effectiveness of partnering with current materials vendors to provide shelf-ready books and audio-books in English and Spanish. 3. Evaluate all Collection Development, Acquisitions, Cataloging and Processing standards and practices for appropriateness and cost/benefit. 		In Process
		G. Provide high-quality programs for children, teens and adults, including daycares, based on public demand and resource availability.	Library Administration, Branch Managers, Library Staff	
		H. Provide live or online homework help for students – seek grant opportunities to do this.	Library Director and designated Staff	
		I. Provide more classes such as GED, ESL, Citizenship and Conversational English.	Library Literacy Coordinator	
		J. Find new ways to advocate for libraries & literacy	Library Administration, Marketing & Public Relations Coordinator, Advocacy Committee	
		1. Develop a slogan such as: “Read. Learn. Live. @ your library.”		

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
		2. Partner with education community for delivery of services		
		◆ Conduct learning assessments		
		◆ Provide tutoring assistance		
		◆ Enhance civic involvement by students and others		
		◆ Provide continuing education		
		◆ Provide TAKS enrichment		

Goal 5: *To continue facilities management and growth planning for the future.*

Due Date	Actual Date	Objectives/Activities	Responsibility	Status
December 2008		A. Conduct assessment/survey of all current facility needs.	Budget & Services Manager, Branch Managers, Deputy Director (Main), Head of Reference (Main)	
December 2008		B. Prioritize facility maintenance/replacement needs.	Library Director, Deputy Directors, Budget & Services Manager	
February 2009		C. Develop growth plan for City/County Library system: new facilities and expanded facilities	Library Director, Deputy Directors, Budget & Services Manager, Marketing & Customer Relations Manager	
February 2009		D. Develop strategy and plan for partnership facilities.	Library Director, Deputy Directors, Marketing & Customer Relations Manager	
		1. Strengthen partnership with the Northwest Campus Library		
		2. Explore new partnership with EPCC on the Northeast side		