
Tom Green County Library Strategic Plan 2006 -2012 Part I: Summary Report



The Tom Green County Library, Edd B. Keyes Building

“The vision for the Tom Green County Library is to provide up-to-date facilities and services for the foreseeable future that are environmentally pleasing, user-friendly and a source of intellectual stimulation and pride for the entire community.”

“The Tom Green County Library is on a mission to provide the tools and resources that will afford each resident of the County the opportunity to succeed in a quest for knowledge, information, and personal enrichment.”

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Letter of Transmittal

February 27, 2006

Mr. Larry D. Justiss
Library Director
113 West Beauregard Avenue
San Angelo, Texas 76903

Dear Larry:

We are pleased to transmit the Strategic Plan for the Tom Green County Library. The events and activities that have led to this milestone have been exciting and productive. Early in the process, we recognized the enthusiasm of the community for the library and the professional pride that the library staff takes in serving the community. These attitudes have made development of this Strategic Plan document a source of pleasure for us.

The Strategic Plan document is presented in two parts. Part One relates Library history and then offers statements of vision, mission and values. These statements are the foundation for the programs and actions detailed in Part Two of the Strategic Plan. Part Two contains objectives, desired outcomes and strategies necessary for taking full advantage of the opportunities that Tom Green County has to significantly expand its library service.

In presenting this plan, we wish to recognize and to express our thanks to those community leaders who have contributed so much of their energy and prestige to guarantee the success of this expansion effort. We wish especially to thank County Judge Mike Brown, San Angelo Councilwoman Jamie Rainey, County Commissioner Ralph Hoelscher, San Angelo Museum of Art Director Howard Taylor and philanthropists Steve and Pollyanna Stephens. We would be remiss if we did not acknowledge your invaluable assistance and the staff of the library.

Any program for major expansion of a community service such as this carries with it implied changes in existing functions and suggested needs for new functions. We have made every effort to identify these changes and needs and to address them in the Strategic Plan. Additional documents as outlined in the Contract for Services will focus on specific aspects of library expansion and service and technology improvements.

Finally, we wish to express our enthusiasm as participants in this effort that will be of lasting benefit for Tom Green County and its citizens. The excitement felt for this program of library improvements is palpable throughout the community. With such support and enthusiasm, the community will have a top-notch cultural and educational facility and a source of pride. Congratulations!

Sincerely,

Darrell Noe
President

David Price
Vice President

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INTRODUCTION AND HISTORY OF TOM GREEN COUNTY LIBRARY

INTRODUCTION

The Tom Green County Library is distinguished by its history, its commitment to service, and its record of library innovation.

The Tom Green County Library Strategic Plan identifies and supports new directions for the expertise and energy of San Angelo and Tom Green County leaders, community participants interested in the future of the library system, and the director and staff of the Tom Green County Library. The Strategic Plan continues and reinforces Library traditions, local efforts for facility expansion, and provides suggested innovations for technology and community-based library services. The actions laid out through this planning effort are for specific steps needed to implement a new vision and mission for the library system. For these reasons, the Tom Green County Library Strategic Plan is an extremely important roadmap for providing excellent Library facilities and programs.

In midyear 2005, the County Librarian, Larry Justiss, and members of the San Angelo City Council and the Commissioner's Court of Tom Green County authorized a cooperative agreement to convert the vacant 85,000 square foot Hemphill-Wells Building in downtown San Angelo (approximately one block from the present Central Library) into a new Central Library. Both the vision and cooperation reflected in this agreement were extraordinary.

In an early organizational meeting, City Council members Jamie Rainey and Dwain Morrison joined with County Commissioners Ralph Hoelscher and Steve Floyd to support feasibility for converting the vacant building to a new Central Library. After an architectural study proved the idea to be feasible, the City Council and Commissioner's Court jointly voted formal support for the project. The City of San Angelo would provide a 99 year lease to Tom Green County for use as a Central Library, and the County Commissioners would provide funds to start the development of the project. An immediate community-based fund-raising program was initiated. This fund-raising effort is co-chaired by Steve and Pollyanna Stephens, two prominent residents of San Angelo. The fund-raising program is named Beacon to the Future. By early 2006, the fund-raising effort has successfully attracted approximately one-half of the \$16.4 million dollar goal.

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Concurrently, Averus Corporation was hired by Tom Green County as library consultants in the effort to develop this strategic plan, to prepare a library building program for the conversion of the Hemphill-Wells Building, to coordinate the selection of an architect for the project, to write a technology plan, to review financial requirements, and generally to review progress and efforts on the project.

In undertaking this strategic planning effort, it is crucial to recognize that the Tom Green County Library is a significant public library in Central West Texas. Its leadership in library technology and its collection development over the years have produced a collection of over 320,000 items in print and media formats. Circulation of items has reached a total over 575,000 items per year. Patron visits exceed 430,000 per year. Information requests exceed 102,000 questions per year, and children's circulation exceeds 130,000 items per year. Operating with an annual budget that exceeds one million dollars, the Tom Green County Library is a vibrant and active public library system.

The Tom Green County Library will lead by serving. Roots are firmly planted in service. As the library takes steps to expand and to innovate, it will continue to serve citizens and to foster the learning environment through community-based library services. No person or organization can meet all the needs that can be identified. Strategic decisions must be made. The keys to a successful outcome of this strategic planning process are a clear focus and willingness to make the hard choices that the Tom Green County Commissioners, the Library Board, the Library Director, Friends of the Library, and the citizens of San Angelo and Tom Green County must make in the future development of the library system.

The success of this effort will be the development of an outstanding library service organization. That organization and its services will prove a catalyst in San Angelo's downtown development, an innovator in information technologies, a leader in childhood reading development, a new community center, and an exciting place for learning and enjoying all the benefits of knowledge and information in today's heavily inter-linked world.

The winners in this strategic planning effort are and will continue to be the people of Tom Green County.

HISTORY OF TOM GREEN COUNTY LIBRARY*

The first movement for a public library in San Angelo began in 1902 with the organization of the San Angelo Woman's Club. By 1904, members of this club had collected 500 volumes of history, biography and reference. The books were housed in the rear of the old Wingfield Drug Store which was destroyed by fire only a few years later.

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On January 15, 1921, Mrs. W. M. Whitfield and Mrs. E. S. Noble presented a proposal to County Judge Charlie Paul for a county library. The second public library was opened on May 18, 1921, stocked with 325 donated volumes. It was located on the second floor of the First National Bank Building. Volunteers operated the library and kept it open two days a week.

The Woman's Club — believing that all parts of Tom Green County should receive the benefits to be derived from books — conceived the idea of a county federation of women's clubs, which would help to crystallize public opinion in favor of the library movement. The organization of the Tom Green County Federation of Women's Clubs was completed March 25, 1925, and was termed "the direct cause of the Tom Green County Library coming into being."

Pressed by Tom Green County Federation of Women's Clubs, the county commissioners provided space in the basement of the new courthouse when it was completed in October of 1928.

Miss Doris Wood arrived May 1, 1929, as county librarian. She classified and catalogued 3,547 volumes, or \$7,800.00 worth of books, and the library formally opened September 3, 1929.

During 1929, four rural book stations were established, one at Mereta, Tankersley, Knickerbocker and Veribest. In 1930, Christoval, Wall and Water Valley were added to the schedule. A station in the school at Grape Creek opened in 1931, and the Dunbar Branch was established in 1933. Makeshift bookmobile service was extended to 16 rural schools in 1935 by using a county car.

Ground was broken in formal ceremonies in December 1937 for the new Tom Green County Library Building — the building now housing the Health Department. Mrs. Sol Mayer, who gave \$36,000.00 to finance the construction, turned the first spade of soil on the lot east of the City Hall. When the library opened its doors in 1938, it had a book collection of 15,406 volumes and was designed to house approximately 30,000 volumes.

Library supporters began calling for installation of a bookmobile service as soon as the new library was dedicated. In October of 1939, a commercial trailer was purchased and equipped as a traveling library. The trailer was a gift of the Massie Foundation, costing \$850.00. The county purchased a 1940 Dodge coupe to be used in pulling this unit. The Massie Memorial Traveling Library made its initial run in November 1939.

On February 17, 1947, a new bookmobile — a large, panel-type truck — arrived in San Angelo equipped to carry 3,000 books. Total cost for purchase of the bookmobile was \$3,381.96. Some \$2,000.00 was supplied by Massie Memorial Fund and \$1,000.00 by an anonymous donor. The old bookmobile was sold for \$750.00.

Groundbreaking ceremonies for the new \$73,500.00 children's wing of the library were held August 15, 1956. Mr. Sol Mayer donated \$63,500.00 for construction of the wing. The two-story building opened May 9, 1957, and almost doubled the floor space of the

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library. It housed the children's department, an auditorium with a seating capacity of 275, and a staff—room with kitchen.

A new Gerstenslager Bookmobile was put into operation on May 9, 1969. It has a capacity of 6,000 books, more than double the amount of the old bookmobile. The bookmobile makes regular stops in the city and throughout the county, carrying both adult and juvenile books and materials. The new unit cost \$22,882.00, and the Tom Green County Commissioners Court provided funds for purchase.

On May 12, 1972, the Angelo West Branch of the Tom Green County Library was opened. County Judge Edd B. Keyes signed the contract for rental of the building at K—Mart Plaza to house the branch. The branch housed some 13,182 volumes and circulated over 73,000 volumes in 1975.

The Dunbar Branch moved to a new location in August of 1975. This branch, named the North Angelo Branch, was purchased for \$57,000.00. The building is a brick structure containing 4,200 square feet, and is located at 3001 North Chadbourne. Around 19,000 volumes of magazines, newspapers, books and large print books are housed at this facility.

By 1979 the Central Library had been in its building 41 years and had run out of space. When the Sears Roebuck Department store moved from downtown to the new Sunset Mall that year, the county purchased the three-story building for use as a library and County office facility.

Appropriate renovations were made and the library moved into its new quarters on the main floor of the Judge Edd B. Keyes Building at 113 West Beauregard in April 1981. The former library building was traded to the city in exchange for rural ambulance and fire service, and currently houses the Public Health Department.

When Angelo West Branch outgrew its rented quarters in the K-Mart Shopping Plaza, the Friends of the Tom Green County Library raised funds to build a new building at a city-owned site at College Hills Boulevard and Vista del Arroyo. The branch opened in its spacious new quarters in January 1983. The usage of the branch continued to increase and, in 1991, the building was expanded, using funds raised by the Friends. It now houses over 48,000 volumes.

The Tom Green County Library System currently owns 320,080 volumes of which 251,575 volumes are housed in the Main Library. The system circulated over 577,324 volumes in 2005 and this circulation is continuing to grow.

Keeping up with technology, the library system has had an automated catalog since 1992, and it also provides free access to the Internet at all three library locations. Library Director Larry Justiss and staff members continuously strive to provide the best

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books and the best information services possible to the children and adults of Tom Green County.

*This section is quoted in its entirety from the "About the Library," Tom Green County Library System Online Webpage. <http://www.tgclibrary.com>

LONG TERM VISION, VALUES, AND MISSION

LONG TERM VISION

During December, 2005 and January, 2006 a series of meetings was held with various groups in Tom Green County. Each of these meetings was preceded by distribution of a questionnaire. The questionnaire was designed to elicit thoughts and insights about the functions and services of the Tom Green County Library System. The questionnaires were variously designed to seek input from library staff, financial and other supporters of the Library and the general public.

Many thoughtful responses were received through the questionnaires as well as from the meetings that were held with the various groups. From analyzing the responses it became apparent that the Tom Green Library System is an important component of the cultural and intellectual life of the community. Virtually all respondents want to see a library system that is meeting their needs for personal growth in knowledge and cultural stimulation.

To quote, briefly, from some of the questionnaires:

- That it (the Library) come to be viewed as the center of community activity . . . for the informational needs of every sector of the community
- A friendly, clean, welcoming building
- More accommodations for the patrons
- An attractive and functional facility for study and research as well as intellectual and social interaction.
- A facility that we all can be proud of.

With this excellent input, we have developed the following statement of the Vision for the Tom Green County Library System.

Vision for the Tom Green County Library

*The **vision** for the Tom Green County Library is to provide up-to-date facilities and services for the foreseeable future that are environmentally pleasing, user-friendly and a source of intellectual stimulation and pride for the entire community.*

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VALUES

Values are an important aspect of library service. Community values guide the county library. They provide the framework through which this plan will be accomplished.

Again, the process of distributing and evaluating questionnaires, along with the several public meetings helped define the values that are important for realizing a library system that is excellent in collections as well as in services. Among the values that were clearly identified in the process of public input, were the following.

- Service
- User friendliness of staff
- Commitment to excellence
- Comfortable environment for public and staff
- Adequacy of current technological services as well as the ability to accommodate innovations
- Relevance of collections to community needs
- Access to information
- West Texas heritage
- Encouragement of literacy in all age groups

Each of these values will be addressed through the various elements that constitute the process of conceptualization and implementation of the planning and building process for the Tom Green County Library System. Some are focused primarily on the new facility at the Hemphill-Wells Building. However, all apply in varying degrees to both the Central Library and the Branch Libraries.

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MISSION

Based upon the community input, library staff input, and input from the library director, the mission of the Tom Green County Library can be stated as follows.

The Tom Green County Library is on a mission to provide the tools and resources that will afford each resident of the County the opportunity to succeed in a quest for knowledge, information, and personal enrichment.

This quest may be placed in a context that ranges in focus from the neighborhood to the universe.

SUMMARY OF THE STRATEGIC PLAN 2006 - 2012

The process of obtaining community and staff feedback when combined with the library's history and excellent record of community service have culminated in the statements of vision, mission and values for the Tom Green County Library. A summary of major points comprising the Strategic Plan follows. Detailed strategies for implementing the elements of the Strategic Plan are contained in the technical document which is the second component of this Plan.

- After 100 years of progress in library resources and services, the Tom Green County Library has availed itself of an exciting opportunity to undertake a major expansion by moving into a refurbished Hemphill-Wells Building.
- Statements of vision and mission for the Tom Green County Library have been developed from feedback received in a series of questionnaires as well as meetings with staff, library supporters and the general public.
- The vision is to provide up-to-date facilities and services for the foreseeable future that are environmentally pleasing, user friendly, and a source of intellectual stimulation and pride for the entire community.
- The process of community input also established an inventory of values to be reflected in services at the new Central Library at the Hemphill-Wells Building as well as at the branch libraries. These values stress user-friendliness, a comfortable environment and excellence in collections.
- To accommodate expanded facilities and services, this plan for the next six years stresses reasonable increases in both professional and technical staffing. The number of positions needed to staff expanded services will be a product of library standards, a completed space plan and a completed financial analysis for the library system.
- The strategic plan calls for
 - Conversion of the Hemphill-Wells Building to the new Tom Green County Central Library. Since this transition represents an almost threefold increase in physical size, space planning, technology and financial needs will become important technical studies within the Hemphill-Wells Building conversion process.

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- Expansion of the Angelo West Branch Library by approximately 2,500 square feet
- Expansion of the North Angelo Branch Library by approximately 1,400 square feet
- Establishment and on-going implementation of a plan that responds to technological changes and enhances the ability of the public to more readily pursue and achieve personal education and intellectual fulfillment
- Development of specific plans and programs to improve the visibility of the Tom Green County Library by enhancing its role in and service to the community. Carrying out this strategy will require creation of a new organizational unit reporting to library administration that oversees development, public relations and community involvement.
- Encouragement of continued staff development at professional and technical levels through planned programs of continuing education and skill development
- Careful analysis and planned policy responses to the fiscal impacts and personnel needs to be created by expansion of the Central Library and the branches as well as continuing changes in technological capabilities and services
- Continuing pursuit and enhancement of the currently excellent library responses in the areas of public service and incorporation of technology into expanded library operation

Each of these areas is examined in more detail in the Technical document which comprises the second part of this Strategic Plan. That document offers objectives, desired outcomes and strategies for advancement in community service and achievement of excellence over the next several years. Accomplishment of the objectives for these areas will result in major progress along the path to realization of the Library Vision and fulfillment of its Mission.

Tom Green County Library
Strategic Plan 2006 -2012
Part II:
Technical Report



The Tom Green County Library, Edd B. Keyes Building

“The vision for the Tom Green County Library is to provide up-to-date facilities and services for the foreseeable future that are environmentally pleasing, user-friendly and a source of intellectual stimulation and pride for the entire community.”

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CONTINUATION OF TOM GREEN COUNTY LIBRARY STRATEGIC PLAN 2006 -2012

This document is Part Two of the Strategic Plan 2006 -2012 for the Tom Green County Library. Part One established the framework for this document by reviewing Tom Green County's history of library development, and establishing the vision, values, and mission for the library system.

With the history, vision, values, and mission as guides, this section identifies objectives, desired outcomes, and strategies that will turn the framework into a library operation that excels in collections as well as public service. Seven strategies are given for carrying out a planned program of expansion and improvement.

- Conversion of the Hemphill-Wells Building to the new Central Library
- Plans for Angelo West and North Angelo Branch Libraries
- Library Technology Planning
- Increasing Library Visibility
- Development of Library Staff
- Organizational Development
- Development of Library Services and Collections

Library standards

Texas State Library Standards 2004

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And

Proposed Library Service Levels in Tom Green County

Texas Public Library Standards 2004	Tom Green County Library	Tom Green County Library	Tom Green County Library
	Existing Service Level in FY 2004--05	Recommended Service Levels in FY 2008-09	Recommended Service Levels in FY 2012-13
Estimated Service Area Population*	Tom Green County: 103,018*	Tom Green County: 105,000**	Tom Green County: 115,000**
Texas State Library estimates	San Angelo: 92,750	San Angelo: 94,500**	San Angelo: 102,500**
**Averus Corporation estimates			
Personnel:	Tom Green County Library:	Tom Green County Library:	Tom Green County Library:
Texas Public Library Standards (TPLS), 2004	Staffing Standards:	Staffing Standards:	Staffing Standards:
Basic = 1 MLS County Librarian + 5 MLS Librarian +27 FTE staff	1 MLS County Librarian + 5 FTE MLS Librarians + 27 FTE staff	1 MLS County Librarian + 7 MLS Librarians + 27 FTE staff	1 MLS County Librarian + 9 MLS Librarians + 30 FTE staff
Enhanced = 1 MLS County Librarian + 7 MLS Librarians + 27 FTE staff	Training Standard:	Training Standard:	Training Standard:
Comprehensive = 1MLS County Librarian + 9 MLS Librarians + 30 FTE staff	Director: Minimum of 20 hrs./year of CE or 3 hrs. of college credit/year	Director: Minimum 20 hrs./year of CE or 3 hrs. of college credit/year	Director: Minimum 20 hrs./year of CE or 3 hrs. of college credit/year
	Staff: Minimum of one training program for all staff per year	Staff: Minimum of one training program for all staff per year	Staff: Minimum of one training program for all staff per year
General Collection	Tom Green County Library:	Tom Green County Library:	Tom Green County Library:

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TPLS Basic:	Items per capita:	Items per capita:	Items per capita:
= 1.5 to 2.99 items/capita	320,090 items	385,000 items	460,000 items
= 15% of collection less than 5 years old	Or	Or	Or
= Entire collection weeded every 5 years	3.11 items/capita	3.3 items/capita	4 items/capita
TPLS Enhanced:	% of collection less than 5 years old	% of collection less than 5 years old	% of collection less than 5 years old
= 3.0 to 3.99 items/capita	13%	21%	25%
= 20% of collection less than 5 years old	% of collection weeded	% collection weeded	% of collection weeded
= Entire collection weeded every 4 years	20%	25%	25%
TPLS Comprehensive:	Interlibrary Loan Offered:	Interlibrary Loan Offered:	Interlibrary Loan Offered:
= over 4 items/capita	Yes	Yes	Yes
= 25% of collection less than 5 years old			
Information Services	Tom Green County Library:	Tom Green County Library:	Tom Green County Library:
=Reference	Yes	Yes	Yes
=Telephone reference	Yes	Yes	Yes
=Library use instruction	Yes	Yes	Yes

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=Database searching	Yes	Yes	Yes
=Reference via e-mail or fax	Yes	Yes	Yes
Accessibility:	Tom Green County Library:	Tom Green County Library:	Tom Green County Library:
= Library is open 60 hrs./week	Yes (65 hrs/wk)	Yes (65 hrs/wk)	Yes (65 hrs/wk)
= Library has on online catalog of holdings	Yes	Yes	Yes
=Library provides remote access to catalog	Yes	Yes	Yes
Community Programming:	Tom Green County Library:	Tom Green County Library:	Tom Green County Library:
=Programs presented to community needs and interests	Yes	Yes	Yes
=Adult and Children's reading programs	Yes	Yes	Yes
=Collaborating with community organizations	Yes	Yes	Yes
=Outreach services to the unserved	Yes	Yes	Yes
Public Relations:	Tom Green County Library:	Tom Green County Library:	Tom Green County Library:

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=Use basic PR/marketing tools	Yes	Yes	Yes
=Survey citizens of library every 5 years	Yes	Yes	Yes
=Annual report prepared professionally	Yes	Yes	Yes
=Proactive community involvement	Yes	Yes	Yes
=Target neighborhood groups and special need areas	Yes	Yes	Yes
=Use proactive marketing plan and target promotions	Yes	Yes	Yes

the tom green county library’s strategic focus for the next Seven years

STRATEGY ONE:
THE CONVERSION OF THE HEMPHILL-WELLS BUILDING INTO THE CENTRAL LIBRARY

In cooperation with the City of San Angelo, the Tom Green County Commissioners have determined to move the Tom Green County Library’s Central Library to the presently vacant Hemphill-Wells building at the Southeast corner of South Irving Street and West Beauregard Avenue. This move of one block will expand the Central Library to an 85,000 square foot facility. The present Central Library occupies a 25,000 square foot facility located in the Edd B. Keys Building at 113 West Beauregard Avenue.

County Commissioner Ralph Hoelscher and San Angelo City Council Member Jamie Rainey initiated the proposal to convert the Hemphill Wells Building into the Central Library. Supported by Commissioner Steve Floyd and City Council Member Dwain Morrison, a feasibility study was undertaken through the efforts of Mr. Howard Taylor,

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Director of the San Angelo Museum of Art. Mr. Taylor is also the Chair of the Design Committee of Downtown San Angelo. Architect Craig Kinney of San Angelo was selected as the project architect for the Feasibility Study. Architect Killis Almond of San Antonio was selected as the consulting architect, and Bill McClanahan of San Angelo was selected as the structural engineer.

Coinciding with the architectural and structural analysis of the Hemphill-Wells building, Councilwoman Jamie Rainey and Commissioner Hoelscher worked with prominent members of the community, teams of employees of the City and County, as well as County Librarian Larry Justiss and the members of the Tom Green County Library Board to determine the feasibility of converting the Hemphill-Wells Building into the Central Library. The architects and structural engineer completed a report that stated that the Hemphill-Wells Building is adaptive for use as a public library and/or office space. The report also confirmed that the library stack floors will require additional structural reinforcement. The report further reviewed cost estimates of rehabilitation and projected \$125 a square foot or \$10 million to complete the conversion.

Since the publication of the Feasibility Study, very positive steps have been taken. The former owner and chief executive of the Town and Country Stores, Mr. Steve Stephens and his wife Pollyanna have agreed to co-chair the community fund-raising effort. To date, approximately \$11.4 million dollars have been raised for the building conversion project. A goal of \$1.5 million dollars to establish an endowment for library operations has also been exceeded by \$400,000. These efforts are major strides toward a successful fund-raising program.

On December 1, 2005, the library consulting firm Averus Corporation was hired to provide consulting services focused on several major components of a long-range plan for the Tom Green County Library. Specifically these included preparation of a library building program for the Hemphill-Wells Building, guidance in selecting an architect for the conversion project, the development of a financial plan for the library system, and the preparation of a technology plan. These actions and documents will be critical to the success of the conversion project, and they will guide the actions of future planning for the Tom Green County Library.

Averus Corporation is directed by Darrell Noe, President, and David Price, Vice President. Both individuals are thoroughly experienced in public administration and library administration. Mr. Price is the project manager for the project with over twenty-five years experience in library management at every level of public library administration, and the construction of 15 public libraries in his career. He has also acted as a library and technology consultant for public libraries. He has also served as a deputy city manager in Aurora, Colorado, and as a budget and administrative analyst in the City of Fort Worth, Texas. Mr. Noe is a former city planner and the Assistant Planning Director for the City of Fort Worth, Texas, and he was the Planning Director in Aurora, Colorado. He recently retired from a business experience with American

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Airlines. Mr. Price is currently the County Librarian/Information Technology Director for Burnet County Texas.

The first action of the consultants was to conduct a series of meetings with the Tom Green County Library staff, the Beacon to the Future Fundraising Committee, the Friends of the Library, and the Library Board. The final meeting was held as a public hearing to receive public input from residents of San Angelo and Tom Green County. These meetings were preceded by the completion of questionnaires specifically designed for each interest group. After completing the questionnaires, the consultants held meetings (using power point presentations) to present the questionnaire results to the staff and each interest group. The public hearing was a presentation on the results of the community questionnaires. Over 280 questionnaires were tabulated, and approximately 30 individuals attended this meeting and made comments.

The public input process provided the consultants with valuable information on citizen data, their desires for a new library, their feelings about the library system, and comments and observations about public libraries. The data obtained from these questionnaires, comments made by staff and interest groups, and comments and data obtained by the general public will be influential in the development of the Tom Green County Library Strategic Plan. The results will equally be useful in helping the consultants develop the building program and determine the space planning for the Hemphill-Wells Building.

Major points that were highlighted in the staff, interest group, and public questionnaires are as follows:

- There is solid support for the move of the Central Library to the Hemphill-Wells Building.
- All groups want staff personnel who are well-trained and committed to excellent service.
- All groups want a well-designed, user friendly and adequately sized space for public use.
- All groups want space for community meeting rooms and group activities.
- All groups want space for cultural activities such as art displays and museum exhibits.
- All groups want space for ancillary services such as a coffee shop, a bookstore, and a business center (for copying, faxing, scanning, and sale of office and study supplies).
- All groups want space for expanded technology and public technology training.

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- All groups want space for expanded Internet access and computer utilization.
- All groups want expanded book and media collections.
- All groups want new information technologies such as expanded research databases and on-line audio books.
- All groups want the Tom Green County Library to be the major community information resource center.
- All groups want expanded space to develop a superior children's library.
- Staff wants sufficient office space to process materials, research collection development, achieve staff development and training, and work in comfortable public spaces for customer service and collection management.
- All groups want the Tom Green County Library to reflect its community values and expand the branch libraries to reflect neighborhood and cultural values.
- All groups want the Central Library in the Hemphill-Wells Building to foster downtown San Angelo development and economic expansion.
- All groups feel that the Tom Green County Library should be more visible in the community, and that it should activate a comprehensive public relations and development program for improving services and expanding economic viability.

Each of these major points from the questionnaires and public meetings will influence space planning, technology development, and architectural design of a new Central Library as well as the development of expanded roles for the branch libraries.

OBJECTIVE

To design, construct, and complete a relocation of the Tom Green County Central Library into a modern public library that provides for the information needs of all Tom Green County citizens, promotes reading for all ages, provides books and media resources for lending and public use, and expands the use of library technology for efficient operations and public access to computers and Internet access.

DESIRED OUTCOME

- The design and construction of a rehabilitated facility at the Hemphill-Wells Building that will provide users with an attractive and efficient facility in downtown San Angelo; a well-trained and customer-based staff; a community

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center for public groups; and ancillary services that support and complement all library users' information needs.

STRATEGIES FOR 2006 TO 2009

- Complete a long-range strategic plan for the Tom Green County Library.
- Complete fundraising efforts with adequate funds to meet the requirements of the building program and technology plan.
- Prepare a library building program for the Hemphill-Wells Building.
- Hire an architect to design and oversee construction of a refurbished building.
- Develop a technology plan for the library system.
- Prepare a financial analysis of the project and long-term operational costs.
- Commence construction.
- Complete construction
- Moving collections and resources into the new Central Library.
- Opening Day!

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STRATEGY TWO:

THE DEVELOPMENT OF A PLAN FOR THE ANGELO WEST AND ANGELO NORTH BRANCH LIBRARIES

ANGELO WEST BRANCH LIBRARY

The Angelo West Branch Library is a 5,096 square foot branch library that presently serves a growing area of west San Angelo. While this branch was expanded in 1991, the current facility needs further expansion to meet public use demands. The library serves as a community hub, and it is a popular children's center serving younger families in the area. As a popular materials center, the library is very active and circulation demonstrates a high demand by area residents.

The important issue for the Angelo West Branch Library is definition of its role in the Tom Green County Library. The determination of this role is critical to the future development of the branch libraries in the library system. As the Tom Green County Library plans a massive expansion of the Central Library, it is not reasonable to suggest that the branch libraries meet major information, reading, entertainment, and information technology needs of the people of San Angelo.

The branch libraries should focus on introducing reading and learning through service to younger families and children. They should serve as a popular reading and media center for young adults, and adults. They should offer large-print reading materials to senior adults. All users should be able to gain access to the Internet and utilize information technologies as the major means to gain access to reference and specialized information resources. Highly used materials and staff professional judgment should dictate the nature of the collection, but in general, reference and factual materials, and print volumes not used in 3 to 5 years, should be located at the Central Library. The branch collection should have a high turn rate with few items designated as shelf sitters.

By using the library's circulation system, place-a-hold system, and technological innovations, any resident of the neighborhoods served by the Angelo West Library can retrieve any material from the Central Library or the North Branch through daily deliveries. Thus, the emphasis of the Angelo West Branch is a "popular service philosophy" aimed at the broad circulation of library items.

The Angelo West Branch Library is noted for its community support, excellent material circulation, and strong support from the Friends organization. What it lacks is adequate space for its current services. This role will require that the Angelo West Branch expand approximately 2,500 square feet.

Furthermore, this strategic plan for the Angelo West Branch will require complete review of the current operations of the branch to make needed adjustments in weeding the current collections at the library. It should require a comprehensive review of the

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Children's collection and activities and redirect these into a family reading center and an early childhood learning/discovery center. It should prepare for an expansion in the use of information technology, and it should provide for a leisure reading area where coffee and snacks can be purchased.

OBJECTIVE

The objective of the Angelo West Branch Library is to introduce the library to neighborhood users as a reading development center for young residents and as a center of popular resource materials, Internet access, and community programs for all ages.

DESIRED OUTCOMES

Expand the Angelo West Branch by approximately 2,500 square feet.

- A 1000 square foot expansion and reorganization of the Children's collection to be a family-based introduction to reading and learning center with significant emphasis on experiential reading and learning.
- A 500 square foot expansion of the adult shelving area to include an expanded large-print collection. This collection should be weeded, and items in the collection over five years old should be sent to the Central Library.
- A 500 square foot expansion to develop an information technology center where library users and students can use computer and other information technology.
- A 500 square foot expansion to provide a small 200 square foot business center (copiers, fax services, study supplies), and a 300 square foot coffee bar area.
- Hours to be accessible to neighborhood needs.

STRATEGIES FOR 2006 – 2012

- Determine the financial feasibility of an expanded Angelo West Branch Library.
- Hire an architect for design concept and construction cost estimates.
- Negotiate construction contracts and begin construction.
- Opening Day for library operations and services!
- Insure that the collections and services follow a "popular service philosophy."

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NORTH ANGELO BRANCH LIBRARY

The North Angelo Branch Library is a small, 2,800 square feet library, located in North San Angelo. The library is located in a community area that serves families and a significant population of senior citizens. Like the Angelo West Branch Library, the North Angelo Branch Library is focused on neighborhood needs.

The questionnaires that were completed on the North Angelo Branch Library indicated that the library should expand in space, and that it should focus on the economic and cultural interests of its neighborhoods. Like the West Angelo Branch Library, this library should equally focus on collections and services that are a “popular service philosophy”.

Actions should be to enlarge a basic reading collection, provide a popular media collection, and to provide large-print materials for senior citizens. Provision of additional computers and the provision of a vibrant children’s collection are essential actions. Literacy programs should be implemented in coordination with the local literacy council.

The size of the North Angelo Branch Library is inadequate. Ideally, the library should expand into the adjacent space occupied by a Justice of the Peace. This expansion would increase its size to 4,200 square feet. In the additional 1,400 square feet, the library could construct a 600 square foot multipurpose meeting room, and the remaining 800 square feet could house additional shelving for collection expansion, and additional space for computers. Inclusion of the meeting room will accommodate literacy programs, and a neighborhood meeting place. Community programming for small groups could be fostered and unserved groups could easily be targeted. Internet computers should be expanded. The Children’s Area should, like the Angelo West Branch Library, focus on early childhood reading and learning-through-discovery experiences.

OBJECTIVE

The objective of the North Angelo Branch Library is to serve its neighborhood by providing an adequate facility that will serve as a popular resource center, provide access to the Internet, provide a modern children’s collection and learning center, specializing in highly used and large-print materials.

DESIRED OUTCOMES

- Expand the North Angelo Branch Library to 4,200 square feet by occupying the adjacent space in the current building.
- Improve the children’s area by developing a reading and a discovery learning center.
- Provide at least 12 computers for Internet access.

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- Expand the large print collection.
- Incorporate literacy programs through cooperation with the local literacy council.

STRATEGIES FOR 2006 -2012

- Negotiate with the County Commissioners to expand the North Angelo Branch Library into full occupancy of the current library building, and relocate the Justice of the Peace into another county facility.
- Determine architectural and financial needs.
- Seek a funding source or make grant applications.
- Refurbish the building when the space is available.
- Develop a plan for children's reading and discovery learning center.
- Implement a literacy program through the local literacy council.
- Insure that the collections and services follow a "popular service philosophy."

STRATEGY THREE:

LIBRARY TECHNOLOGY PLANNING

The Tom Green County Library is committed to the highest level of library technology development. The library has shown leadership in providing library technology for library operations and public use of library technology. The Tom Green County Library's first use of computer technology was to circulate library materials and to create a public catalog. This technology is provided by a vendor named GEAC Computer Corporation. GEAC is a well established vendor in the library technology market whose roots go back to the first major vendor of library circulation technology. While the Tom Green County Library has operated in a very stable technological environment, new upgrades to its current GEAC system will be required. This issue will be addressed in detail in a future study of the Tom Green County Library technology.

In addition to operational technology, the Tom Green County Library has implemented major advances in the provision of Internet access computers. Currently, the library system has an inventory of 59 computers that are available for public use. The library has been the beneficiary of Bill and Melinda Gates Foundation Grants, and other State assistance in providing state-of-the-art computers. Computers have

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advanced the use of the library as a community technological center. At the same time, it has placed additional stress on space usage in the present Central Library. Recently, the library director has relocated bound and older periodicals and magazines to the basement area, and added new computers in the space that was opened. This space reutilization is a positive step, but space for computer access will continue to be inadequate when related to need until the new Central Library building is opened. Again, this issue will be addressed in detail in a future study of the Tom Green County Library technology.

Databases and other software technology are other distinguishing features of the Tom Green County Library technology. The Tom Green County Library benefits from the Texas State Library and Archives Commission TexShare state-wide database subscription service. Through this program the Tom Green County Library is able to provide full-text articles from journals, newspapers, magazines, and many other sources. Entire books are also available on-line. Database topics include homework help for students, health information, business information, biography and genealogy, as well as literature and archival information. The TexShare Database Program provides a wealth of electronic database access to over 700 public, academic, and libraries of clinical medicine throughout the state at a significant cost savings. These electronic databases are powerful research tools available 24 hours a day in the homes or offices of registered patrons of participating Texas libraries. A comprehensive review of the TexShare program and other software will be addressed in detail in a future study of the Tom Green Library technology.

OBJECTIVE

The objective of the Tom Green County Library is to plan and implement a comprehensive technology program that focuses on the update and future improvements of library operations through the GEAC Library Management Solutions; the provision of an adequate number of computers for public use of the Internet; and the provision of databases and special software for public use through the Library System computers.

DESIRED OUTCOMES

- The GEAC library technology system is updated and maintained to library operational standards.
- Radio Frequency Identification (RFID) technology is added to the GEAC Library Management Solutions for materials security and efficient circulation of library materials.

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- Computers are monitored, replaced and added as needs and resources require according to the new library technology plan.
- The TexShare Database program is continued and expanded as the State Library increases support for the program.
- Special software is used as it is demanded.

STRATEGIES FOR 2006 - 2012

- Financial Feasibility study and Technology Plan lay out an economic means to achieve technology requirements for the library system and the Hemphill-Wells project.
- GEAC library technology system is upgraded.
- RFID system is implemented to parallel the construction of the Hemphill-Wells project.
- Computers and wireless technology are added to the Hemphill-Wells project for full service capability.
- Wireless technology is universal in all libraries.
- The TexShare Data base program is utilized and continued as the major database service for the Tom Green County Library.
- Special software is evaluated annually and purchased within budget

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STRATEGY FOUR:

INCREASING THE PUBLIC VISIBILITY OF THE LIBRARY

Public visibility for the Tom Green County Library is an essential ingredient for successful ongoing operation of the library system. Visibility translates to a public understanding of the activities and programs of the library system through standard public relations, fund-raising and marketing techniques. Increasing the visibility of the library is designed to advance the library services and public programs, and financial development that the Library Board, Director, and staff deem important. Visibility also entails making these goals comprehensible by the general public. The use of standard fund-raising, public relations, and marketing tools gives the library leadership and staff the means to respond to public aspirations and requests, and to succeed in achieving those goals.

Modern public relations and marketing techniques begin with determining those attributes of services and programs that may be of interest to library users. A successful library campaign to raise funds, promote services and programs uses marketing techniques such as surveys or focus groups to discover what particular features motivate library users in their giving, and using those services and programs. That way, the library leaders can design campaigns, services and programs that fit the library users' desires. Marketing becomes a way of tapping the current users' desires and giving them force in the process of fund-raising, service delivery, and program production. Using these techniques enhances rather than reduces the value of these services and programs. The public act of marketing in this context thus increases rather than decreases the success factors for fund-raising, and supporting library services and community-based program offerings.

The Tom Green County Library acts as a center of learning through public use of library materials and technology. The Library also acts to foster local communications and public value through supporting the ability of citizens to learn and organize ideas that are expressed in meetings and group gatherings. While the library takes a neutral view on the content of its services and programs, the library leadership is generally obligated to support the advocacy of their occurrence through active public relations, marketing, and fund raising efforts.

To actively raise money, present its services, and to promote community programs, the Tom Green County Library must assume an advocacy role in the areas of fund-raising, public relations, and marketing of the library system. Each unit of service should have a clear purpose and function, and specific objectives that can be translated in writing into a fund-raising campaign, public relations activities, and marketing materials available for public use. A fund-raising and marketing plan designed by the library administration and professional staff should be prepared on an annual basis. That plan should be established in a calendar format, and actions to implement it should be structured accordingly. Each library service will be generally described and publicly distributed through such means as grant applications, brochures, instruction, speeches

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and presentations, and written articles using local newspapers and media radio and television stations.

Equally, community-based programs deserve aggressive promotion and content explanation for effective public attendance. Implementing such services and programs will require that a new unit of organization be created to promote the library system in all of its fund-raising, public relations, and marketing operations. This unit should be headed by a fund-raising, public relations or communications specialist, and consist of a grants development assistant who can prepare grant applications and organize fund-raising campaigns. A production assistant is also needed to insure that grant applications, brochures, reports, flyers, and other documents supporting the library's public activities can be quickly and efficiently produced and distributed. A professional staff member should head the unit under the direction of the library director, and work with all library professionals and staff to interpret, plan, and organize effective support for these services and programs. The creation of an annual marketing plan fully approved by the library board and the library director is an essential task of this office.

OBJECTIVE

The objective of the Tom Green County Library is to be an effective public service agency through the development of a public communications and development office that will raise funds, explain library services, and promote the library's community-based programs to the public.

DESIRED OUTCOMES

- The creation of a Public Communications and Development Office led by a professional communications and development director, and staffed with a grants specialist and a graphics specialist.
- The creation of a set of public fund-raising and communications policies to use as the basis of operations.
- The development of an annual marketing and fund-raising plan.
- The creation of standard brochures, publications, and other documents to explain the services and functions of the library system.
- The marketing of library programs for content definition and public attendance.
- An interactive role with foundations and public officials, the public media, and responses to issues or events affecting the Library System.

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STRATEGIES FOR 2006 -2012

- Create a new Public Communications and Development Office under the direction of the Library Director.
- Develop policies that determine the functions and operations of the Public Communications and Development Office.
- Create an annual fund raising and marketing plan.
- Produce grant applications, public relations, and marketing materials as the annual plans may require.
- Secure new funds for the Library.
- Interact with foundation and public officials, and the public media routinely.

STRATEGY FIVE:

THE DEVELOPMENT OF LIBRARY STAFF

PROFESSIONAL STAFF DEVELOPMENT

The professional staff plays a pivotal role in developing and providing public library services. As a group, the professional staff is the representation of the principles and values of the library profession as earned through graduate education and obtaining a Master's degree in Library Science or Library and Information Sciences. These degrees represent extensive study of the humanities or sciences in combination with the exacting study of the organization of knowledge, information sciences and technology, and the administration of libraries and their sub-organizations as they deliver services to users and the general public.

A professional librarian for the Tom Green County Library is a major investment in human, economic, and educational resources. The staff provides the leadership, management, policy development, collection development, and the information services development that guides the daily and long-term progress of the library system. Whether a professional staff member is managing a major organizational unit or is involved in collection enrichment or the delivery of services to users, the necessary common element is always professional knowledge and perspective, and the need for continuing improvement.

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OBJECTIVE

The objective of the Tom Green County Library is to continue to develop a well-trained and effective professional staff demonstrating leadership, exercising independent judgment, and directing and coordinating services on behalf of the general public.

DESIRED OUTCOMES

- Exercise leadership in the management of the library system and direct operational units that deliver services to the public.
- Foster a work environment that values excellence, respect, diversity, and accountability.
- Promote open communication and personal integrity.
- Sustain a performance-based work culture utilizing staff development, technology, and innovative leadership and management strategies.
- Direct collection development efforts toward the needs and requests of the public with application of professional librarian selection principles.
- Engage in professional library associations that promote the enhancement of professional librarian development.
- Promote the visibility of the library system by using proven marketing and public relation tools.
- Identify target community groups and provide proactive programs to meet their interests.

STRATEGIES FOR 2006 – 2012

- Train professional staff in leadership and management. Librarians should have the opportunity to participate in library leadership or community sponsored leadership classes.
- Insure that monthly meetings of the professional staff with the Library Director are conducted that emphasize information on current activities, progress on the strategic plan, and general questions and answers.
- Evaluate the progress of collection development and assign professional staff responsibilities and accountability.
- Each professional librarian shall annually participate in the library systems planning for fund-raising, public relations, and marketing.

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- Each professional librarian shall annually participate in community program planning and target group identification.

TECHNICAL STAFF DEVELOPMENT

The technical staff of the Tom Green County Library is the essential group of employees who provide daily services that insure that the public is effectively accommodated. Through the various organizational units of the Tom Green County Library the technical staff is engaged in the daily business of the library system. Whether a technical staff person works at a circulation desk, provides technical processing of books and materials, drives the bookmobile, or assists other staff, much of the daily work of the library system is achieved through these employees.

All employees thus share common values and development needs to continue to progress in their jobs and work activities. Not only do these employees need to embody the common knowledge and technical steps of work activities, they also share the common need to participate in continuing staff development. Ongoing training and learning throughout the library environment is the only way that all employees can effectively engage in their jobs, deliver sustainable results, and help the public effectively utilize the Library's huge amounts of materials and information technology on a daily basis.

OBJECTIVE

It is the objective of the staff of the Tom Green County Library to participate in a continuing education process that involves all employees throughout the work year. Each employee shall have the opportunity to attend formal work related educational opportunities that are relevant to assigned jobs and work interests.

DESIRED OUTCOMES

- Each employee shall annually attend at least one scheduled continuing education opportunity at a local cooperative system workshop, a local college or university class, a web class, or a program at a professional library association.
- The Library Director and the professional staff should routinely present to staff in-house workshops on relevant topics, or updated policies or procedures.
- Employees should be encouraged to take advantage of general County learning and staff development opportunities.
- Promotions and employment advances should consider the efforts of continuing education in an employee's library career.

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STRATEGIES FOR 2006 – 2012

- The Library Director shall annually develop a staff development plan that allows each employee to attend an annual continuing education opportunity.
- The Library Director and each professional staff member shall present to selected staff members a workshop on relevant topics, or updated policies or procedures.
- Within a three year period, each employee should attend a County sponsored workshop or class.
- Promotions should be encouraged, and the amount of continuing education opportunities attended should be considered as a major factor in promotions.
- The professional staff should attend a Texas Library Association Conference at least once in every three years.
- The Library Director should attend one Texas Library Association Conference each year and one American Library Association Conference every two years.
- The chair of the Library Board and one Board member should attend the Texas Library Association Conference each year.

STRATEGY SIX:

ORGANIZATIONAL DEVELOPMENT

Pursuit of the vision and mission for the Tom Green County Library will have major implications for the size, organization and management of the Library staff. The substantial increase in size for the Central Library, expansion of the branches and continuing innovations in technology must all be considered when determining how best to staff and serve the needs of patrons who have expressed high expectations for library service in upcoming years.

The organizational challenges that are implied in the vision and mission statements and implementation of this plan require discussions that must involve the Library Director, the Library Board and the County Commissioners. Since a number of organizational strategies can be effectively utilized, those involved in the discussion must evaluate and decide how they wish to respond to the changing needs that will result from following the steps outlined in this plan.

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OBJECTIVE

The Library Director, the Library Board and the County Commissioners are to evaluate and decide how to respond to expanded services in terms of larger physical facilities, personnel and fiscal needs as well as overall management strategies.

DESIRED OUTCOMES

- An organizational plan that is directly related to realization of the Tom Green County Library's Vision and Mission
- A statement of management strategy that will support and implement the needed organization and management changes implied by the programs of expansion being undertaken
- A strategy for meeting the additional fiscal needs that arise from the changes to be made in staffing and management
- Approval of a phased plan to meet increased staff and operational needs of the improved library service

STRATEGIES FOR 2006 -2012

- Once space planning and the building program for the Hemphill-Wells Building are completed and approved, submit an analysis and recommendations for staffing and management of the new facility for approval by the Library Board and County Commissioners
- Develop a phased program to incorporated needed changes and staff enhancement as expansion of the branches is accomplished
- Reevaluate on an annual basis the organizational and management plan to identify needed refinements and possible changes to respond to changes in public demand as well as technology

STRATEGY SEVEN:

THE DEVELOPMENT OF LIBRARY SERVICES AND COLLECTIONS

The Tom Green County Library is fortunate to have enjoyed excellent circulating and reference collections during its long history. From these collections, the development of library services for adults, young adults, and children have emerged as separate sections of the collections. In recent times, adult reference and information

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technology have also emerged to satisfy the vast array of information needs demanded by our society and individuals.

The Tom Green County Library is well-prepared to make the changes that this strategic plan advocates with its current organizational establishment and the collections and services that it currently operates. This strategic plan is not suggesting major changes or new directions in the current routines of operating the library system, collection development, or delivery of library services. Obviously, the expansion of the Central Library into the Hemphill-Wells Building will require moving the current collections of the Central Library. Once in the Hemphill-Wells Building, the collection will be able to expand for many years to come. The provision of Information Technology and reference services can equally be expanded. The ability to reshape the Children's Library into a modern reading, learning and discovery center will be an exciting outcome from the move. Today's new media in the forms of DVD entertainment and knowledge audiovisuals make it an exciting environment in which the library system can and will grow. Online use of technology will grow as books, music, and articles will be able to be checked out to a user's MP3 or similar device much like a current hardback or paperback book. These new areas of collection development and information service delivery will stimulate the librarians and staff for many years to come.

OBJECTIVE

The Tom Green County Library will continue to deliver services and develop its collections in similar fashion to its current methods, incorporating changes as the times and material formats or technologies dictate.

DESIRED OUTCOMES

- Continue to expand the collections and services within limitations of the budget for library materials and information technology.
- Weed the collections annually to maintain relevant and popular use collections.
- Maintain the present delivery of services methods.
- Adapt to new formats and new technologies as they develop.

STRATEGIES FOR 2006 -2012

- Expand the collections so that they exceed 4 items per capita.
- Continue to foster and implement a customer-centered organization that generates excellence in public services.
- Innovate and experiment with new formats to reach the highest level of service and satisfaction with the staff and public.

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- Re-evaluate the current Law Library. This special collection requires a thorough weeding and transfer of the remaining legal materials to the General Reference Collection. The use of legal databases ought to be the major means of serving local lawyers and citizens interested in the law.
- Circulate laptop computers within the wireless-based library facilities as the next step in expanding computer access and conducting database research.

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Tom Green County Commissioner's Court

- Mike Brown, County Judge
- Ralph Hoelscher, Precinct 1
- Karl Bookter, Precinct 2
- Steve Floyd, Precinct 3
- Richard Easingwood, Precinct 4

San Angelo City Council and City Manager

- J. W. Lown, Mayor
- Jamie Rainey, SMD 1
- Dwain Morrison, SMD 2
- Joe Holguin, SMD 3
- Emilio Perez-Jimenez, SMD 4
- Devin Bates, SMD 5
- Charlotte Farmer, SMD 6
- Harold Dominguez, City Manager

Tom Green County Library

- Library Board:

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- Sylvan Polunsky, Chair
- Joel Sugg, Vice Chair
- Gloria Duarte, Secretary
- William F. Collins
- Terence Dalrymple (Terry)
- Dennis Grafa
- Kay Holland
- Kathy Koehn
- Philip R. Lane
- Cindy McCammon
- Mark Thieman
- Larry D. Justiss, Library Director
- Martha McCloskey, Associate Library Director
- The entire staff of the Tom Green County Library
- The Friends of the Tom Green County Library

Citizen Advocates

- Steve and Pollyanna Stephens, Co-chairs, Beacon to the Future Committee
- Howard Taylor, Director, San Angelo Museum of Fine Arts
- Beacon to the Future Committee
 - Mike Boyd
 - Stephen Brown
 - Dudra Butler
 - Steve Cecil
 - Sonny Cleere

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- William (Bill) F. Collins
- Gary Cox
- Donna Crisp
- Eric Eggemeyer
- Sam Feazell
- Anne Fischer
- Jack Grafa
- Elizabeth Grindstaff
- Brenda Gunter
- Fred Hernandez
- Ralph Hoelscher
- Kay Holland
- Ella Mae Johnson
- Fred Key
- Lorenzo Lasater
- Joan Labay-Marquez
- Dayna Mayer
- Amy McLaughlin
- Kathy Munoz
- Ernest Perez
- Lee Pfluger
- Syl Polunsky
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- Jamie Rainey
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