Alison M. Shields. Current Priorities and Future Directions: A Content Analysis of Active Strategic Planning Goals of Public Libraries in the United States. A Master's Paper for the M.S. in L.S degree. November, 2007. 71 pages. Advisor: Paul Solomon

A strategic plan articulates an organization's strategy for coping with future change. This study is a content analysis of the goals in 100 active strategic plans from public libraries in the United States. The results show that priorities in the present and in the near future of the public libraries are, in order of importance: providing the services and resources that meet patron needs, infrastructure maintenance and improvement, outreach to community groups and individuals, encouraging lifelong learning and recreation for all ages, becoming an information lifeline for the community, and meeting the needs of underserved populations. Chi-square analysis was also performed to identify associations between the prevalence of a given goal type and community demographic variables. The results provide insight into these libraries' priorities for serving patrons now and in the near future.

Headings:

Strategic planning

Public libraries—Strategic planning

Public libraries—U.S.

CURRENT PRIORITIES AND FUTURE DIRECTIONS: A CONTENT ANALYSIS OF
ACTIVE STRATEGIC PLANNING GOALS OF PUBLIC LIBRARIES IN THE
UNITED STATES

by
Alison M. Shields

A Master's paper submitted to the faculty
of the School of Information and Library Science
of the University of North Carolina at Chapel Hill
in partial fulfillment of the requirements
for the degree of Master of Science in
Library Science.

Chapel Hill, North Carolina

November 2007

Approved by

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Paul Solomon

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Introduction

As librarian Milo Nelson noted in his 1984 critique of ALA's strategic planning initiative, "Since the time that frontiersmen mounted trees in eighteenth-century America to gain a keener appreciation of the geography ahead, it has been a singularly American habit to attempt to see beyond the present" (p. 1). We are very future-oriented in this country, Nelson continues. The very hallmark of maturity, he says, is the ability to plan; therefore, individuals buy cemetery plots and life insurance, check the weather forecast, and carry a calendar.

The desire to control and predict not only what is, but what is to come, can also be observed in organizations, when leaders engage in *strategic planning*. Strategic planning is a formalized process that helps an organization identify priorities and set appropriate goals, based on where it is and where it is going. Indeed, public library leaders frequently use strategic planning as a way to "climb trees," that is, to predict and chart courses into the future. In today's climate of constant change, especially, information professionals feel compelled to predict and control the future as much as possible. Librarians for several decades have watched changing trends—technological and otherwise—influence and even at times threaten the practice of librarianship (Herring, 2001). Despite Nelson's somewhat cynical tone on the subject, strategic planning can help libraries prepare to cope with changes, challenges, and innovations. It has been embraced as a way to help libraries control their future impact on communities and survive and flourish (Jacob, 1990, p. 1).

The strategic planning process is important because it identifies community values and priorities. A strategic plan based on an understanding of community values helps library leaders make appropriate budget decisions. Setting budgetary priorities can be a difficult task for library managers; however, successful management depends on the ability to develop acceptable goals within the value framework of the community served, acquire the necessary resources to support the goals, and continue to refine the goals and adjust resources as needed (Jacob, 1990, p. 86). Strategic planning allows libraries to adjust for changing community values over time, as managers reassess past budgetary practices, based on a better understanding of community trends, the past roles of the institution in the community, and the desired future roles for the institution.

Many libraries have made their current, approved strategic plans public online. Published plans are typically active for three to five years. The content of the plans vary, but many contain library mission statements, vision statements, history of the library, community demographics, budgetary reviews, and a description of the process by which the strategic plan was conceived. The element common to all plans is a list of strategic goals (where a library wants to be) and objectives (how it is going to get there).

Strategic goals are concise statements that summarize the intentions of a library. Goals represent the commonly shared values, desires, and ambitions of a library's staff, administration, and patrons, but, most of all, they describe what a library plans to do. They often begin with words such as "improve," "ensure," or "increase." By looking at the strategic goals of a library, one can get a sense of what that library sees as important in the present, and where it is likely to end up in the near future.

As library planners look at levels of patron satisfaction, assess community needs, gather ideas for innovation, and find areas in which to improve, they are able to develop goals for achieving their desired future. This research examines goals from currently active strategic plans of public libraries in the United States. Plans available in the public domain were identified and their goals were compiled and compared. Identification of common priorities in the strategic goals provides a glimpse into which areas of library operations and services are of greatest concern to public library professionals, paraprofessionals, and patrons. The analysis, therefore, provides insight into the current priorities of these public libraries and their plans to solve problems, allocate funding, and ultimately improve services for their communities currently and in the future. Further analysis sought to identify associations between strategic goals and the demographic composition of the communities in which the libraries operate. Finally, a distribution of those libraries that have both engaged in strategic planning recently and made their plans available online is presented. This study paints a picture of the effect that strategic planning is likely to have on these libraries and their communities in the coming years by describing key goal areas identified by libraries through the strategic planning process.

Literature Review

Definitions and Beginnings of Strategic Planning

David Ewing reflects, in the 1972 of edition of *Long Range Planning for Management*, that as he set out to write the first edition of the book two decades earlier, he found himself almost completely alone in his serious, scholarly consideration of long-range planning (Ewing, 1972, p. ix). Barely fifteen years later, long-range planning had

become a main interest of academic research and business management. Business journals, management teachers and students, big business, small companies, government organizations, and even churches had become preoccupied with planning (Ewing, p. ix-x). Among the influential publications was Igor Ansoff's *Corporate Strategy*, published in 1965. *Corporate Strategy* combined the concepts of management and strategy (Ansoff, 1965, p. vii), and is the best-known early strategic planning book (Mintzberg, 1994b, p. 39).

Strategic planning is a form of long-range planning. The terms "strategic planning" and "long-range planning" are often used interchangeably; however, a slight distinction can be made based on assumed environment: strategic planning generally anticipates a changing, dynamic environment, while long-range planning sets out to accomplish goals under the assumption that the environment will remain stable over the duration of the plan (*What is strategic planning?*, 2004). Furthermore, strategic planning can be defined as "a formalized procedure" meant "to produce an articulated result in the form of an integrated system of decisions" (Mintzberg, 1994b, p. 7-19). Put simply, strategic planning is a system-wide determination of "where an organization is going over the next year or more and how it's going to get there" (McNamara, 2007). Strategic planning had become very popular by 1973, when Louis Gerstner wrote: "Except for the so-called computer revolution, few management techniques have swept through corporate and governmental enterprises more rapidly or completely."

Administrators expect the strategic planning process to help them control the variable future because it helps them analyze their situation rationally, clarify their goals, integrate and formalize decision making, and coordinate activities. (Mintzberg, 1994b, 7-

19). Managers hope that having a strategic plan will reduce the potential for "panic reactions" in unforeseen circumstances (Boyne, 2001).

History of Differing Views in Strategic Planning

Varying opinions regarding strategic planning began to emerge almost as soon as the concept became popular (Gerstner Jr., 1973). In the sixties and seventies, the merits of "rational" planning were debated against the merits of just "muddling through" (Boyne, 2001). In 1978, Paul and Donovan credited the rapid acceptance of strategic planning to its conceptual simplicity and intuitive appeal, but warned that accurate long-term forecasts of the future are almost always impossible to make, and companies that base day-to-day managerial procedures on such forecasts are dooming themselves to failure. Henry Mintzberg published a two-part article in *Long Range Planning* in which he claimed that the term "strategic planning" is an oxymoron—because the act of planning itself might generate climates hostile to strategy making (Mintzberg, 1994a).

George Boyne (2001) narrows the critiques of planning to two areas: the possible technical problems (intellectual limitations of planners, for example), and the potential political difficulties that arise when change is mandated by those in power. Boyne examines the data provided by numerous empirical studies that have been published on the topic. In a comprehensive meta-analysis of the available empirical studies, generally done in the private sector, Boyne examines the link between planning and commercial success. He finds a statistically significant relationship between strategic planning and measures of commercial success, such as profitability, market share, and sales growth. The "mean level of support for the positive impact of planning" was 55 percent (p. 79). J. Thomas Hood, a CPA who researches organizations that survive at least four decades,

goes much further to say that organizations with continuous, integrated, long-term strategies outperform contemporaries by 1500 percent (Isom-Rodriguez, 2005).

This contrasts with the conclusion of another meta-analysis published ten years earlier by Brian Boyd, who found the average effect of strategic planning on financial success measures (such as profitability, return on assets) to be only slightly positive, with some studies even reporting a negative effect. Boyd points out, however, that several individual firms have reported great benefits as a result of planning (Boyd, 1991).

Although the discussion about the utility of strategic planning continues (Mintzberg, Ahlstrand, & Lampel, 2005, p. 2), it has gained general acceptance as a managerial tool. Lucy Kellaway lately promoted strategic planning as an approach to weight loss, though perhaps metaphorically: "…every CEO needs a plan—Bill Gates needed a business plan to build Microsoft and we need one to lose weight" (Kellaway, 2005). Henry Mintzberg, despite his two-part article questioning the value of strategic planning (Mintzberg, 1994a), never advocated complete abandonment of the concept; he advocated a more informal approach to planning and awareness of the situational appropriateness of strategy formation (Mintzberg, 1994b, p. 416). In addition, he helped to author a collection of essays, criticizing planning for being boring and promoting better and more interesting planning (Mintzberg, Ahlstrand, & Lampel, 2005, p. 2).

The Process of Strategic Planning

Strategic planning is a detailed, involved process and usually requires many hours of work (Gerstner Jr., 1973). Organizations usually start by conducting a SWOT analysis (determining an organization's Strengths and Weaknesses in relation to the external Opportunities and Threats it faces), which requires a thorough assessment of the

environment as well as the organization itself (Dougherty, 2002). Strategic plans are strongest when they are based on an understanding of the organization at all levels. The planning process can be overseen by internal management or by external consultants, but all staff should be involved on some level in order to ensure a shared vision (Dougherty, 2002). Using this information, the strategic plan—a description of how the organization is going to get from its present position to its future desired position—is drafted (Gerstner Jr., 1973).

Strategic planning in a library is a complex process as well. A step-by-step model for the strategic planning process in public libraries is available in a manual written by M. E. L. Jacob (1990). One of the first steps for managers and planners is the appointment of a core planning team. This team takes responsibility for assigning task forces to complete specific duties within the planning process (p. 15). Managers must also establish a budget and schedule for planning (p. 22), present to staff a brief overview of what to anticipate (p. 20), gather data from the community (p. 21), establish objectives for the planning process itself (p. 20), and gather broad input from all those who are affected by the strategic planning process (p. 23). A library's past and present roles are carefully analyzed, (p. 13) along with its environment, a process called "environmental scanning." Environmental scanning is a critical part of the process, where managers and planners identify environmental trends affecting the library and the library's place in the environment in order to understand the strengths and weaknesses, threats to success, and opportunities for change and growth (p. 59). Input from advisory committees, such as Friends' groups, and from the community at large should be welcomed as well (p. 9-13).

This approach should result in the identification of a possible and most likely future (p. 60).

After planners have gathered and analyzed this information, they can draft the plan by developing the following: a vision and a mission for the organization, goals and objectives to support the vision and mission, and schedules and resource allocations for achieving the goals (Jacob, 1990, p. 61-87). The plan must be published and communicated to a primary audience identified by the organization (p. 89-99). After the plan is published, the goals are implemented and later evaluated in terms of the broad vision (p. 101). Finally, planners must incorporate a mechanism for continual evaluation of the plan and its impact on the environment (p. 105). Managers must remain aware of the library's progress and changes in the environment that will affect the mission and goals. Monitoring helps ensure the success of the plan; as Jacob concludes, "Planning without monitoring is wishful thinking, not true planning" (p. 105).

The Durham County Library of North Carolina provides an example of the role of environmental scanning and other research in the strategic planning process. Before drafting the plan, library management (with the help of consultants) generated a wealth of ideas through several different forums—staff meetings, community bus trips to other libraries, and a future search conference, in which a cross-section of the community was consulted. A wiki was created for the community to share ideas. Thorough analysis of data gathered from these modalities gave library leadership the information needed to understand the climate and desires of the community. Four key goals were identified from re-analysis of the data, administrative discussion, and community and staff input. These goals state the library's immediate priorities for change. They are: better customer

service, more family literacy, better IT resources, and the preservation of Durham's

cultural heritage (*DCL strategic plan wiki,* 2007).

Strategic Planning in Professional Library Organizations

Organizations such as the American Library Association have been employing

planning processes since the late sixties (Jacob, 1990, p. 4), and the debate about the

benefits of strategic planning is present in the library literature. A recent article featured

on ALA's website on strategic planning in the field, by Gordon Aamot, begins

pessimistically:

> Strategic planning is viewed by some with skepticism and even
> trepidation. It not only requires a significant amount of organizational
> time and energy, but the relationship between the planning process and
> the creation of new strategies is not always apparent. When used
> thoughtlessly, obsessively, or with excessive formality it can drive out
> precisely the kind of strategic thinking, acting, and learning it was
> supposed to promote (2007, p. 1).

This echoes the ideas of critic Henry Mintzberg's, especially the critiques of what

he saw as the extreme formality of strategic planning (Mintzberg, Ahlstrand, & Lampel,

2005, p. 2). However, Aamot's main point is that strategic planning has great potential to

promote "strategic thinking" in a library system—strategic thinking being characterized

as "synthetic," "iterative," "divergent," and "creative" (2007).

A proponent of strategic planning is Lachance, "For library and information

associations to create a healthy future they must devise flexible and forward-looking

strategies that connect the individual member with goals of the organization" (2006).It

was said in another way more than a decade earlier by Sutton: "planners transform

features of a complex social organization into a model that gives the organization a shape

and meaning it would not otherwise possess" (1994).

In 1984, librarian Milo Nelson questioned the need for ALA to use fifteen staff members, outside consultants, and $80,000 on a strategic plan: "Mice and men not only make plans that oftentimes go astray, they often go astray in the making of plans. In the absence of a compelling need for a long-range plan, the best plan might be not to undertake a plan" (Nelson, 1984).

Despite Nelson, the ALA created its plan, and continues to engage in strategic planning. The current plan, created two years ago, is entitled "ALAhead to 2010" (*ALAhead to 2010: Strategic plan,* 2005). It includes statements on the founding purpose of ALA, a mission statement, a vision statement, key action areas, and six broad goals accompanied by more specific objectives. It also includes an appendix with two sections: "Desired Future" and "Organizational Values." Many organizations within ALA have published their own strategic plans as well, including the Association for Library Service to Children (*ALSC strategic plan, 2006-2011: Core ideology & envisioned future,* 2006), the Association of College and Research Libraries (*Charting our future: ACRL strategic plan 2020,* 2006), the Public Library Association (Tecker Consultants, 2005), and even the ALA Public Programs Office (*ALA Public Programs Office strategic plan January 2002--January 2006,* 2002). Like the general ALA plan, most include introductory information such as a value statement, a core purpose, a statement of vision, etc., but the most common element is a list of stated goals, with accompanying objectives or strategies.

Strategic Planning in Libraries

Since today's libraries are heavily influenced by many rapidly changing trends, it is not surprising that strategic planning has caught the attention of those concerned about

technological changes (Balasubramanian, Rangaswamy, & Kanthimathi, 2006) and the aging generation of Baby Boomers (Joseph, 2006).

Change is anticipated by all kinds of libraries. Public libraries, for example, are becoming social meeting places and hubs of technology and communication, are in need of more space, are developing relationships with higher-education facilities, and are changing their architecture to accommodate these and many other functional changes (Focke, 1997). It is hard to forecast trends, and which trends will endure and which will not (Schachter, 2007). Since it can seem intuitive that planning can help organizations to accommodate and prepare for future changes, it may be surprising that one writer advocates less planning in the face of change. Although she acknowledges that "acute discontinuities in trends are occurring…causing businesses to experience jarring, large-scale shifts in orientation and practice," she says that planning will only bog information organizations down in the face of this continual whitewater (Lettis, 1998).

Debbie Schachter would agree that we live in a turbulent, changing environment. She points out the life cycle of ideas is shrinking; however, contrary to Lettis, she argues that organizations need to be cautious about jumping on emerging trends "without careful analysis of their true value" (2007). If she is right, then libraries without plans may be in danger of being drawn in too many directions. Balas believes that libraries need to write clear mission statements in order to maintain organizational identity in the face of change (Balas, 2007). Mark Herring argues that without planning, librarians will continue to stand still while change slowly puts them out of jobs. He urges libraries to start planning their own futures before other organizations (big businesses, etc.) plan their futures for them (2001). Rockman, a proponent of data-driven libraries, says that to even know what

kind of data to collect and how to collect it, information professionals must be clear about their libraries' purposes, goals, and strategic initiatives. (2005)

Many library managers seem to agree that planning is a productive way to spend money and time, because so many of them have created strategic plans. The majority of the literature seems to suggest that information professionals believe the strategic planning process will be helpful for libraries. Perry and Woodsworth even contend that libraries can do strategic planning better than the corporate world. Libraries, they say, have an advantage over the private sector because library employees tend to be comfortable in a cooperative environment, which promotes discussion towards a consensus, which then contributes to a more open environment where shared missions, values, and visions can be created (1995).

The success stories, of course, speak for themselves. Two examples are the Linebaugh Library System, which received a *School Library Journal*/Thomson Gale Giant Step award for its service to youth (Kenney, 2006), and the Ann Arbor District Library, which became *Library Journal*'s 1997 Library of the Year (Dougherty, 2002). Both libraries thank strategic planning for their accomplishments.

In summary, the literature seems to make a strong case for the ability of strategic planning to help organizations identify priorities and plan for and adjust to an ever-changing environment. This study, therefore, recognizes strategic plans as a source by which to identify the current needs, priorities, and changes that public libraries are currently addressing across the United States. It attempts to answer the questions (to use some of the words of Sutton and Lachance), "What shape and meaning are public library professionals giving to their organizations?" and "What kinds of forward-looking

strategies are public library professionals initiating in an effort to create healthy futures for their organizations?"

Methodology

Strategic plans published online were identified via a systematic search process using Google (www.google.com). Initial searches confirmed that dozens of libraries have completed a strategic planning process and published their strategic plans online. To identify plans from public libraries in the United States, fifty-one searches were systematically run for each state and the District of Columbia using the combined search terms *"name of state" (and) "strategic plan" (and) "public library."* Results of each search were culled to eliminate retrieved items, which were entirely irrelevant or redundant, or had nothing to do with strategic planning. Inclusion criteria for the strategic plans were as follows: origination from a public library (single library or community library system) in the United States, publication in on-line format, current as of 2007 or later, and clear identification as a strategic plan from the title of the plan or Webpage. Exclusion criteria included plans for academic libraries, state libraries, and public library cooperatives, associations, networks, or advocacies; format with security measures prohibiting copying and pasting; plans with an end date earlier than January, 2007; and plans unavailable online.

In all, 100 plans from thirty-five states met the inclusion and exclusion criteria and were included in the analysis. The text of the goals and objectives from these 100 plans formed the body of data for analysis. One plan with security measures prohibiting copying and pasting was incompatible with the content analysis software and was

excluded. All plans that were clearly active were included, as well as two library plans that were undated: the Tacoma, WA and Tripoli, IA Public Libraries. These two plans were included to bring the total number of plans to a round number.

A list of strategic goals was the only element found universally in all plans. Furthermore, goals were action-oriented and representative of what a library was specifically working on, or planning to work on—presumably representative of organizational transformation and priorities. Therefore, goals were recognized as the most appropriate element to analyze. Goals were identified by the presence of the following headings: "goals" or "strategic initiatives." The goals were analyzed using MAXQDA2007 for Windows (VERBI software, 2007), content analysis software which supports coding. Based on the priority areas identified in the goals, goals were assigned codes representing the concept with which the goal was most closely associated.

A system to assign codes based on the main areas of interest of the goals was needed. This system was developed via a two-phase content analysis process. In the first phase, goals were read and given tentative classifications based on their main ideas or objectives. As the number of goals classified increased, it became clear that some classifications were redundant and needed to be combined, whereas others needed to be separated. By the time all goals were read and given tentative classifications, twenty-three distinct codes had emerged that adequately and uniquely described the main ideas of the goals. In the second phase of content analysis, each goal was revisited and assigned to at least one of the twenty-three codes. Frequency distributions for each code were generated by tabulating the plans which addressed the topic in at least one of their

strategic goals. Finally, factor analysis was performed to identify clusters of related goal codes.

Two special situations encountered during the coding process necessitate explanation. First, some goals were compound and clearly contained more than one main idea. In these cases, the goal was assigned more than one code. Therefore, while each plan had at least two goals, the number of total codes found in the strategic goals of a plan was sometimes greater than the number of total goals. Second, many strategic plans include a list of objectives, best described as the specific actions a library plans to take to reach its goals, to accompany the list of goals. Objectives were listed following the goals and provided a fleshed-out explanation of the action and evaluation initiatives of each goal. Although goals were the unit of analysis, objectives were used to clarify the meaning and intent of the goal for goal coding purposes. On occasion, an objective would be directed tangentially to the main idea of the goal. In these cases, no additional code designations were made, but reference to these objectives is made in the descriptions of the twenty-three code areas below. By this method, goal codes were assigned based on key ideas explicitly stated in the goal text, with objectives providing supporting information.

To obtain demographic data, the physical location of each library was determined either through the community government site or through the mailing address of the library. Demographics variables included population, racial composition, median age, and per-capita income. Data was accessed through the U.S. Census Bureau Website (U.S. Census Bureau, 2000) and compiled. Gathering data from one place—the Census 2000—ensured consistency across all demographic areas. Statistical analysis sought to identify

associations between library service population demographic variables and the presence or absence of specific goal codes and goal code clusters.

Statistical analysis of data was performed using SPSS 16.0 for Windows (SPSS, Inc., 2007). Frequency distributions are presented, along with results from bivariate analysis. Statistical significance was based on the Chi-square test. Tests of significance were two-tailed, with significance based on the 0.05 level.

Results

Libraries

Plans were gathered from 100 libraries (see Appendix A). The geographic distribution of the libraries can be seen below in Figure 1. Each star represents a library. Geographic clustering occurred in some regions, especially in the Chicago area in northeastern Illinois, which had ten libraries with plans, or 10 percent of total plans.

Figure 1: Geographic Distribution of Libraries

Types of Goals

A casual perusal of the list of goals in a strategic plan would show that goals are directed towards specific areas of interest, for example, goals may be related to children's services, staffing, or outreach. The coding system outlined in the methods section represents a systematic way of classifying a goals' area of interest. Content analysis of the goals identified twenty-three primary areas of interest. These represent the current priorities for change and improvement of public libraries.

As stated in the methods section, some goals were related to more than one of the main topic areas. In these cases, goals were assigned more than one code. For example, the Chattahoochee Valley (GA) Regional Library's third goal was "Adults will have access to materials and services to improve their ability to read, write, and speak English." This goal was assigned to both the "Services for Adults" and "Literacy" codes. The Pawtucket (RI) Public Library had as its second goal, "To raise community awareness and improve access to library services." This goal was two-fold and received the codes "access" and "promotion." Another example of can be found in the Multnomah County (OR) Library Strategic Plan's first goal: "People of all ages and backgrounds will find welcoming, inviting neighborhood spaces where they can interact with others and participate in public discussion." Based on its emphasis on "spaces" as well on "public discussion," this goal received the codes "facilities/environment" as well as "information destination/gathering place."

The codes are presented in Table 1. They are defined below and are listed in order of the number of strategic plans containing a goal addressing that code. When goals were

accompanied by lists of objectives, these objectives were reviewed for supporting

information, which is also included below.

Table 1: Frequency of Goal Types

Goal Types	% of libraries	rank
Collections/Resources	61%	1
Facilities/Environment	59%	2
Marketing/Promotion	48%	3
Programming/Outreach	47%	4
Technology	47%	4
Access/Use	45%	6
Staff/Training	44%	7
Customer Service	42%	8
Finances/Funding/Advocacy	41%	9
Information Destination/Gathering Place	41%	9
Support Education	41%	9
Collaboration/Partnerships	29%	12
Language and Information Literacy	26%	13
Services: Children	25%	14
Support Recreation	25%	14
Community	24%	16
Diversity/Culture	22%	17
Services: Teens	16%	18
Continued Evaluation/Change	15%	19
Support Career/Life Events	12%	20
Services: Adults	11%	21
Stewardship of the Public Trust	9%	22
Services: Seniors	6%	23

1. Collections/Resources: found in 61 percent of plans.

The most commonly identified goals related to library collections—resources

available for public use, including books, periodicals, audio-visual items, and electronic

resources. Specific objectives described plans to increase the size of library collections

and improve the quality of resources offered by the library. Less commonly mentioned

objectives included presenting the collection to promote circulation, weeding the

collection, increasing holdings in specific collections (such as foreign language, online, and audio-visual), and collaborating with other libraries to increase the size of offerings.

2. Facilities/Enviroment: found in 59 percent of plans.

Facilities/environment goals usually included strategies to improve the functional setup and décor of the library. Plans stated objectives to improve book drops, increase security, build coffee shops, provide more parking spaces, and hire designers and architects to improve the functional and visual appeal of their libraries. Less often, but still frequently, libraries were planning for building construction or remodeling. A handful of libraries interpreted improving facilities to mean extending their physical presence into the virtual world by improving remote access to their catalog, such as through cell phones or PDAs.

3. Marketing/Promotion: found in 48 percent of plans.

Nearly half of public library strategic plans contained goals for promoting the library with a fresh image. Hancock County (IN) Library, for example, set an interesting goal to move away from the term "library." The plan authors wrote that the term did not adequately communicate the wide array of services available to the public, and planned to investigate words like "connectivity," "portal," and "resource" instead.

Objectives listed with these goals concerned branding, public relations, and market research. They planned to attract new populations, investigate unique methods of advertising such as radio and television, improve their Websites, analyze library use statistics, and generally promote community awareness of the public library and its services.

4. Programming/Outreach: found in 47 percent of plans.

Another common goal related to programming—library-sponsored activities aimed to support community education, recreation, or skill development—and outreach, defined as library-sponsored efforts to promote use of library by populations less likely to use library resources. Libraries very commonly developed objectives to bring their programs to as broad a range of participants as possible. Goshen (NY) Public Library's second goal of "Reaching out to the community," for example, had objectives to offer off-site book clubs, off-site computer instruction, offer outreach to group homes, and to continue to offer excellent programs for children and their families. Iowa City (IA) Library's second goal of "PROGRAMS/SERVICES: Offer high quality programs and services that reflect community interests and needs" included the objective "Develop and improve programs and services to reach out to those who cannot or do not come to the Library." Many strategic plans also had objectives to expand the topics of their programs in order to increase participation, and many planned to collaborate with outside groups, such as business entities, cultural institutions, and schools, in developing programs.

5. Technology: found in 47 percent of plans.

A separate category was created for technology-specific goals, as many plans had developed specific goals to improve, increase, and expand their technological resources. For example, the Arkansas City (KS) Library's fifth goal was to "Provide advanced computing technology resources and services to the community." Many libraries had objectives to provide more computers or Wi-Fi, while others planned to improve their online offerings such as Website features and databases. Many libraries proposed to train customers and staff on technology rather than simply attain more resources, in effort to

make the technologies as usable as possible. In addition, some strategic plans, such as the Youngstown (OH) Library plan, stated objectives to locate technology to improve the efficiency of library operations.

6. Access/Use: found in 45 percent of plans.

A fair number of libraries set goals to globally increase community utilization of library resources and programming, such as "Deliver informational resources to all" (Berkeley Heights, NJ), and "Improve community participation by three (3) to five (5) percent annually" (Brownburg, IN). Common objectives for these types of goals included surveying the public to assess needs and wants and measuring library use over a period of time. In order to attain the desired numbers, libraries sometimes proposed objectives to improve facilities and services to make the library more usable and convenient and to target specific populations such as homebound elders or Spanish speakers for services and marketing.

7. Staff/Training: found in 44 percent of plans

Investing in library staff and volunteers was identified as a high priority in the goals of many library strategic plans. Objectives stated a need for higher numbers of diverse, skilled employees with adequate training and good customer-service skills. Strategies for obtaining excellent staff varied: most wanted to benefit from existing staff by improving internal recognition and training policies, but some wanted to develop and improve recruiting to attract new talent.

8. Customer Service: found in 42 percent of plans

Promoting customer service and becoming more helpful to patrons was a commonly-stated goal. Objectives related to customer service goals revealed a desire for

staff to be more welcoming and reference questions to be answered more accurately. Libraries included plans to train staff in these areas. Improving lending and other policies was also a common objective, as was conducting research to gauge the level of customer satisfaction and identify areas for improvement.

9. Finances/Funding/Advocacy: found in 41 percent of plans.

Many strategic plans included goals related to money management. Goals in this category were diverse, with the majority planning to increase funding and fewer planning to manage existing funds differently. Funding objectives included improving library Friends groups and Foundations, engaging in fundraising, and recruiting and training advocates—especially those who could help bring in funds from private and government entities.

10. Information Destination/Gathering Place: found in 41 percent of plans.

Many of the libraries had goals to become *the* information portal for the community, and also to become a "town square" fixture as a center for public discourse. An example is the Howe (NH) Public Library's plan, which included the goal to "Enhance and expand Howe Library's role as a community gathering place." Objectives included plans to draw people to the library by providing space to support meetings and supplying information on community issues. Plans also mandated measurement of library use in this capacity as a center for community involvement and discourse.

11. Support Education: found in 41 percent of plans.

Libraries with education-related goals were interested in enhancing the intellectual lives of everyone—not just school-aged patrons. "Lifelong learning," and variations, was a favorite term in such goals. Common objectives supporting education

goals were: increased collaboration with, and support of, schools and teachers; increased educational resources, technological and otherwise; and increased educational programming. Objectives under this goal that showed interest in increasing support of home schooling were not found very frequently—only in the Oro Valley (AZ), Tuscarawas (OH), and Wayne County (OH) Libraries.

12. Collaboration/Partnerships: found in 29 percent of plans.

Collaboration goals were focused on developing partnerships with various institutions in communities—particularly business, educational, and cultural partnerships. Several of the libraries planned to develop partnerships with other local libraries. Objectives revealed a hope for improved funding, services, and publicity via these partnerships, along with an improved ability to reach underserved populations.

13. Language and Information Literacy: found in 26 percent of plans.

Literacy goals in strategic plans were diverse. Goals were coded in the literacy category if they promoted reading or patrons' ability to access and evaluate information. Goals were directed at those who were learning to read, those who were learning to speak English, those who needed to improve their ability to use computers and technology, those who needed to learn how to use the library and access and evaluate information more effectively, and children learning to read. Objectives for improving literacy included improved literacy programming and services (such as ESL classes), improved special collections (such as foreign language collections), and improved library usage statistics.

14. Services for Children: found in 25 percent of plans.

Some of the libraries had goals directed at specific age groups such as children, adults, teens, or seniors. The service population most often targeted—by a quarter of the libraries—was children. Goals were coded in this category if the goal explicitly identified children as the target service population. In order to better serve children, libraries had objectives to improve their children's programming and materials, increase participation by children in library-sponsored events, and provide support to parents and teachers.

15. Support Recreation: found in 25 percent of libraries.

Goals to support recreation were not as common as goals to support education, although education and recreation were often mentioned in the same goal and were therefore often assigned both codes. Goals were assigned the "Support Recreation" code when they specifically mentioned popular materials, the love of reading, or programs for leisure and enjoyment or when these materials were predominant in the supporting objectives. One-quarter of strategic plans contained goals related to supporting recreation. Objectives related to this goal included plans to purchase more new materials and see high circulation thereof, and to increase the overall recreational possibilities and experiences at the library.

16. Community: found in 24 percent of libraries.

Goals about community were goals about local life. The most common type of "community" goal was to preserve and support local history—mostly through collections and documents, but also though genealogy resources and programs. For example, the Austin (TX) Public Library's fourth goal: "Preserve the collective memory of the Austin and Travis County area" included objectives regarding the improvement of Austin

History Center. Other "community" goals were directed toward providing community-specific information. They included objectives to provide services such as bus schedules and directories, and support local businesses, government, or community interest groups.

17. Diversity/Culture: found in 22 percent of libraries.

Goals to celebrate diversity and culture were found in libraries that recognized and promoted cultural diversity as a priority, and addressed the interests of all groups, especially minority groups, in their communities. The majority of goals in this category sought to celebrate all cultures and minority groups served by the library. Two goals related to the arts were included in this category because they spoke about promoting art from diverse sources to educate and enrich the community. Objectives for achieving this goal included improving cultural programs, diversifying collections, seeking out a wider variety of partnerships, hiring more diverse staff and volunteers, and using more marketing techniques such as handouts and displays about artifacts and books, and alerting the community of available multicultural resources.

18. Services for Teens: found in 16 percent of libraries.

Teens were the third most frequently targeted service population after children and minorities, and were often mentioned in conjunction with children. DeKalb County (GA) Library, however, is a good example of a library that recognized teens as a distinct group. DeKalb called teens their "greatest resource and largest service challenge" and expressed concern that non-homework library use declined at age 13 in their system. Like DeKalb, libraries with teen-oriented goals often included objectives to not only improve the education and literacy of their teens, but also the recreational reading and program attendance of teens in their communities.

19. Continued Evaluation/Change: found in 15 percent of libraries.

Although strategic plans are often based on data gathered from surveys, circulation statistics, and market-based research, most of the libraries did not make continued data-collection a part of their strategic goals. However, fifteen of the libraries demonstrated their commitment to gathering data and feedback in the future by setting a separate goal to do so. Objectives relating to this goal were oriented around assessing change and planning on an ongoing basis.

20. Support Career/Life Events: found in 12 percent of libraries.

Twelve percent of libraries included goals to support the practical aspects of patrons' lives. Goals were coded in this category if they focused on enhancing or supporting career, marriage, parenting, tax preparation, or other life issues. These goals most often included objectives to support job-searching and life events by improving information literacy—equipping patrons with the ability to find career-appropriate information at the right time. Objectives for this type of goal were similar to the objectives for goals in support of education and recreation—to improve collections and programs, and increase the use of resources related to these subjects.

21. Services for Adults: found in 11 percent of libraries.

Strategic goals were coded in this category if they specifically targeted adult populations. These goals were often discussed in conjunction with children when talking about family literacy or in response to the need for basic literacy in adults (whether the adults were new readers or learning English as a second language). Objectives related to adult services sought to increase the use of adult collections and programs.

22. Stewardship of the Public Trust: found in 9 percent of libraries.

Some of the libraries stated goals for accountability to their communities and taxpayers. In the Anoka County (MN) Library's fifth goal, for example, the authors speak of being a sustainable, accountable resource for their community, "Sustainability: We will plan, partner and provide for the future of our libraries." Common objectives were: to spend tax dollars wisely, to manage finances in such a way that the library would be sustainable, to compensate employees fairly, to make sure that facilities are safe for staff and customers, to follow the law, to engage in best practices, and to conduct surveys in order to gauge library impact on community life.

23. Services for Seniors: found in 6 percent of libraries.

Only six libraries had goals directly targeting seniors as a service population. The objectives for serving senior citizens were mainly directed toward improving collections and services. They also included outreach to home-bound patrons and offering senior-oriented computer classes.

Factor Analysis of Goals

Factor analysis is an exploratory method used to study the patterns of relationship among many variables. To understand the relationship between the types of goals included in library strategic plans, a factor analysis was performed. In the library strategic plans, priority areas were identified and goals for improvement in those areas were set. Factor analysis answers the question "how are these priority areas related?" by examining a correlation matrix between the libraries and their goals. The factors are not a comprehensive description of the library priorities, but they do identify the areas that seem to be most important—one way of summarizing the data.

Factor analysis identified six clusters among the twenty-three goal codes, which were labeled, based on a logical analysis discussed below of covered goals, Services and Resources, Infrastructure, Outreach, Lifelong Library Use, Community Lifeline, and Underserved Populations. Factor loadings, which inform the clustering of goals, are listed in Appendix B. A large factor loading value for a given goal code indicates a higher degree of correlation with a goal cluster; thus, goal codes were assigned to the goal cluster within which the factor loading value was largest. The six goal clusters are listed in Table 2 with their associated goal codes listed underneath and explained below.

Table 2: Goal Clusters

Services and Resources	Infrastructure	Outreach	Lifelong Library Use	Community Lifeline	Underserved Populations
• Collections • Programming • Technology	• Continued Evaluation • Customer Service • Finances • Marketing • Staff/Training • Facilities	• Access/Use • Collaboration	• Adults • Children • Education • Recreation	• Information Destination • Stewardship • Career/Life Events • Community	• Diversity/ Culture • Language/Information Literacy • Teens • Seniors

The first goal cluster contained the goal codes "Collections," "Programming," and "Technology." These were labeled "Services and Resources," because they represent some of the most common services that bring customers to the library. The second goal cluster contained the goal codes "Continued Evaluation," "Customer Service," "Finances," "Marketing," "Staff," and "Facilities." These were given the heading "Infrastructure," because these goal codes all dealt with building a framework for library operations including physical facilities, employing qualified staff, using balanced finances, evaluating continually, and building community awareness through marketing. The third goal cluster, "Outreach," contained the goal codes, "Access/Use," and "Collaboration." These goals were related to plans to go beyond the library and into the

community. The fourth goal cluster contained the goal codes "Services for Adults,"

"Services for Children," "Support Education," and "Support Recreation." This cluster

was labeled "Lifelong Library Use," although "Services to Families" was also considered

as a heading choice. Goals to make the library an "Information Destination," to "Support

Career and Life Events," to "Support the Community" (primarily meaning, as defined

above, to preserve the community's local history), and to have "Stewardship of the

Public's Trust" were found together and given the heading "Community Lifeline," as

these goals seemed to demonstrate a desire to become an indispensable part of the

community served. Finally, goals supporting "Diversity," "Language and Information

Literacy," "Services for Teens," and "Services for Seniors" were given the heading

"Underserved Populations," since groups such as teenagers and speakers of languages

other than English are commonly fewer in number in the community overall, and

sometimes provided with fewer services and resources in United States Public Libraries

than larger customer groups such as children or English-speaking adults.

Figure 2 presents the prevalence of goal clusters in the strategic plans. To

determine which goal clusters were most common, frequency distributions for each goal

code were calculated and the average number of plans that contained a goal in the goal

cluster was calculated. This controlled for the fact that some goal clusters contained more

goal codes than others.

Goals relating to "Services and Resources" were most commonly identified in the

plans at 52.00%. Goals relating to "Infrastructure," and "Outreach," were found in

41.50% and 37.00% of strategic plans, respectively. Least commonly found in the plans,

or found in less than 30 percent of the plans, were goals in the "Lifelong Library Use

(25.50%)", "Community Lifeline (21.50%), and "Underserved Populations (17.50%)"

goal clusters.

Figure 2: Frequency of Goal Clusters
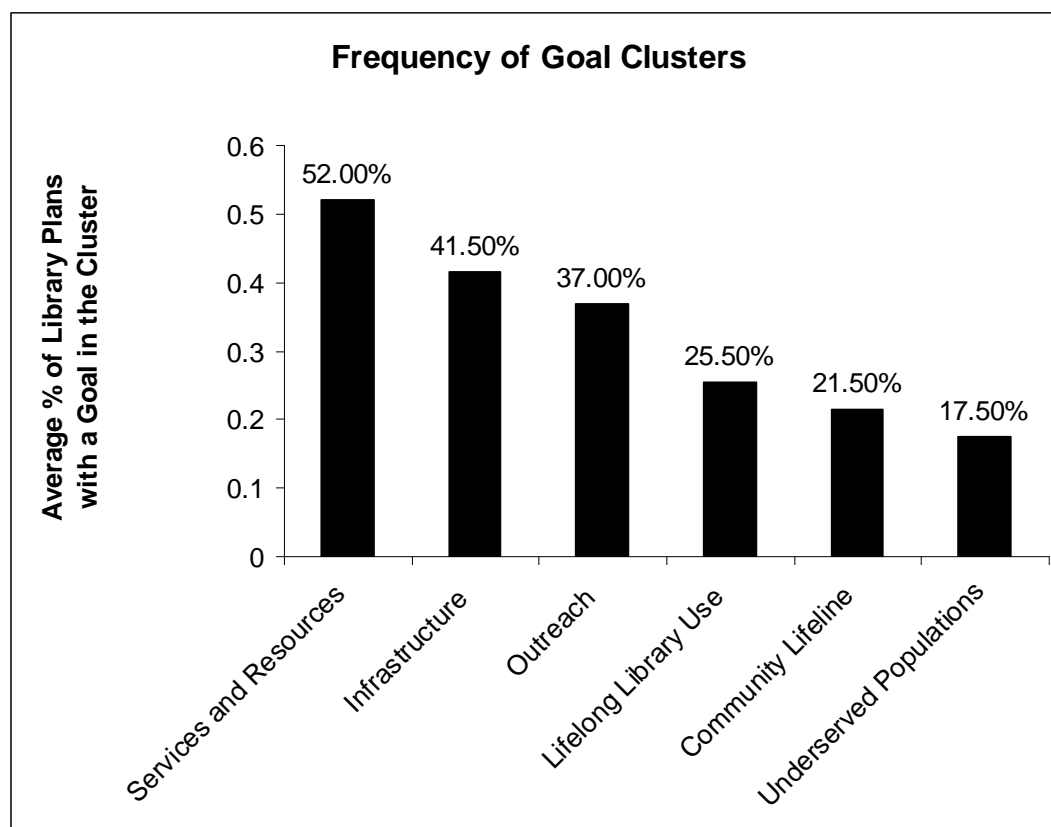
Demographics

In order to elucidate associations between the population characteristics of a

community and the distribution of goals, goal codes were analyzed with respect to

demographic variables. Data for each community served by the libraries with plans

included in the final analysis, as well for the U.S. as a whole, were obtained from 2000

U.S. Census data (U.S. Census Bureau, 2000). Demographic variables selected for

analysis included size of community, median age in community, ethnic diversity, and per

capita income. Tests for associations between goals or goal clusters and demographic

variables were performed using two-tailed Chi-square tests, with results deemed significant at the 0.05 level and marginally significant at the 0.10 level.

Community Size

Library service communities ranged in size from 1,216 people (Harnett County, NC) to 2,896,016 (Chicago, IL). The median community size was 57,499 and the mean community size within the sample was 179,131. In all, thirty-eight of the total libraries served communities with a population greater than 100,000 people, while sixty-two of the total libraries served populations less than 100,000 people. (See Appendix C for a complete listing of each library and the size of the community it serves).

The goal clusters were examined for differences in libraries serving communities with populations over 100,000 versus those with populations under 100,000 (Figure 3). There were no significant differences in the percent of plans containing at least one goal in the libraries serving communities with populations over 100,000 in the area of "Outreach" (63.1% vs. 53.2%), "Lifelong Library Use" (47.4% vs. 59.7%), "Services and Resources" (81.6% vs. 82.3%), "Community Lifeline" (63.2% vs. 64.5%), and "Underserved Populations" (44.7% vs. 41.9%). However, libraries serving communities with populations over 100,000 had significantly more goals related to the "Infrastructure" goal cluster (97.3% vs. 80.6%, p=.016).

Figure 3: Proportion of Library Plans Containing Goal in Cluster, by Size of Community.
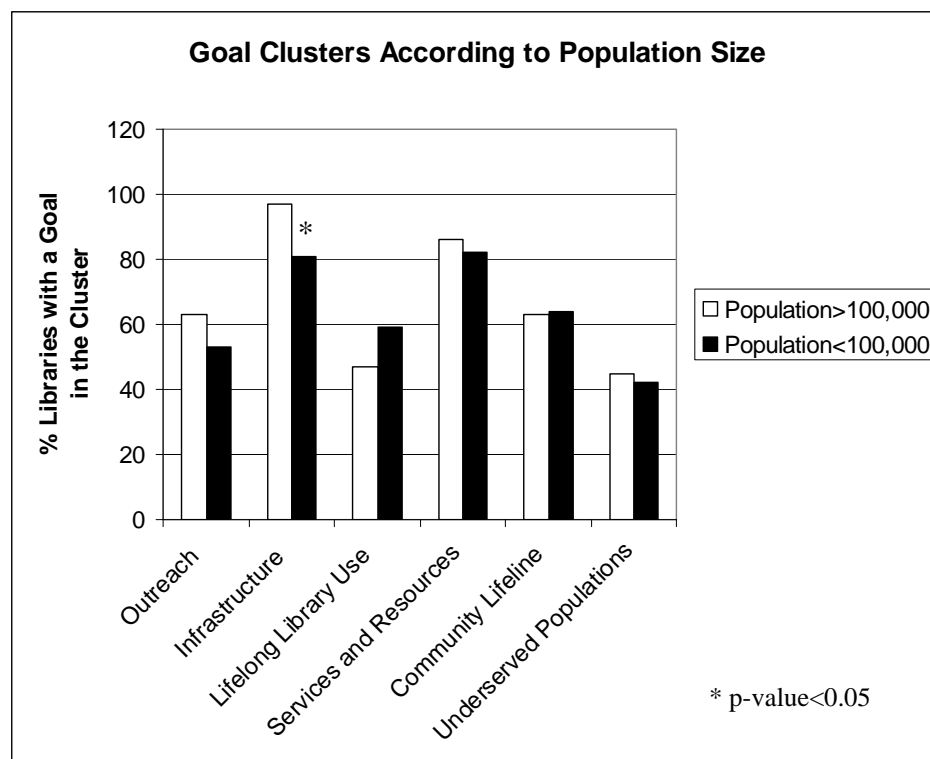
Chi-square analysis was also performed comparing the percentage of plans containing individual goals in plans serving communities with populations over 100,000 with those serving populations under 100,000 (Table 3). Libraries serving communities smaller than 100,000 had more plans with goals related to Community (31% vs. 13%, p=.06) and Programming/Outreach (55% vs. 34%, p=.06), and this difference was marginally significant. No statistically significant differences between libraries serving large versus small communities were observed for the remaining goal codes.

Table 3: Proportion of Library Plans Containing Goal, by Size of Community.

| Goal Type	Pop.>100,000		Pop.<100,000		p-value
	# of plans	% of plans	# of plans	% of plans	
Access/Use	18	0.47	27	0.44	0.84
Collaboration/Patnerships	20	0.53	41	0.66	0.21
Collections/Resources	14	0.37	15	0.24	0.18
Community	5	0.13	19	0.31	0.06
Ctd. Evaluation/Change	5	0.13	10	0.16	0.78
Customer Service	17	0.45	25	0.40	0.68
Diversity/Culture	10	0.26	12	0.19	0.46
Facilities/Environment	20	0.53	39	0.63	0.40
Finances/Funding/Advocacy	18	0.47	23	0.37	0.40
Information Destination	14	0.37	27	0.44	0.54
Language/Info Literacy	12	0.32	14	0.23	0.35
Marketing/Promotion	20	0.53	28	0.45	0.54
Programming/Outreach	13	0.34	34	0.55	0.06
Services: Adults	3	0.08	8	0.13	0.53
Services: Children	9	0.24	16	0.26	1.00
Services: Seniors	3	0.08	3	0.05	0.67
Services: Teens	8	0.21	8	0.13	0.40
Staff/Training	20	0.53	24	0.39	0.22
Stewards of the Public Trust	4	0.11	5	0.08	0.73
Support Career/Life Events	2	0.05	10	0.16	0.13
Support Education	13	0.34	28	0.45	0.30
Support Recreation	8	0.21	17	0.27	0.64
Technology	20	0.53	27	0.44	0.41

Community Median Age

The national median age as of the year 2000 was 35.3 years (U.S. Census Bureau, 2000). The median age of the communities served by the libraries in the sample was 34.9 years. (See Appendix D for a complete list of each library and the median age of the population it serves.) The median ages ranged from 22.8, in a small community served by the Howe Public Library (Hanover, NH), to 45.4 in the Lincolnwood Public Library community (Lincolnwood, IL). Forty-eight of the libraries served a community with a median age above the national average, referred to below as "older communities."

Fifty-two of the libraries served a community with a median age below the national average, referred to below in as "younger communities."

The percentage of plans with goals in each goal cluster was compared in older versus younger communities (Figure 4). A chi square test revealed that libraries serving younger communities were significantly more likely to have goals related to "Outreach" (67.3% vs. 45.8%, p=0.043). There were no significant differences between younger and older communities for the other goal clusters: Infrastructure (83.3% vs. 90.3%), Lifelong Library Use (58.3% vs. 51.9%), Services and Resources (85.4% vs. 78.8%), Community Lifeline (66.7% vs. 53.8%), and Underserved Populations (41.7% vs. 44.2%).

Figure 4: Proportion of Library Plans Containing Goal in Cluster, by Median Age.
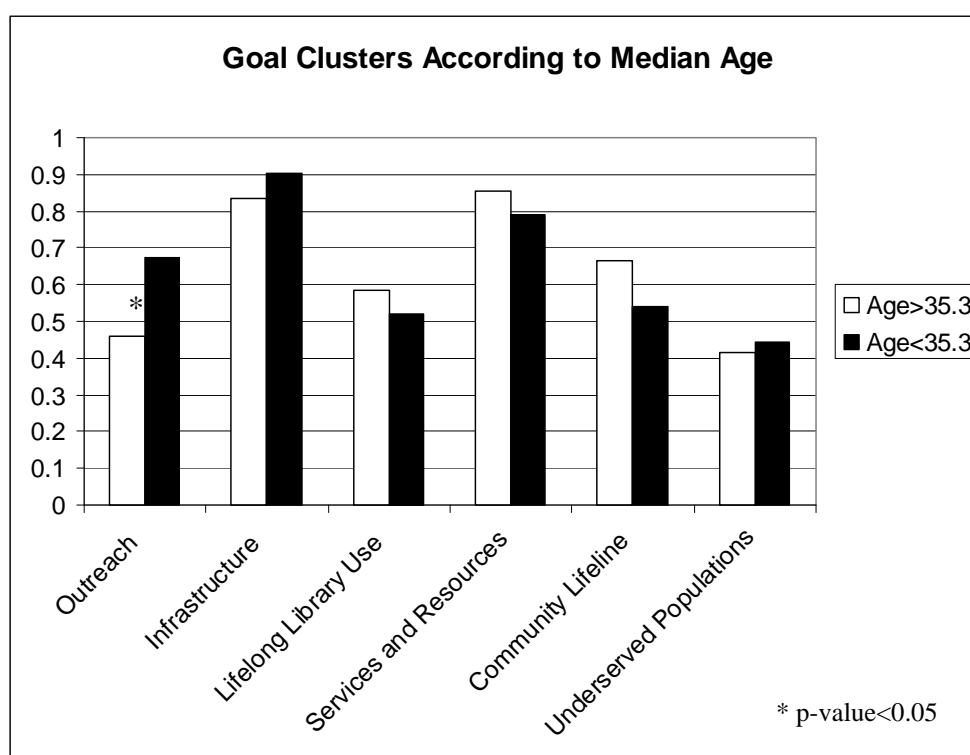
Individual goal codes were also subjected to Chi-square analysis to compare goal frequency in libraries serving younger and older communities (Table 4). A significantly higher proportion of library plans serving a lower median age had goals related to

Access/Use (57.7% vs. 31.3%, p=0.009) and Services for Seniors (11.5 vs. 0%, p=.027), and a marginally significant increased proportion of goals relating to Services for Teens (23.1% vs. 8.3%, p-value .057). On the other hand, libraries serving communities with a higher median age had a significantly higher proportion of plans with Technology goals (66.7% vs. 28.8%, p<.0001). None of the other goal codes were significantly different for library plans serving younger and older communities.

Table 4: Proportion of Library Plans Containing Goal, by Median Age.

| Goal Type	Median Age>35.3		Median Age<35.3		p-value
	# of plans	% of plans	# of plans	% of plans	
Access/Use	15	0.31	30	0.58	0.01
Collaboration/Patnerships	27	0.56	34	0.65	0.41
Collections/Resources	12	0.25	17	0.33	0.51
Community	14	0.29	10	0.19	0.35
Ctd. Evaluation/Change	9	0.19	6	0.12	0.40
Customer Service	21	0.44	21	0.40	0.84
Diversity/Culture	8	0.17	14	0.27	0.24
Facilities/Environment	30	0.63	29	0.56	0.55
Finances/Funding/Advocacy	21	0.44	20	0.38	0.69
Information Destination	24	0.50	17	0.33	0.10
Language and Information Literacy	11	0.23	15	0.29	0.65
Marketing/Promotion	24	0.50	24	0.46	0.84
Programming/Outreach	25	0.52	22	0.42	0.42
Services: Adults	5	0.10	6	0.12	1.00
Services: Children	10	0.21	15	0.29	0.49
Services: Seniors	0	0.00	6	0.12	0.03
Services: Teens	4	0.08	12	0.23	0.06
Staff/Training	23	0.48	21	0.40	0.55
Stewards of the Public Trust	6	0.13	3	0.06	0.31
Support Career/Life Events	8	0.17	4	0.08	0.22
Support Education	21	0.44	20	0.38	0.69
Support Recreation	14	0.29	11	0.21	0.37
Technology	32	0.67	15	0.29	0.00

Community Diversity

For the purpose of this analysis, ethnically diverse communities were defined as communities with either a Caucasian population lower than the national average (75.1 percent), or an Hispanic, African American, or Native American population greater

than the national average: 12.5 percent for Hispanics, 12.3 percent for African

Americans, and 0.9 percent for Native Americans (U.S. Census Bureau, 2000). See

Appendix E for a breakdown of communities' racial makeup. The mean percentage of

Caucasians in the communities in the sample was 81.66%. The mean percentage of

African Americans was 7.85%. Native Americans made up, on average, 0.94% of the

communities in the sample, and Hispanics made up 9.31%.

Using the definition above, 41 libraries were classified as less diverse, whereas 59

libraries were classified as more diverse. The percentage of library plans containing goals

for each goal cluster was compared with Chi-square tests to identify differences in more

diverse versus less diverse communities. In more diverse communities, a significantly

higher proportion of plans had goals relating to the "Underserved Populations" cluster

compared to less diverse communities (58.5% vs. 32.2%, p=0.013). No other cluster was

found to be significantly different across the two types of communities (more diverse vs.

less diverse); "Outreach" (61.0% vs. 54.2%), "Infrastructure" (87.8% vs. 86.4%),

"Lifelong Library Use" (61.0% vs. 50.8%), "Services and Resources" (75.6% vs. 86.4%),

and "Community Lifeline" (56.1% vs. 62.7%).

Figure 5: Proportion of Library Plans Containing Goal in Cluster, by Community Diversity.
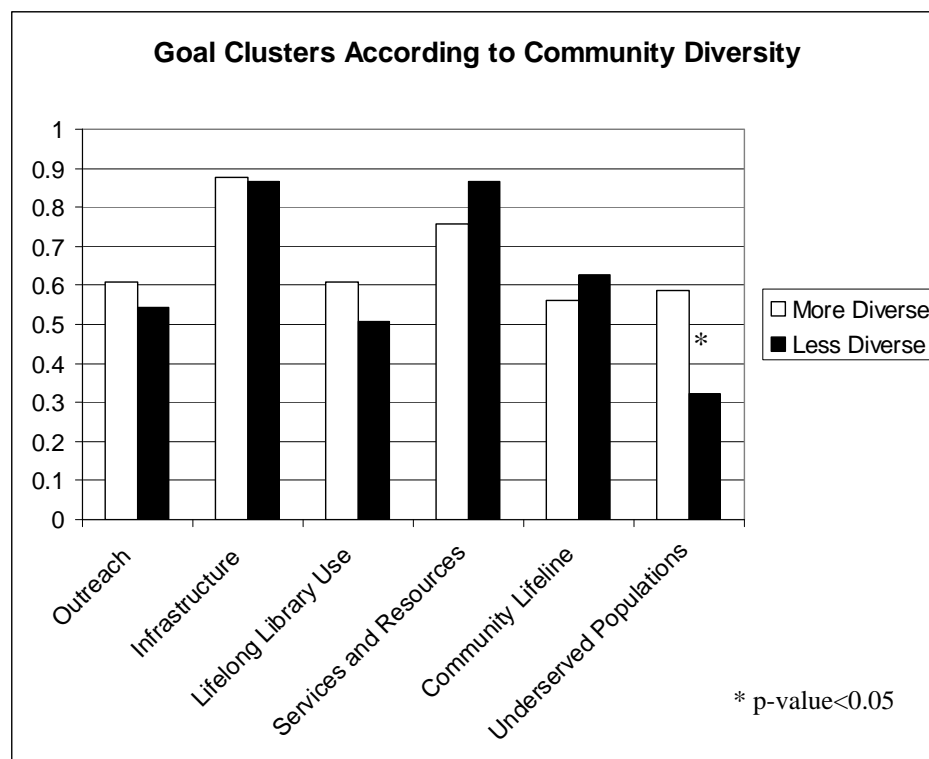
Chi-square analysis was also performed comparing the percentage of plans containing individual goals in plans serving more diverse communities with those serving less diverse communities (Table 5). Libraries serving more diverse communities were found to have significantly more plans that cited goals concerning Services to Teens (26.8% vs. 8.5%, p=0.024). Literacy goals were also marginally significantly more common in plans from libraries serving more diverse communities (36.6% vs. 18.6%, p=0.063).The libraries serving less diverse communities were found to have significantly more plans with goals concerning Marketing (49.1% vs. 46.3%, p=0.024), and Programming and Outreach (57.6% vs. 31.7%, p=0.014). In the remaining goal codes, no significant difference in goal prevalence was found across community types.

Table 5: Proportion of Library Plans Containing Goal, by Community Diversity.

Goal Type	More Diverse		Less Diverse		p-value
	# of plans	% of plans	# of plans	% of plans	
Access/Use	21	0.51	24	0.41	0.32
Collaboration/Patnerships	9	0.22	20	0.34	0.26
Collections/Resources	22	0.54	39	0.66	0.22
Community	10	0.24	14	0.24	1.00
Ctd. Evaluation/Change	4	0.10	11	0.19	0.27
Customer Service	16	0.39	26	0.44	0.68
Diversity/Culture	12	0.29	10	0.17	0.22
Facilities/Environment	22	0.54	37	0.63	0.41
Finances/Funding/Advocacy	15	0.37	26	0.44	0.54
Information Destination	14	0.34	27	0.46	0.30
Language and Information Literacy	15	0.37	11	0.19	0.06
Marketing/Promotion	19	0.46	29	0.49	0.04
Programming/Outreach	13	0.32	34	0.58	0.01
Services: Adults	6	0.15	5	0.08	0.35
Services: Children	13	0.32	12	0.20	0.34
Services: Seniors	4	0.10	2	0.03	0.22
Services: Teens	11	0.27	5	0.08	0.02
Staff/Training	8	0.20	26	0.44	1.00
Stewards of the Public Trust	2	0.05	7	0.12	0.30
Support Career/Life Events	4	0.10	8	0.14	0.76
Support Education	17	0.41	24	0.41	1.00
Support Recreation	11	0.27	14	0.24	0.82
Technology	20	0.49	27	0.46	0.84

Community Per-Capita Income

Per-capita incomes in the study communities ranged from $12,896 (Pima, AZ) to $88,059 (Glencoe, IL) per year. Median per-capita income for the one hundred study communities was $22,468 per year. Forty-seven libraries served communities with per capita incomes less than the national average ($21,587 per year), while fifty-three libraries served communities with per capita incomes greater than the national average. See Appendix F for a breakdown of each library and the per capita income of the community served.

The percentage of plans with goals in each goal cluster was compared in communities with median per-capita income greater than the national average versus communities with income less than the national average, (Figure 6). Libraries serving communities with per-capita incomes above the national average had no significant difference in the proportion of plans containing goals within any goal cluster. Specific data is as follows (income above the national average vs. income below the national average): "Outreach" (58.5% vs. 55.3%), "Infrastructure" (90.6% vs. 83.0%), "Lifelong Library Use" (56.6% vs. 53.2%), "Services and Resources" (85.0% vs. 78.7%), "Community Lifeline" (62.3% vs. 57.4%), and "Underserved Populations" (47.2% vs. 38.3%).

Figure 6: Proportion of Library Plans Containing Goal in Cluster, by Per Capita Income.
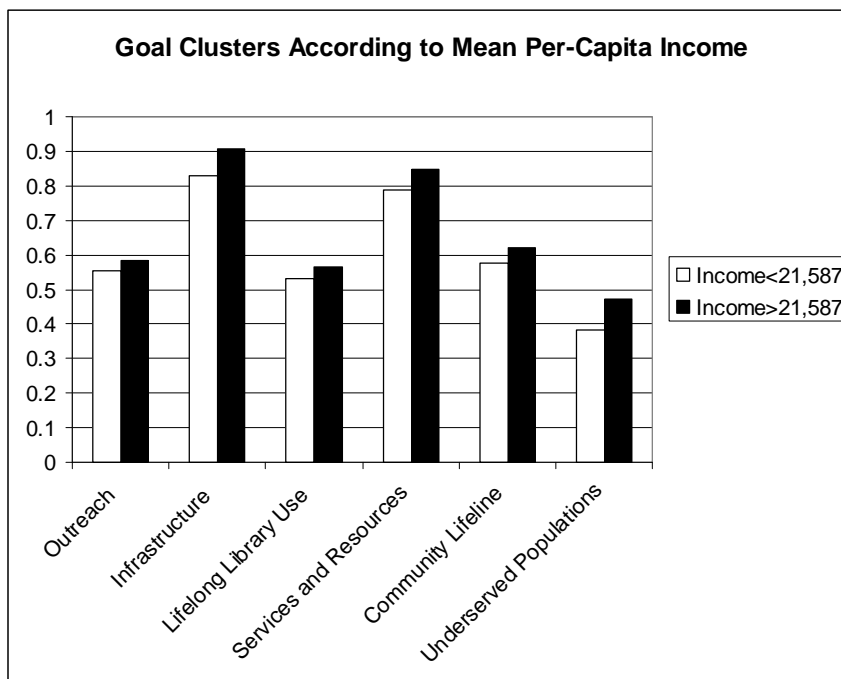
When the percentages of plans containing individual goal codes were compared in wealthier versus poorer communities, a significantly higher percentage of plans contained

goals relating to Services for Adults in plans of libraries serving communities with lower incomes (19.1%) versus higher incomes (3.7%, p=0.022). A significantly greater proportion of plans of libraries serving communities with higher incomes (58.5%) versus lower incomes (36.1%, p=0.029) contained goals related to Marketing. No other goals were found to vary significantly in plans of libraries serving either type of community.

Table 6: Proportion of Library Plans Containing Goal, by Per Capita Income.

Goal Type	Income<National Average		Income>National Average		p-value
	# of plans	% of plans	# of plans	% of plans	
Access/Use	22	0.47	23	0.43	0.84
Collaboration/Patnerships	25	0.53	36	0.68	0.15
Collections/Resources	12	0.26	17	0.32	0.51
Community	11	0.23	13	0.25	1.00
Ctd. Evaluation/Change	6	0.13	9	0.17	0.59
Customer Service	22	0.47	20	0.38	0.42
Diversity/Culture	7	0.15	15	0.28	0.15
Facilities/Environment	26	0.55	33	0.62	0.54
Finances/Funding/Advocacy	17	0.36	24	0.45	0.42
Information Destination	18	0.38	23	0.43	0.69
Literacy	12	0.26	14	0.26	1.00
Marketing/Promotion	17	0.36	31	0.58	0.03
Programming/Outreach	18	0.38	29	0.55	0.11
Services: Adults	9	0.19	2	0.04	0.02
Services: Children	13	0.28	12	0.23	0.65
Services: Seniors	1	0.02	5	0.09	0.21
Services: Teens	6	0.13	10	0.19	0.43
Staff/Training	20	0.43	24	0.45	0.84
Stewards of the Public Trust	4	0.09	5	0.09	1.00
Support Career/Life Events	4	0.09	8	0.15	0.37
Support Education	20	0.43	21	0.40	0.84
Support Recreation	12	0.26	13	0.25	1.00
Technology	19	0.40	28	0.53	0.24

Discussion

Strategic planning is important because it allows an organization to identify appropriate priorities and develop goals in support of those priorities, which in turn inform the allocation of resources. Since communities, and their values, change over

time, strategic planning is a way for managers to assess and update practices based on a better understanding of community trends, the past roles of the institution in the community, and the desired future roles for the institution. To determine which practices and initiatives are current priorities in United States libraries, the goals contained within current strategic plans of public libraries in the United States were analyzed. Strategic goals are a likely source from which to draw this information—they represent a distillation of data by planners, who use methods such as environmental scanning and SWOT analyses in order to understand the place of the institution in the community and to determine a vision and supporting goals for the institution based on changing community needs.

The five most common goal types were related to Collections, Facilities, Marketing, Programming, and Technology. Libraries in the near future, as long as they follow their plans, can be expected to make significant changes to their print and electronic offerings, their buildings, their images, and their programs in order to meet the most pressing of the changing needs of the members of their communities. The bottom five goal types, in order from least common to most common, were Services for Seniors, Stewards of the Public Trust, Adults, Career/Life Support, and Continual Evaluation.

The strategic goal categories that emerged, and the frequency of each goal type, can be interpreted in various ways. All libraries viewed the planning process as a way to prepare for the future, and the goals can certainly be seen as supporting the missions and visions of the libraries. Goals are also indicators of budgetary priorities for achieving or maintaining success in the near future. It is also possible to interpret the goals as a means

to rectify past weaknesses of the organization, or to improve services that had been problematic in the past.

Although the presence of a goal type says much about the priorities of an institution, the *lack* of a goal type can also be telling. One possible way to view the absence of a goal type is as an indicator that a library is already doing well in that area, and therefore does not find it necessary to state the intention to continue to do well. However, libraries' goals frequently began with the words "continue" and "maintain." It is also possible to view the absence of a goal type as something a library does not find necessary or worthwhile to plan for due to lack of need. Of course, libraries cannot put everything into their plans because the plans are limited, and therefore the libraries must prioritize. The less common goals therefore could indicate many things, including a lack of current urgency, a lack of anticipated need, or a lack of resources such as time and money. There is some indication that libraries serving wealthier populations had a wider variety of goals in general (see Table 6 or Figure 6), suggesting that funding may play a role in determining future directions.

The results of the demographic analyses are moderately applicable to the nation as a whole. The average median age of the communities was 34.9, which is similar to the national average of 35.3. The average number of Native Americans in the communities (.94 percent) was also similar to the national average of .9 percent. However, the average number of Caucasians in the communities was 6.56 percent greater than the national average, the average number of Hispanics in the communities was 3.19 percent less than the national average, and the average number of African Americans in the community

was 4.45 percent less than the national average. Also, mean per-capita income for the communities was $4,101 greater than the national average.

Factor analysis was used to identify six clusters of related goals within the twenty-three goal codes in the sample. These were given the descriptive headings "Services and Resources," "Infrastructure," "Outreach," "Lifelong Library Use," "Community Lifeline," and "Underserved Populations," and were partly used in the demographic analyses.

It was found that plans serving libraries with communities of more than 100,000 people had significantly more goals in the "Infrastructure" goal code. This may be because larger and more complex operations are needed to serve communities with a larger population. On the other hand, libraries serving smaller communities were more likely to have goals related to community and programming. This may be because libraries serving smaller communities feel a closer connection to their communities.

Plans from libraries serving populations with higher median ages than the national average were significantly more likely to contain goals related to Technology. This suggests a need for improved access to technology among older citizens. Plans from libraries serving younger populations contained more goals in the outreach goal cluster, as well as more goals related to Access/Use, Services for Seniors, and Services for Teens, suggesting an effort to support and reach out to communities made up of a considerable number of children.

Finally, communities classified as "More Diverse" had library plans with more goals in the grouping "Underserved Populations," as well as more goals related to services for teens and language and information literacy. This suggests that libraries

serving more diverse communities have identified a need to celebrate and assist the various special populations represented in their communities.

Further Research

Examining strategic plans is one of many ways to investigate the priorities of public libraries. Other possible means of doing so include analyzing budget allocations, public library reports, or the body of public library literature. Also, the opinions of administrators such as directors, department heads, and boards of trustees could be gathered.

It was beyond the scope of this research to determine the intensity of the perceived need for each goal. For example, it is unknown whether libraries think that staffing is a more urgent issue than collection development; it is only known that collection-development goals were present far more often than staffing goals. Therefore, order of importance is assumed from order of frequency, pending further research.

Further research might find interesting correlations by basing the analysis on classifications such as "rural," "urban," and "suburban," rather than the size of the service population primarily. It might also determine if older citizens represent a significant portion of the need for public access to computers and other types of technologies.

Also, further research might address change over time. This was not a longitudinal study and therefore could not assess whether libraries actually met their goals, whether they adjusted their goals over time, or whether resource allocations were actually prioritized using the goals. After a plan has expired, inquiries could possibly be made into whether the library planners and managers thought they made the right types of

goals, what they learned from implementing a strategic plan, whether they foresaw repeating the strategic planning process in the future, whether they determined strategic planning to be a worthwhile process, and how their library benefited from planning—from a cost-benefit as well as a customer-satisfaction standpoint.

Conclusion

Like most industries, libraries have become caught up in planning, specifically "strategic planning," as a management tool for organizational change. Strategic planning is a way to formalize an organization's approach to coping with change, both within the organization and in the environment that surrounds the organization, by prioritizing community and library values and making goals to address these priorities.

Change is one of the most consistent qualities of today's world; rapid technological developments are paired with shortened life-spans of ideas and theories. This can seem daunting to the traditionally stable world of librarianship. Strategic planning is one way to identify priorities, navigate a course through this white-water of change, and also to formalize the institutional value of flexibility, inherently equipping a library to deal with change.

Many libraries have decided to take this approach, and there are dozens of current strategic plans made available by libraries online. The plans often contain histories, value statements, vision statements, and mission statements. Some are long and some are sort. But every plan has one thing in common—a list of stated goals that the library plans to accomplish within the time period specified by the plan. The strategic goals, in a way, are

the essence of strategic planning. They are action oriented—they express what a library intends to do or become, and how a library plans to expend its resources.

This research compiled the information found in the strategic goals of one hundred active strategic plans from libraries across the United States, and conducted a qualitative compilation, comparison, and summary of them in relation to the library's size, patron base, ethnic makeup, and per-capita income of the patron base. According to this research, the strategic directions in the near future of public libraries include, in order of by frequency among the 100 public library strategic plans: providing services and resources that meet patron needs, infrastructure maintenance and improvement, outreach to community groups and members, encouraging lifelong learning and recreation for all ages, becoming an information lifeline for the community, and meeting the needs of certain underserved (non-readers, speakers of English as a second language, diverse, teen, and senior) populations.

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Appendix A.

Libraries, Plan Dates, Locations, and Plan Websites

Name of Library	Date of Plan*	State	Website**
Albert Wisner	11	NY	http://www.albertwisnerlibrary.org/about/aheadto2011.pdf
Alexander Mitchell	05-07	SD	http://ampl.sdln.net/AMPL%20Strategic%20Plan%2005.pdf
Anoka County Library	08-12	MN	http://www.anoka.lib.mn.us/aboutTheLibrary/ACL_StrategicPlan.pdf
Arcadia	Updated 06	CA	http://www.ci.arcadia.ca.us/docs/stragicplan2006.pdf
Arkansas City	05-08	KS	http://www.arkcity.org/index.asp?NID=217
Arlington	06-10	TX	http://www.pub-lib.ci.arlington.tx.us/libraryinfo/longrangeplan.aspx
Austin	05-10	TX	http://www.ci.austin.tx.us/library/downloads/apl_strategic_plan.pdf
Baltimore County	07-09	MD	http://www.bcpl.info/libpg/lib_strategicplan07.pdf
Berkeley Heights	05	NJ	http://www.youseemore.com/BerkeleyHeights/about.asp?p=18
Boise	06-08	ID	http://www.boisepubliclibrary.org/About_BPL/Policies_and_Plans/Strategic_Plan_06.pdf
Brownsburg	07-09	IN	http://brownsburg.lib.in.us/PDFfiles/PDF%20Files/STRATEGIC%20PLAN%202007-2009.pdf
Carnegie Big Timber	05-08	MT	http://www.bigtimberlibrary.org/strategic_plan.htm
Carnegie Pittsburg	07-11	PA	http://www.clpgh.org/about/strategicplan/executivesummary.pdf
Casa Grande	05-10	AZ	http://www.ci.casa-grande.az.us/library/library_final_plan.pdf
Cedar Rapids	07-10	IA	http://www.crlibrary.org/about/strategicplan.pdf
Chattahoochee Valley	07-10	GA	http://www.thecolumbuslibrary.org/PDFs/StrategicPlan.pdf
Chicago	10	IL	http://www.chipublib.org/strategicplan/StrategicPlan_final.pdf
Christian County	07	MO	http://christiancounty.lib.mo.us/library/strategicplan.pdf
Clark County	07-09	OH	http://www.ccpl.lib.oh.us/pdf/Strat_Plan_2007/Strat_Plan_2007_Text.pdf
Colombus	06-09	WI	http://www.scls.lib.wi.us/col/documents/Strategicplan.pdf
Colorado River Indian Tribes	03	AZ	http://critonline.com/critlibrary/library_plan.pdf
Coolidge	05-10	AZ	http://www.coolidgeaz.com/index.asp?NID=401
DeKalb County	08-12	GA	http://www.dekalblibrary.org/new/DCPL_Strategic_Plan_2007.pdf
Denville	06-10	NJ	http://www.denvillelibrary.org/docs/FinalPlan1-16-06.pdf

Durham	06-10	NC	http://dclstrategicplan.pbwiki.com/
Edison Township	07-10	NJ	http://www.lmxac.org/edisonlib/StrategicPlan/EPL FinalII.pdf
El Paso	05-07	TX	http://www.elpasotexas.gov/library/ourlibraries/stra tegicplans/strategic_plans.asp
Elbert County	07-10	CO	http://www.elbertcountylibrary.org/download/Strate gic%20Plan%202007%20-%202010.pdf
Estes Park	07-10	CO	http://estes.lib.co.us/about.asp?loc=20
Evanston Public Library	00-10	IL	http://www.epl.org/library/strategic-plan-00.html
Ferndale	06-10	MI	http://www.ferndale.lib.mi.us/vision.html
Glen Ellyn	07-11	IL	http://www.gepl.org/library/atl_sp.html
Glencoe	06-09	IL	http://www.glencoe.lib.il.us/plan0609.pdf
Glendora	06-10	CA	http://www.ci.glendora.ca.us/library/about/plan.htm
Goshen	05-10	NY	http://goshenpubliclibrary.org/pdfs/strategicplan05. pdf
Gwinnett County	07-09	GA	http://www.gwinnettpl.org/AboutLibrary/Strategicp lan2006-.pdf
Hancock County	06-09	IN	http://www.hcplibrary.org/about/policy/strategic.ht m
Harford County approved	05	MD	http://www.harf.lib.md.us/services/aboutus/Strategi c_Plan.pdf
Harnett County	03-07	NC	http://www.harnett.org/Library/intro.html
Highland Park	06-10	IL	http://hppl.lib.il.us/library/boarddocs/strategicplan.p df
Howe Library	07-17	NH	http://www.thehowe.org/LRP-07.pdf
Iowa City	Copyrighted 07	IA	http://www.icpl.org/about/strategic-plan.php
Kenosha County	08-17	WI	http://www.kenosha.lib.wi.us/LongRangeStrategicP lan2007webfinal.pdf
Kent County	04-09	MD	http://www.kent.lib.md.us/About/pubs_forms/Kent %20County%20Public%20Library%20Strategic%2 0Plan.pdf
Latah County	06-09	ID	http://www.latahlibrary.org/about-us/LATAH%20COUNTY%20LIBRARY%20DIST RICT%20STRATEGIC%20PLAN.pdf
LeRoyCollins	05-10	FL	http://www.leoncountyfl.gov/library/library-admin/strategic_plan.asp
Lincolnwood	04-08	IL	http://www.lincolnwoodlibrary.org/ablib_plan.pdf
Live Oak	03-08	GA	http://www.liveoakpl.org/upload/StrategicPlan.pdf
Lorain	05-08	OH	https://www.lorainpubliclibrary.com/about/strategic _plan.asp
Mark Skinner	06-07	VT	http://www.markskinnerlibrary.org/about.htm
Matteson	06-09	IL	http://www.mattesonpubliclibrary.org/home/about-the-library/board/MPL_Strategic_Plan_2006.pdf
Mendon	03-08	NY	http://www.mendonlibrary.org/pdffiles/policyplans/ librarystrategicplan.PDF
Mesa County	06-07	CO	http://www.mcpld.org/uploads/strategicplan.pdf
Monroe County updated	07	IN	http://www.monroe.lib.in.us/administration/strategi c_planinterim.html
Montgomery County	07-10	MD	http://www.montgomerycountymd.gov/content/libr aries/usingthelibrary/strategicplan.pdf
Muehl	06-10	WI	http://www.owls.lib.wi.us/sey/policies/Microsoft%

			20Word%20-%20Muehl%20Public%20Library%20Strategic%20Plan2.pdf
Multnomah county	06-10	OR	http://www.multcolib.org/plan/strategic_plan.pdf
Nutley	07-10	NJ	http://nutley.bccls.org/mission.htm
Oceanside	05-10	CA	http://www.oceansidepubliclibrary.org/librarystrategicplan.pdf
Oregon	06-11	WI	http://www.vil.oregon.wi.us/PDF%20Files/Library/Library%20Strategic%20Plan%202007.pdf
Orem	06-10	UT	http://library.utah.gov/documents/technology_plans/orem_strategic_plan_2006_2010.pdf
Oro Valley	07-10	AZ	http://www.ci.oro-valley.az.us/LIBRARY/Planning%20for%20Results/2007-2012%20Plan.pdf
Oshkosh	07-10	WI	http://www.oshkoshpubliclibrary.org/strategicplanning07.html
Oskaloosa	06-09	IA	http://www.opl.oskaloosa.org/policies/PFRplan.pdf
Park Ridge	06-07	IL	http://www.parkridgelibrary.org/strategic20062007.html#appendix
Pawtucket	07-11	RI	http://web.provlib.org/pawlib/strategicplan.htm
Peoria	06	IL	http://www.peoriapubliclibrary.com/files/resourcesmodule/@random452c0e1c1b99e/1160515684_Proposed_Strategic_Plan.pdf
Pflugerville Community	05	TX	http://tx-pflugerville.civicplus.com/documents/Library/pfinalplan_2005.pdf
Pike's Peak	05-09	CO	http://www.ppld.org/AboutYourLibrary/Admin/StrategicPlan/StrategicPlan2005.pdf
Pima	03-07	AZ	http://www.pimalibrary.org/strategicplan.html
Plain City	06-08	OH	http://www.plaincitylib.org/Information/PCPLPlan2006.pdf
Port Washington	06-11	NY	http://www.pwpl.org/information/documents/Strategicplan.pdf
Ramsey County	05-07	MN	http://www.ramsey.lib.mn.us/stratplan05.pdf
Rapid City	05-10	SD	http://www.rapidcitylibrary.org/lib_info/board/BoardVacancies/RCPL%20Strategic%20Plan%202005%20-%202010.htm
Rochester	04-28	MN	http://www.rochesterpubliclibrary.org/info/about/longrange.html
Safford City	04-07	AZ	http://www.saffordcitylibrary.org/strategicplan.asp
San Antonio	02-07	TX	http://www.sanantonio.gov/library/strategicplan.asp?res=1400&ver=true
Sioux City	05-09	IA	http://www.siouxcitylibrary.org/mission.htm
Spokane	06-07	WA	http://spokanelibrary.org/about/pdfs/Strategic_Plan_2006-2007.pdf
Springfield City	06-10	MA	http://www.springfieldlibrary.org/board/strategicplan.html
St. Charles	03-08	IL	http://www.stcharleslibrary.org/contact/policy/strategicplan.htm
St. Joseph	05-08	MO	http://sjpl.lib.mo.us/index.php?sitearea=general&areapage=searchpage&id=13
Sterling Heights	04-07	MI	http://www.shpl.net/adobe%20pdf%20files/library%20plan.pdf

Tacoma	Undated	WA	http://www2.tacomapubliclibrary.org/v2/ABOUT/Plan.htm
Tempe	04-09	AZ	http://64.233.169.104/search?q=cache:mcFg2YNMovYJ:www.sandranelson.com/AZ%2520Plans/Tempe%2520PL.doc+tempe+publilc+library+strategic+plan&hl=en&ct=clnk&cd=1&gl=us
Teton County	06-10	WY	http://tclib.org/administration/strategic_plan2010.php
Tigard	05-10	OR	http://www.ci.tigard.or.us/library/about/docs/library_strategic_plan.pdf
Tippecanoe	2008	IN	http://www.tcpl.lib.in.us/
Tripoli	Undated	IA	http://www.tripoli.lib.ia.us/library-information/policies/admin-gov/Admin/
Tuscarawas County	05-09	OH	http://www.tusclibrary.org/information/i_longrange_infolit2005.htm
Wadsworth	7-09	OH	http://www.wadsworth.lib.oh.us/public/news/pdf/StrategicPlan.pdf
Washoe County	06-11	NV	http://www.washoe.lib.nv.us/board/2006-2011_strategic_plan.pdf?menu=120601&page_id=115&PHPSESSID=ea7596f
Waukegan	06-08	IL	http://www.waukeganpl.org/about/strategicplan.pdf
Wayne County	04-08	OH	http://www.wayne.lib.oh.us/StrategicPlan.asp
Westchester	04-07	IL	http://www.westchesterpl.org/about/strategicplan.htm
Westport	07-10	CT	http://www.westportlibrary.org/about/publications/WPL_Strategic_Plan_2007-2010.pdf
Winchester	06-11	MA	http://www.winpublib.org/WPLStratPlan_WebView.pdf
Winnetka-Northfield	06-11	IL	http://www.winnetkalibrary.org/longrangeplan.asp
Worcester	07-11	MA	http://www.worcpublib.org/pdf/strategicplan2007-2011.pdf
Youngstown	04-11	OH	http://www.library2011.org/approvedstrategicplan.htm

*All plans were active in the 21st century.
**All plans were accessed between October 14 and October 17, 2007

Appendix B.

Factor Loadings for Goal Clusters (Principal Components Analysis)

	Infrastructure	Underserved populations	Lifelong Library Use	Community Lifeline	Services and Resources	Outreach
AccessUse	0.056	0.065	-0.065	0.180	0.017	0.736
Collaboration	0.234	-0.017	-0.030	-0.100	0.217	0.590
Collections	0.180	0.099	0.045	0.052	0.809	0.064
Community	-0.054	0.080	-0.041	0.738	0.083	0.273
ContEvaluation	0.742	-0.090	-0.035	0.131	0.150	0.088
CustomerServ	0.240	-0.162	0.206	-0.007	0.003	0.082
Diversity/ Culture	0.002	0.796	0.036	0.144	0.063	0.337
Facilities	0.440	0.022	0.128	-0.185	0.199	0.456
Finances	0.805	-0.045	-0.166	-0.100	0.102	-0.027
InfoDestination	0.074	0.146	0.093	0.721	0.220	-0.119
Literacy	-0.066	0.724	0.369	0.305	-0.090	0.052
Marketing	0.725	0.092	-0.086	0.112	0.132	0.398
Programming	0.386	0.143	0.047	0.172	0.623	0.234
ServAdults	-0.083	0.033	0.823	-0.120	0.051	-0.056
ServChildren	-0.029	0.535	0.648	0.052	0.253	-0.115
ServTeens	0.034	0.868	-0.030	0.027	0.059	0.057
ServSeniors	0.004	0.777	0.221	0.068	0.136	-0.261
StaffTraining	0.803	0.053	-0.127	-0.099	0.079	-0.002
Stewardship	0.004	0.002	-0.186	0.081	-0.034	0.013
SupportCareer	0.022	0.234	0.080	0.627	-0.399	0.004
SupportEduc	-0.243	0.085	0.605	0.415	0.142	-0.098
Support Recreation	-0.148	0.200	0.747	0.108	-0.205	0.080
Technology	0.284	0.168	-0.182	-0.203	0.413	0.022

Appendix C.

Library Demographics for Total Population of Communities Served

Library	Total Population
Chicago	2,896,016
Carnegie Pittsburg	1,281,666
San Antonio	1,144,646
Montgomery County	873,341
Baltimore County	754,292
DeKalb County	665,865
Multnomah county	660,486
Austin	656,562
Gwinnett County	588,448
El Paso	563,662
Ramsey County	511,035
Pike's Peak	360,890
Washoe County	339,486
Arlington	332,969
Live Oak	331,193
Anoka County	298,084
Lorain	284,664
Youngstown	257,555
LeRoyCollins	239,452
Durham	223,314
Harford County	218,590
Spokane	195,629
Tacoma	193,556
Boise	185,787
Chattahoochee Valley	185,781
Worcester	172,648
Oceanside	161,029
Tempe	158,625
Springfield City	152,082
Kenosha County	149,577
Tippecanoe	148,955
Clark County	144,742
Sterling Heights	124,471
Cedar Rapids	120,758
Monroe County	120,563
Mesa County	116,255
Peoria	112,936
Wayne County	111,564
Edison Township	97,687
Tuscarawas County	90,914
Waukegan	87,901
Rochester	85,806

Sioux City	85,013
Orem	84,324
Evanston Public Library	74,239
St. Joseph	73,990
Pawtucket	72,958
Oshkosh	62,916
Iowa City	62,220
Rapid City	59,607
Hancock County	55,391
Christian County	54,285
Arcadia	53,054
Glendora	49,415
Tigard	41,223
Park Ridge	37,775
Latah County	34,935
Highland Park	31,365
Albert Wisner	30,764
Oro Valley	29,700
St. Charles	27,896
Nutley	27,362
Glen Ellyn	26,999
Westport	25,749
Casa Grande	25,224
Alexander Mitchell	24,658
Ferndale	22,105
Winchester	20,810
Elbert County	19,872
Kent County	19,197
Wadsworth	18,437
Teton County	18,251
Winnetka-Northfield	17,969
Westchester	16,824
Pflugerville Community	16,335
Denville	15,824
Port Washington	15,215
Brownsburg	14,520
Berkeley Heights	13,407
Matteson	12,928
Lincolnwood	12,359
Arkansas City	11,963
Oskaloosa	10,938
Howe Library	10,850
Safford City	9,232
Glencoe	8,762
Mendon	8,370
Coolidge	7,786
Oregon	7,514

Goshen	5,676
Estes Park	5,413
Colombus	4,479
Muehl	3,335
Colorado River Indian Tribes	3,140
Plain City	2,832
Mark Skinner	2,065
Pima	1,989
Carnegie Big Timber	1,650
Tripoli	1,310
Harnett County	1,216

Appendix D.

Library Demographics for Median Age of Communities Served

Library	Median Age (National Average: 35.3)
Lincolnwood	45.4
Oro Valley	45.3
Estes Park	45
Westchester	44.9
Park Ridge	42.5
Carnegie	42.4
Mark Skinner	42.3
Winnetka-Northfield	42.1
Glencoe	41.8
Westport	41.4
Kent County	41.3
Winchester	41.1
Highland Park	40.6
Arcadia	40.5
Port Washington	40
Mendon	39.8
Youngstown	39.7
Denville	39.7
Berkeley Heights	39.7
Carnegie Pittsburg	39.6
Nutley	39.3
Tripoli	38.6
Albert Wisner	38.3
Mesa County	38.1
Goshen	38
Tuscarawas County	37.9
Baltimore County	37.7
Wadsworth	37.7
Clark County	37.6
Colombus	37.5
Hancock County	37.4
Matteson	37.3
Elbert County	37.2
Sterling Heights	37
Glen Ellyn	37
Glendora	36.9
Montgomery County	36.8
St. Charles	36.6
Lorain	36.5
Alexander Mitchell	36.5
Oskaloosa	36.4
Edison Township	36.3

Arkansas City	36.3
Harford County	36.2
Washoe County	35.6
St. Joseph	35.6
Wayne County	35.4
Pawtucket	35.4
Teton County	35
Multnomah county	34.9
Kenosha County	34.8
Rapid City	34.8
Spokane	34.7
Cedar Rapids	34.7
Christian County	34.5
Tigard	34.5
Rochester	34.3
Muehl	34.3
Oregon	34.2
Tacoma	33.9
Peoria	33.8
Plain City	33.8
Ramsey County	33.7
Anoka County	33.7
Safford City	33.7
Pike's Peak	33.6
Ferndale	33.5
Sioux City	33.4
Brownsburg	33.4
Oceanside	33.3
Worcester	33
Boise	32.8
Chattahoochee Valley	32.6
Gwinnett County	32.5
Evanston Public Library	32.5
Harnett County	32.5
Oshkosh	32.4
Colorado River Indian Tribes	32.4
DeKalb County	32.3
Casa Grande	32.3
Durham	32.2
Springfield City	31.9
San Antonio	31.7
Pflugerville Community	31.6
Chicago	31.5
Coolidge	31.2
El Paso	31.1
Live Oak	31
Arlington	30.7

Pima	30.1
Austin	29.6
LeRoyCollins	29.5
Waukegan	29
Tempe	28.8
Latah County	27.9
Monroe County	27.6
Tippecanoe	27.2
Iowa City	24.5
Orem	23.9
Howe Library	22.8

Appendix E.

Library Demographics for Diversity of Community Served

Library	% Hispanic (National Average 12.5%)	% Caucasian (National Average 75.1%)	% African America (National Average 12.3%)	% Native American (National Average 0.9%)
Albert Wisner	6.5	91.1	4.5	0.3
Alexander Mitchell	0.8	94.6	0.4	3.2
Anoka County	1.7	93.6	1.6	0.7
Arcadia	10.6	45.6	1.1	0.2
Arkansas City	4.5	87.2	4.5	2.7
Arlington	18.3	67.7	13.7	0.5
Austin	30.5	65.4	10	0.6
Baltimore County	1.8	74.4	20.1	0.3
Berkeley Heights	3.7	89.6	1.1	0.1
Boise	4.5	92.2	0.8	0.7
Brownsburg	1.2	97.4	0.3	0.2
Carnegie	1.7	96.6	0	0.8
Carnegie Pittsburg	0.9	84.3	12.4	0.1
Casa Grande	39.1	64.9	4.3	4.9
Cedar Rapids	1.7	91.9	3.7	0.3
Chattahoochee Valley	4.5	50.3	43.9	0.4
Chicago	26	42	36.8	0.4
Christian County	1.3	97.3	0.3	0.6
Clark County	1.2	88.1	8.9	0.3
Colombus	1	98.3	0.4	0.2
Colorado River Indian Tribes	29.8	62	1.9	23.1
Coolidge	39.2	57.8	8.3	5.6
DeKalb County	7.9	35.8	54.2	0.2
Denville	2.6	92.6	1.1	0.1
Durham	7.6	50.9	39.5	0.3
Edison Township	6.4	59.5	6.9	0.1
El Paso	76.6	73.3	3.1	0.8
Elbert County	3.9	95.2	0.6	0.6
Estes Park	5.6	95.1	0.3	0.5
Evanston Public Library	6.1	65.2	22.5	0.2
Ferndale	1.8	91.5	3.4	0.5
Glen Ellyn	4.7	89.5	2.1	0.1
Glencoe	1.2	95.1	2	0
Glendora	21.7	80.3	1.5	0.6
Goshen	7.6	87.5	7.6	0.1
Gwinnett County	10.9	72.7	13.3	0.3
Hancock County	0.9	98.4	0.1	0.2
Harford County	1.9	86.8	9.3	0.2
Harnett County	5.9	71.1	22.5	0.9

Library	% Hispanic (National Average 12.5%)	% Caucasian (National Average 75.1%)	% African America (National Average 12.3%)	% Native American (National Average 0.9%)
Highland Park	8.9	91.2	1.8	0.1
Howe Library	2.5	88	1.7	0.5
Iowa City	2.9	87.3	3.7	0.3
Kenosha County	7.2	88.4	5.1	0.4
Kent County	2.8	79.6	17.4	0.1
Latah County	2.1	93.9	0.6	0.7
LeRoyCollins	3.5	66.4	29.1	0.3
Lincolnwood	4.2	74.5	0.4	0
Live Oak	4	62.2	32.1	0.3
Lorain	6.9	85.5	8.5	0.3
Mark Skinner	1.6	97.7	0.2	0.3
Matteson	3.4	32.7	62.6	0.1
Mendon	1	97.5	0.7	0.1
Mesa County	10	92.3	0.5	0.9
Monroe County	1.9	90.8	3	0.3
Montgomery County	11.5	64.8	15.1	0.3
Muehl	1.2	95.7	0.1	2.5
Multnomah county	7.5	79.2	5.7	1
Nutley	6.7	87.9	1.9	0.1
Oceanside	30.2	66.4	6.3	0.9
Oregon	0.7	97.7	0.6	0.2
Orem	8.6	90.8	0.3	0.7
Oro Valley	7.5	93.1	1.1	0.4
Oshkosh	1.7	92.7	2.2	0.5
Oskaloosa	1.3	95.9	1.2	0.2
Park Ridge	2.9	95.4	0.2	0.1
Pawtucket	13.9	75.4	7.3	0.3
Peoria	2.5	69.3	24.8	0.2
Pflugerville Community	16.7	77.2	9.5	0.2
Pike's Peak	12	80.7	6.6	0.9
Pima	20.1	87	0.2	0.8
Plain City	1.2	96.9	0.8	0.1
Port Washington	11.2	86	2.8	0.1
Ramsey County	5.3	77.4	7.6	0.8
Rapid City	2.8	84.3	1	10.1
Rochester	3	87.5	3.6	0.3
Safford City	39.7	75.2	1.4	1
San Antonio	58.7	67.7	6.8	0.8
Sioux City	10.9	85.2	2.4	2
Spokane	3	89.5	2.1	1.8
Springfield City	27.2	56.1	21	0.4
St. Charles	5.5	93.8	1.7	0.1
St. Joseph	2.6	91.9	5	0.5
Sterling Heights	1.3	90.7	1.3	0.2

Library	% Hispanic (National Average 12.5%)	% Caucasian (National Average 75.1%)	% African America (National Average 12.3%)	% Native American (National Average 0.9%)
Tacoma	6.9	69.1	11.2	2
Tempe	17.9	77.5	3.7	2
Teton County	6.5	93.6	0.1	0.5
Tigard	8.9	85.4	1.1	0.6
Tippecanoe	5.3	88.9	2.5	0.3
Tripoli	0.2	98.8	0.2	0.1
Tuscarawas County	0.7	97.9	0.7	0.2
Wadsworth	0.7	97.8	0.4	0.2
Washoe County	16.6	80.4	2.1	1.8
Waukegan	44.8	50.1	19.2	0.5
Wayne County	1	96.8	1.5	0.2
Westchester	12.5	86.2	12.3	0.9
Westport	2.3	95.2	1.1	0
Winchester	1	93.1	0.7	0.1
Winnetka-Northfield	1.5	94.4	0.3	0
Worcester	15.15	77.11	6.89	0.45
Youngstown	5.2	50.9	43.8	0.2

Appendix F.

Library Demographics for Per Capita Income of Communities Served

Library Name	Per Capita Income (National Average: $21,587)
Pima	$12,896
Youngstown	$13,293
Coolidge	$13,663
Safford City	$14,052
El Paso	$14,388
Colorado River Indian Tribes	$15,016
Springfield City	$15,232
Casa Grande	$15,917
Arkansas City	$15,933
Orem	$16,590
Latah County	$16,690
Harnett County	$16,775
Tripoli	$16,882
Pawtucket	$17,008
Tuscarawas County	$17,276
Waukegan	$17,368
St. Joseph	$17,445
San Antonio	$17,487
Carnegie	$17,569
Alexander Mitchell	$17,923
Live Oak	$17,960
Chattahoochee Valley	$18,276
Wayne County	$18,330
Christian County	$18,422
Spokane	$18,451
Monroe County	$18,534
Worcester	$18,614
Sioux City	$18,666
Mesa County	$18,715
Oskaloosa	$18,721
Oshkosh	$18,964
Muehl	$19,073
Tacoma	$19,130
Tippecanoe	$19,375
Rapid City	$19,445
Clark County	$19,501
Chicago	$20,175
Iowa City	$20,269
Oceanside	$20,329
Peoria	$20,512
Plain City	$20,815
LeRoyCollins	$21,024

Lorain	$21,054
Kenosha County	$21,207
Mark Skinner	$21,271
Colombus	$21,435
Kent County	$21,573
Tempe	$22,406
Goshen	$22,443
Arlington	$22,445
Carnegie Pittsburg	$22,491
Pike's Peak	$22,496
Cedar Rapids	$22,589
Multnomah county	$22,606
Boise	$22,696
Ferndale	$23,133
Durham	$23,156
Brownsburg	$23,196
Anoka County	$23,297
Ramsey County	$23,536
Oregon	$23,650
DeKalb County	$23,968
Austin	$24,163
Harford County	$24,232
Washoe County	$24,277
Rochester	$24,811
Sterling Heights	$24,958
Elbert County	$24,960
Hancock County	$24,966
Gwinnett County	$25,006
Matteson	$25,024
Tigard	$25,110
Albert Wisner	$25,409
Glendora	$25,993
Baltimore County	$26,167
Pflugerville Community	$26,226
Nutley	$28,039
Arcadia	$28,400
Westchester	$29,634
Edison Township	$30,148
Howe Library	$30,393
Estes Park	$30,499
Oro Valley	$31,134
Evanston Public Library	$33,645
St. Charles	$33,969
Montgomery County	$35,684
Lincolnwood	$35,911
Mendon	$35,949
Park Ridge	$36,046

Teton County	$38,260
Denville	$38,607
Glen Ellyn	$39,783
Port Washington	$43,815
Berkeley Heights	$43,981
Winchester	$50,414
Highland Park	$55,331
Wadsworth	$58,850
Westport	$73,664
Winnetka-Northfield	$73,995.50
Glencoe	$88,059