

THE PLANNING PROCESS - IS IT FOR ME?

Nancy C. Ruccio, Director
Westmoreland County Library Board

Summary

The American Library Association's A Planning Process For Public Libraries has generated concern among small and medium size public libraries. The foremost concern centered around the document's applicability to all types of libraries. Depth and magnitude may vary with size of library, but the intent of planning is universal. No matter what size, the library must plan to meet the needs of the community it has been established to serve. The Planning Process provides an effective method of approaching library development in light of the individual characteristics and needs of the community. To meet that end, the document recommends that members of the community be actively involved in the planning process. Those for whom services are designed are to be given an important role in deciding those services.

Although the Planning Process aptly structures a workable methodology, it is not to be viewed as a universal panacea. The document contains examples of charts for data collection, survey questionnaires, strategy charts, goal and objective statements, and evaluation charts. The examples are not designed to be literally applied. They are provided to

assist your thought processes and are to be molded to fit your situation.

In using any planning methodology, it is up to you to choose those elements that will be most effective in your situation. No format can replace the need for a strong commitment to planning. Steps in a methodology are meaningless if the executor has little concern for the results. To develop a strong commitment, a knowledge and understanding of the potentials of planning are important.

It is the intent of this paper to develop an understanding of why it is important to plan and to develop a confident planning attitude. Learn to ask questions and have supportive data for decisions being made. Know why the decided route was taken and what the projected end results are to be. Learn to establish goals and objectives and to realize their interrelationships. It is not the intent to create yet another planning process, but to encourage the self-confidence necessary to digest what has been written and to choose that which best facilitates your individual situation.

Introduction

The impetus for this position paper was the concern voiced by leaders of small rural libraries at the American Library Association's Discussion Group on Rural Library Service meeting in New York. Those concerns centered around the utilization of

American Library Association's A Planning Process for Public Libraries in their public libraries and in libraries of similar size across the nation. Perhaps owing to the newness of the approach, confusion over potential use seemed to prevail. Those present were not sure the document would be the appropriate ultimate methodology in planning. Having studied the Planning Process, it would appear that the strength of the document is not in the proposed planning format but in the intent of planning. The most imperative element would have to be the reason a library would choose to do planning. To be effective, the library must have a strong commitment to planning and the resulting changes. Going through the planning exercise is not sufficient. No matter how perfect the model design, total success depends on this strong commitment.

If a library accepts the basic premise that it gains its legal establishment not from municipal resolution but from its ability to satisfy the needs of the population it has been established to serve, then it must follow that the intent of its library development must follow the movement of the needs of its local service population. As a public agency receiving or seeking public funds, the public library must justify the receipt and expenditure of such dollars. Justification must come through the demonstration of the value of the provided services to enhance the quality of life to the residents of the library's defined service area.

To evaluate and develop those services for maximum impact, interaction between the deliverers (the library) and the recipients (the library users) must occur. Interaction must be conducted in a cooperative mode. Ineffective reactions may occur if the institution takes a maternal attitude in deciding the needs of its community. The antithesis would be potential apathy if the institution waited for droves of requests from the user community. Mutual respect and interaction can result in services that satisfy both the institution and the service community. Leadership from both is imperative, but it must be nurtured within the confines of reality and ability to satisfy the resulting prioritized needs at the present and in the future.

If a public library accepts the responsibility for public satisfaction that comes with the status of a public agency, then the resulting planning that must occur to satisfy that community should be integral to the structuring of the library's service development. Certainly the greatest reward in being a public service agency is in the satisfying of the public need. And what other public agency has the potential to serve as large a percentage of the total population as the public library? However, has that potential been completely explored? Planning by each local community enhances the library's ability to expand those potentials in light of its community's individual needs.

Where To Begin

Once you realize why planning is important, the first step in planning has been accomplished. The strong conviction to satisfy the needs of those you have been established to serve is the main building block to your planning structure.

Still the planning process seems like an ominous task. Is it perhaps the unfamiliar terminology? Every profession has its own language. Just think of the impact the Library of Congress classification system has on non-librarians. To a librarian it has a very simple explanation, i.e., Library of Congress is a numbering method that groups materials on the same topic together. A lay person could certainly comprehend this explanation. The same simplistic explanation can be attached to time-tabling, simulation, PERT charting, and other management terms. You're a librarian, and information is your business. Don't be intimidated by terminology. You can conquer any topic.

You might not realize it, but planning is a part of your every day life. Take for example your need for shoes. In our society shoes are an important item. Many establishments forbid entrance without them. If we want to be an acceptable portion of society, it is important to own shoes. Many elements may enter into the number and variety of your shoe collection. But one element is always prevalent--the limited life span of a pair of shoes. At some point, a decision to purchase new shoes must be made. You might say our defined need or want then

becomes the purchase of new shoes. How do you go about the selection process?

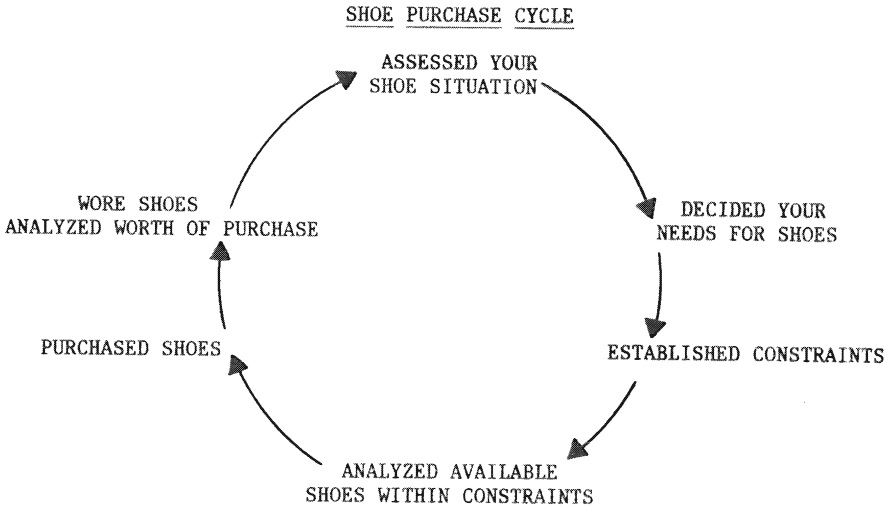
First you decide why you want new shoes. It could be for a number of reasons. It could be out of a basic need, i.e., the old ones wore out and you need a replacement; it could be for a special occasion, i.e., gray shoes to match your attire for the President's dinner; it could be due to fashion change, i.e., the old shoes have plenty of sole but styles have changed. For whatever reason, that reason will be yours alone and based upon your needs and your ability to respond to those needs.

In responding to your decision a set of factors will influence what pair of shoes you purchase. Again, those factors will be in response to your individual situation, and the set of factors may change with each purchase. Style, color, height of heel, material composition, and price certainly must be considered. The priority of factors will be set by you in light of your current need and the realities of your situation. After weighing the pros and cons of each solution to your decision, a final purchase will be made within your defined parameters.

Once your purchase is made, factors again come into play that will influence future decisions. Fashions will change, shoes will wear out, and special occasions will again occur. As these occur you again find yourself in the position of deciding your shoe needs. The whole procedure is cyclical but the factors may change from cycle to cycle. Each time you

must define the limiters of your decision for your situation, given your individual constraints.

Essentially what you have done is to move in a circle. Although the design is a circle, the time it takes to complete the cycle will vary. Depending on the type and use of the shoes you purchase, the cycle could repeat itself in eight or eighteen months. You and the quality of the product determine the life span and repetition of the cycle. Visually the cycle is as follows:



Should you choose to purchase several pairs of shoes at one time, the above cycle would apply to each selection with the length of the cycle being dependent on the purpose and use

of each pair. Again your constraints and utilization determine the time frame of the cycle.

Planning the development of library service is not unlike your individual shoe purchasing cycle. In both cases you must decide your present situation, your desired future situation, and how you intend to get from one point to the other. The decision process of setting goal priorities and the method of implementation are based upon appropriate information gathered to make the final decision, the best possible decision, at this point in time. This is not to say that in the future the current decision will prevail. Nor does it indicate that given similar data in a similar situation that your decision can effectively be transferred. Each case is slightly different; however, elements may be similar. It is the decision maker's responsibility to analyze and choose those applicable techniques for each individual instance.

The most glaring difference between quantitative standards and the planning process is that the decision for quality service is based upon the library's ability to translate, through its service policies, the needs of the community. Theoretically, the number system of quantitative standards was designed to establish quality library service. And admittedly they were much simpler to apply. Through a basic mathematical calculation you could determine the number of appropriate volumes, staff, periodicals, and hours required for minimum

service to a defined area. It does not appear as though the planning process dismissed the previous standards. What does happen is that those standards are analyzed and evaluated in light of the people to be served. In collecting X number of volumes per capita, are those volumes serving the needs of the community? Is the current collection development in line with community needs? If my community needs more popular fiction, what impact will movement of purchasing procedures have in over-all service? What are the alternatives to accessing less frequently requested information which is not owned by the library? Where does the library fit into the total community picture?

Planning takes the things you have been doing, makes you take a look at them, incites you to decide their effectiveness and whether they warrant change, cancellation, or continuation to respond to the needs of your community. Just because you begin planning, this does not mean that your entire operation will immediately change overnight. Give yourself some credit. You have not operated in a total void for the past twenty years. But in the same respect, be willing to give planning a chance. Don't cling to "but we've always done it this way," for at some point in time some person made a decision to establish the procedure. Perhaps it is time that you exercise the same prerogative.

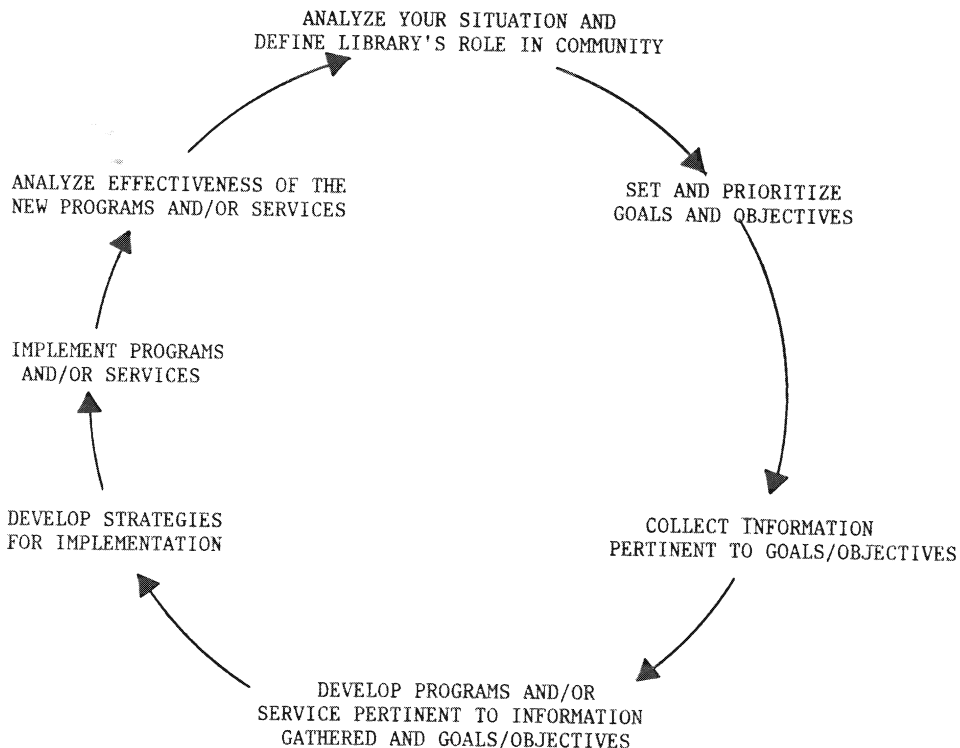
Actual Planning Structure

Library planning works in a cycle similar to the previous shoe example. The analogy is appropriate because certain pairs of shoes, as decisions, will have a longer life than others. Nevertheless, at some time a replacement will be necessary. As is human nature, you may want to ignore the need for a change, be it shoes or library procedures, but the inevitable is always present. The decision for change must be made; the alternative for shoes is to go barefoot and for libraries is decreased funding and use.

In order to avert the option of decreased funding and use, the library must be realistic and engage itself in an activity that will demonstrate the importance of the library to its service community. What impact does the library have on the community's quality of life? What services could be provided that currently are not? How does the library decide what services to offer? What are the goals and objectives of the library? What are the needs of the community? The planning process is designed to answer these and many other questions, thus putting the library in touch with its service community and the needs of its residents.

Basically, a simplistic planning cycle is as follows:

PLANNING CYCLE



Essentially what is happening is:

Step 1 - You analyze your situation by looking at

community data which includes:

- Statistical information about:

Population increases or decreases or
property values

Economics as average income-education levels

Industrial nature and development-age groups

Transportation

Communication system--newspapers, television
stations, and radio stations

- Informational data

Don't recreate the wheel

Community studies may already exist

In Pennsylvania each county agency has a

planning department that is supported
by a state regional planning agency.

The overview of the community is going
to be the same whether you're planning
for education, roads or services. You
are all dealing with the same community.

You should look at library information which includes:

- Statistical data about:

Circulation

Collection development

Patron registration

Reference questions answered

All other data that describe the resources
and services of the library

- Informational data

Promote communication among the various community agencies. Knowing the activities of other agencies can help place the library in the total community perspective.

You should define the library's role in the community:

- The intent of diligently collected data about the community and library is to utilize that information in the formulation of the library's developmental plan. Just where does the library fit into the community? How do we go about deciding? What would be the most effective way to make decisions for the community? Involvement of residents for whom the services are designed would certainly add to the probability of successful implementation and development. What better way exists to satisfy the community than to involve a cross section of the residents to be served in the planning process. The purpose of a public agency is to serve the general public; if you intend to provide useful services, the input of those to be served is imperative.

- For example, Memphis and Detroit Public Libraries were in serious financial difficulties. However, by redefining their roles within their respective communities to include a strong information and referral system, both have gained substantial community importance and consequently increased financial support. Each developed a service that was integral to the life of its community, a service that is recognized by the community as being important, and one which has community-wide support, both verbally and financially.
- The Planning Process and other planning documents recommend the establishment of a planning committee composed of a cross section of community residents. For workability, the membership should be limited to no more than fifteen members. Again, it should be representative of the total community. Remember that the community is composed of more than the people who reside within geographic boundaries. You also have businesses, organizations, churches, educational institutions, governmental agencies, and cultural institutions. The intent of the committee is to represent a cross-section of the community. Select your group so as to create a mini-cosmos of your total community.

- In addition, the committee should be composed of high interest community members. Token membership will not result in active participation. Take care to select those who will accent the process and assist in creating an alive product.
- Now that your community-based planning committee is selected, you must provide them with appropriate data upon which to begin the formalization of the library's developmental plan. Care must be taken to provide just enough information without over or under loading the participants. They must have enough information, both community and library, to understand the current and past situations. That information should be in a pertinent format to accent the process and avoid peripheral statistics. In working with the committee, be responsive to informational gaps.
- In looking at community statistics, it may be more important to know that 62% of the population will be 60 years and above by the year 1990 than to know that 62,000 people will be in that age category by 1990. Structure your information for correct representation and in the most usable format. The same applies for library

statistics. The Planning Process suggests organizing your statistics to demonstrate trends. To a planning committee, it would probably be more helpful to know that your children's circulation increased 10% each year for the past three years than to know that the circulation was 3,000 in 1977, 3,300 in 1978, and 3,630 in 1979. Certainly committee members could calculate the same trends, but is that the best utilization of their time and what impact will such utilization of time have on their interest?

- As the person in charge of library operations, you must be willing to take an active coordinating part in the planning process. Who better knows the facility and how to acquire information than library personnel? We do it daily for patrons; now we must do it effectively for our own institution. Your position in the process is perhaps the most delicate and the most important. You will probably know the most about the library, but objectivity must prevail. The decisions must come from the committee. You must resist leading that committee in the direction you feel the library should go. That is not to say that you are encouraged to take a passive role. Keep in mind that the process is an

analytical one, and is not intended to evaluate or criticize what has passed. The intent is to view what has passed and transitionalize the library into future needs. Don't dwell on what should have been done but on what needs to be done now to make the library an even more viable part of the community.

- Once information has been collected, the committee formed, information distributed to the committee, and the librarian's role defined, you begin as a group to assess the position of the library in the community. You know where you have been and where you are now; next you want to decide where you are going and how you intend to get there.

- Step 2 - The setting and prioritizing of goals and objectives follows the committee assessment of the provided information. The task becomes one of setting goals and objectives that will be responsive to the library needs of the community. Goals are broad statements of intent, whereas objectives are measurable statements that evaluate the implementation of goals. A single goal may have several objectives for effective implementation.

- For example, the committee may conclude that lack of awareness on the part of the population is a large contributor to limited use. They may set a goal of "increasing public awareness of the potentials of the local library in satisfying information needs." What must be done to make this goal a reality, and once a reality, how successful have the efforts been in accomplishing the goal? How can this goal be satisfied? What method shall we try? First we may decide that a big potential user-community is the local business. How do we let the businesses know what we have to offer them? You have investigated and found out that 90% of the community's businessmen belong to the local Rotary Club. The decision is made that a presentation at one of their meetings would be a good method to disseminate information about the potentials of the library. How will you know if this has been an effective approach? And if it has should you try other organizations? You must develop a measurable statement to evaluate the worth of the activity. What will you accept as successful? Do you have any comparative experiences? Perhaps your objective would be to develop an awareness among community businessmen through the presentation of programs

with 10% of those present requesting information utilizing the library within six months of the program presentation.

- You have presented your program to twenty community businessmen by the terms of your objective within six months. You would feel successful if two businessmen requested information or used the library. If this occurs, your approach is successful; the decision then becomes one of deciding if the goal has continued merit or if it has served its complete purpose. The alternate is if no one accesses the library you must analyze whether the goal was inappropriate or the method of implementation ineffective. If the implementation was ineffective, are there alternatives, and is the goal still worth pursuing?
- Actually, the example brings you through the cycle. However, the planning process is not that simplistic. Many elements must be dealt with simultaneously. And many may be interrelated. As previously stated, you may have several objectives to satisfy a single goal.
- Let us go back to the goal of "public awareness." What other methods of making the community aware of the potentials of the library are available?

Perhaps a massive campaign, the establishment of a public awareness division, the development of contacts with other organizations, the dissemination of information through the school system, or the enlightenment of the population through religious affiliation are potential alternatives. Again these would be translated into measurable statements to facilitate future analysis.

- In considering the alternatives to satisfy a goal, the committee will want to decide which approach will have the greatest total impact in reaching the stated goal. Each alternative may, with time, accomplish the end result, but is the library willing to risk what time it might take? Logically, the alternative should be prioritized in order to accomplish the maximum in the minimum amount of time. At this point you must ask how do you decide which alternative will have the greatest impact? Can you make this decision on the information currently available? You may find that further information is necessary.
- In addition, the ordering of goals according to their importance and impact will require equal indepth consideration. And again, insufficient information may require further data collection at this point. It is apparent how important the

interrelationship between sufficient information and sound design-making really is. The basic data initially collected give the committee a general direction; to refine its projections further, supportive data are required. Once collected, data will either reaffirm, reorganize, or redefine the proposed goals and objectives.

Step 3 - The collection of information pertinent to goals and objectives should be controlled. Be cautious not to overload yourself with unimportant data. It is generally accepted, as indicated in the Planning Process, that surveys are the most effective technique for collecting attitude and interest data. However, it must be kept in mind that in order for the information to be valid, precautions must be taken. You want your sample to have as little bias as possible. And the number sampled must be substantial enough to be representative of the community from which you're seeking the information. In a general community survey, random selection insures limited bias. Nevertheless, bias will exist. If you select your sample from phone directories, you have eliminated those without phones; if you use voter registration, you eliminate non-registered residents; if you use library registration files,

you eliminate non-users. Be aware of the limitations of your information; decide what bias you will tolerate and what effect it will have on your decisions.

- Method of survey distribution will also affect your sample size. If you decide to mail your survey, expect a return of between one to two percent. Therefore, the sample size must be projected to be sound if only that percent is returned. Telephone surveys are more effective. However, the length of time that a person is willing to concentrate and provide valid information is limited. Brevity in telephone surveys is imperative.

- It must be realized that surveying is time-consuming and expensive.

Tallying and interpreting the gathered information does take a great deal of time, as does the preparation and execution of the survey. However, in bringing the library and the community together, could the time be better spent?

- The Planning Process does indicate a variety of surveys that the library might want to conduct. Among those mentioned are community surveys, staff surveys, school surveys, or user surveys with sample questionnaires. Again, the structure

and variety of surveys utilized will depend on your individual situation.

- The purpose of a survey is to acquire needed information. You must decide the information you need to make your decisions and structure your survey accordingly. Take care in the wording of the questions. And always randomly test it to see if you are in fact getting the information you need. Testing enables you to restructure or rephrase questions to bring out the information you are seeking.

- Perhaps the most influential of the surveys in designing library service to satisfy the community would be the community or "citizens" survey. Depending on available data, you may want to consider the execution of this survey prior to the establishment of goals and objectives. Community surveys are very time consuming and you will not be able to do an in-depth survey on a yearly basis. Therefore, make it as comprehensive as possible, attempting to anticipate the broad spectrum of information that may be needed for a number of years. Be prepared to make mistakes the first time you structure a survey. It is impossible to anticipate everything. Learning from the process is equally important.

You can't expect to know everything the first time out, but be confident and give it a try.

- The planning process for the total institution will produce numerous goals and objectives and will necessitate dealing with a number of tasks at one time. These goals and objectives may address the internal structure of the library as well as the programs and services provided to satisfy the needs of your community. They too are interrelated. How efficiently you operate the technical processing procedures may have a direct affect on your ability to develop service. Suppose you are typing all catalogue cards in-house, and it requires three employees. If you introduced the purchasing of cards or utilization of a photocopier to produce cards, you may be able to produce the same work in fewer hours. Those hours saved could be redirected to the expansion of library programs and services. Of course, such a decision would rely upon the constraints of your institution.
- The interrelationship that exists between goals and objectives and data collection is an important one. The data are the basis for sound decision making. It is apparent that once further data are collected reconsideration of

goals and objectives may occur. Steps two and three are strongly related. Don't become too rigid in your planning; be ready to respond to the unexpected. You have now decided where you intend to go.

- Step 4 - The development of programs and services to facilitate the set goals and objectives is perhaps the most interesting part of the process. It taps the depths of the committee's creativity and is the substance that will make or break library development. You have a knowledge of what the community needs; now you must structure programs and services to satisfy those needs.
- In the early chapters of the Planning Process, it is suggested that it might be advantageous to compare your library statistics with other libraries of a similar size. It would be of equal value to research how various institutions developed programs and services to satisfy their respective communities. This is not to suggest that you adopt their approach totally. What it does suggest is that you be aware of the techniques employed, analyze their structure, and pick and choose those elements that could be beneficial to your individual situation.

- At this point, you're establishing how you intend to get where you have decided to go. What steps must be taken to accomplish your end goal are being developed. Let's go back to the example of "public awareness." You will recall that the decision to satisfy that goal, in light of the business community, was to present a program at the monthly Rotary meeting. The intent of the program was to provide the business community with information, or sources of information, that could be accessed through the library to enhance the success of their business.
- The elements of the program design would include:
 - Who would be the most effective person to present the program?
 - What information should be included; can we satisfy business needs in-house or must we go elsewhere?
 - Does the program have flexibility to be revised for other groups?
 - Does it have methods of evaluation built into the objectives; is that sufficient to evaluate and analyze the program's impact; what other methods of evaluation would be helpful?

- What do we expect to get from the program in light of awareness and support?
- Does it have a cost factor; can the institution afford the expenditure; what are the alternatives for funding?
- What factors are interrelated to the program; are we just trying to gain awareness or are we trying to enhance financial, political, or community support of the library; if so, are we effective?
- What are we trying to learn from the community about current and future needs; do we view this as a further means of data collection that could assist in future planning or current revision of the approach?
- Again it becomes apparent that the planning process is not a series of steps to be checked off when completed. Each movement is interrelated and has an impact on each other. You can see how the setting of strategies, implementations, and evaluation are part of the total program design. You really can't design a program without considering how and where you will present it. In addition you will want to know what benefits you will receive from the presentation and whether the effort required is

adequate compensation for the end result. The decision is yours.

- It is important to stress that evaluation techniques must be part of the program design. You cannot evaluate the impact after the implementation without predesigned evaluation techniques. If you have decided requests from the business community are a means of evaluating your effectiveness, you must alert your staff to record those requests. Your end result could occur without your knowledge if this is neglected. Should this happen, how then could you evaluate the success of the program?
- Important to the evaluation of the program design would also be an assessment of the information presented in the program. Does it meet the community's information need? What needs do they have that were not addressed in the presentation? Evaluation is a mechanism to analyze levels of success. Even if a program is less than successful, the important thing is to analyze the program and learn from the process.
- In fact, constant ongoing program evaluation should be employed. Planning is also an ongoing process, and evaluations assist in maintaining a sound direction. You must constantly review your

progress. You don't establish a five year plan and wait five years to see if it all works out. During that period you may choose new directions in response to new developments. The plan must have a certain amount of fluidity. The intent of planning is not to create a series of tasks to be blindly performed. You want to know why you're doing those tasks and how they can be most effectively executed for the greatest impact.

Step 5 - The development of strategies to implement your programs and services is closely related to their design. You are further deciding how you intend to get where you have decided to go. Now you are establishing the most effective route. Think again, for a moment, why you have decided to initiate this program of service. You have an idea of what you intend to accomplish; now you want to establish a means to reach the desired end employing the minimum effort and expense for the maximum impact. A proper balance must be struck to insure the ultimate efficiency. How must the plan be laid out to accomplish the desired ends? What is your game plan? How does this program fit into the overall plan? What are its potential merits? What way must it be approached to gain the maximum impact? Continually

you will be questioning the intent and potential of what you are doing to make your end product a success. The task will be successful if it responds to the needs of the community; the level of success will depend on the amount of impact it has had on that community.

- In designing your strategies, you need to access the available options. Again, in presenting a program to local businessmen you could choose to:
 - Generally publicize your wares
 - Deal directly with each business
 - Deal with small clusters of contiguous businesses at their regular meetings
 - Deal through a general organized regular meeting, such as, the Rotary or Chamber of Commerce
 - Conduct a meeting at your facility to show business people your available resources and alternative services.
 - Depending on your chosen option, you may deliver your information through:
 - Newsletter, library, or business organizations
 - Personally present lectures or slide shows
 - Pamphlets or brochures outlining the available services

- Newspaper articles or ads outlining the available services
 - Radio or television ads, again, outlining the available services
 - The above suggestions are by no means the only options or methods. They are presented to tantalize your imagination. Selection of the most effective approach for your individual community is up to you. The intent is to create an interest in using the service, thus enhancing your community position. Pick the method with maximum impact.
 - Remember that records of effectiveness and use are important in analyzing the progress of the activity. Decide your evaluative techniques early and make sure all concerned understand the format and importance of the documents. Communicate with those involved in the activity. It is crucial that all understand the need for record keeping and are supportive of the task. Ultimately, those records become the information upon which future revisions and plans are based. Evaluative records are invaluable.
- Step 6 - The implementation of the program of service is the result of all previous efforts. You have surveyed your community, projected a solution to

its needs, and developed a program/service plan to satisfy those needs; what remains is the presentation of that program/service. Before presentation you have considered:

- Your target audience
- Method of presentation
- Place of presentation
- Disseminated information concerning the presentation
- Appropriate costs

You're all ready to go.

- Planning is an ongoing learning process. Learn from your presentation. If it is to be given again, what were its strength and weaknesses? Should it be revised to be more effective? Did it satisfy the needs of the audience? Were the needs addressed? Should a second in-depth program be developed? Question a new service in the same way. Does it meet the community needs? Is it organized in the most effective way for easy access? Is it causing problems? What must be done to make it more effective?
- It is impossible to anticipate all factors in the development stages. Be ready to react to those unexpected events. Be flexible in the implementation of the project. Your main intent is to

effectively satisfy community needs, not to execute a plan point by point. Revise when it becomes necessary. Learn to question and to be responsive as the program/service becomes a tangible entity.

- You have built into your design methods of evaluation. Don't wait until the project has ended to evaluate. Look at each evaluation as it is collected. And again, respond immediately to those things that could help to make a more successful end product.

- Communication is an important factor. You want to have a well informed staff so they can effectively inform the population about new developments. An uninformed staff can definitely work against you and result in poor public relations. It is important to have a total positive institutional attitude toward your plan. Perhaps you may want to question the value of those staff members who are unsupportive. Only you can decide, but be careful not to ignore the obvious. What impact will those attitudes have on the library's development? Can you risk it? The decision is yours, but be aware of its potential affects.

- Step 7 - The last step in the cycle is to analyze the effectiveness of the new program/service. It is now time to decide whether the program has accomplished the full range of its intent. From the evaluative data collected, has it met the terms as stated in your objectives? If it has, or has not, what were its strongest and weakest elements? Was the effort worthwhile? Does the end result warrant continuation, revision for continuation, or cancellation? What impact did it have on reaching the stated goal; what impact has it had on the total goals and objectives of the library? Does its results indicate reconsideration and reorganization of other goals and objectives?
- Analyze, more than evaluate, your progress. Don't look at it as just a success or failure. Tear it apart and ask "what happened?" Analyze all parts of your design. What could have been done to produce a better result? Even if the revisions were incorporated, would the program/service accomplish the desired end? Is there a more effective way to satisfy the need? Was the need correctly interpreted? Does the need still exist?

- The last question brings you back to the original step of asking "what are the needs of the community?" and "where does the library fit into the satisfaction of those needs?" The decisions are yours and will be made for your individual situation.

Each of the steps are logical and should be tailored to fit your individual library development design. The complexity of the exercise comes with the realization that each goal will move in a circle and each objective with its strategies will also move in individual circles within the total goal cycle.

Earlier the example of "public awareness" as a goal and "informing community businessmen" as an objective was used. Let's further expand on these, using the format from the Planning Process.

Goal: To increase public awareness of the potentials of the local library in satisfying informational needs.

Objective: To develop an awareness among community businessmen through the presentation of programs with 10% of those present requesting information utilizing the library within six months of the program presentation.

Objective: To establish a public awareness division within the library structure by 1983.

Objective: To offer film programs at the high rise for the elderly on a monthly basis with a 5% increase at each successive program.

Objective: To develop annual library visits by the thirty area kindergarten classes by 1981.

You may have numerous objectives to one goal. The committee is now faced with prioritizing the objectives in order to achieve the maximum impact on the stated goal. You will notice that the objectives address a variety of situations, both institutional and community oriented. It is important to realize the interrelationship that exists. Your institutional operation will affect, and be affected by, the community you serve. Be sensitive to the interplay that is necessary for effective operation.

Perhaps the committee chooses the objective to establish a public awareness division within the library structure by 1983 as a high priority item in satisfying the stated goal. The next step would be to decide the method of implementation, relevant costs, and projected benefits. What is needed to make this a reality? Make a list of the elements to consider, for example:

What will the division do?

- News releases on a weekly basis
- Guest on talk shows
- Radio and television shows
- Newsletters
- Presentations to various community groups
- Book sales
- Represent the library at county-wide functions, e.g., county fair, nationality days
- Create library displays at local shopping malls and in-house
- Develop pamphlets and brochures
- Create effective graphics for the library
- Develop short informational video spots for local cable stations
- Develop fund raisers

What is needed to operate?

- Staff - How many, what qualifications, and for what hours?
- Space - What square footage and do we have it?
- Equipment - What variety will be needed?
- Supplies - What available outlets exist?

What will it cost?

- What is available free?
- For what will we have to pay?

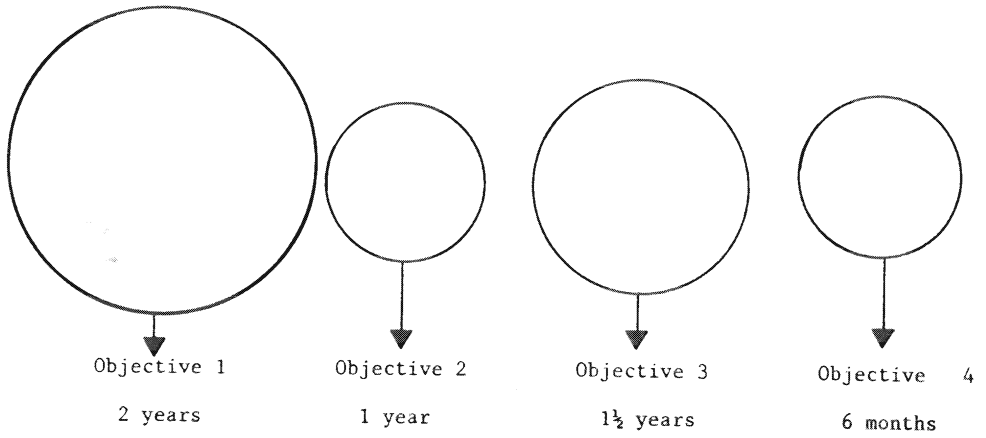
Where will we get the money?

- Budget reallocations
- Increased funding
- External seed grants

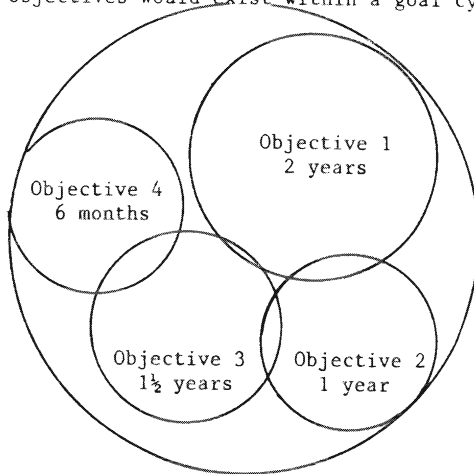
What are the projected benefits?

- Population aware of library and its services
- Increased use
- Requests for additional programs and services by the community
- Information concerning the community to enhance our understanding of their needs
- Increased public support
- Increased financial support

In the original time frame, if the project begins in 1981, we gave ourselves two years to complete the task. Each of the other objectives may vary in the amount of time to execute their plan of implementation and evaluation. The result is several objectives within a single goal completing their cycles in varying lengths of time. What you have is:

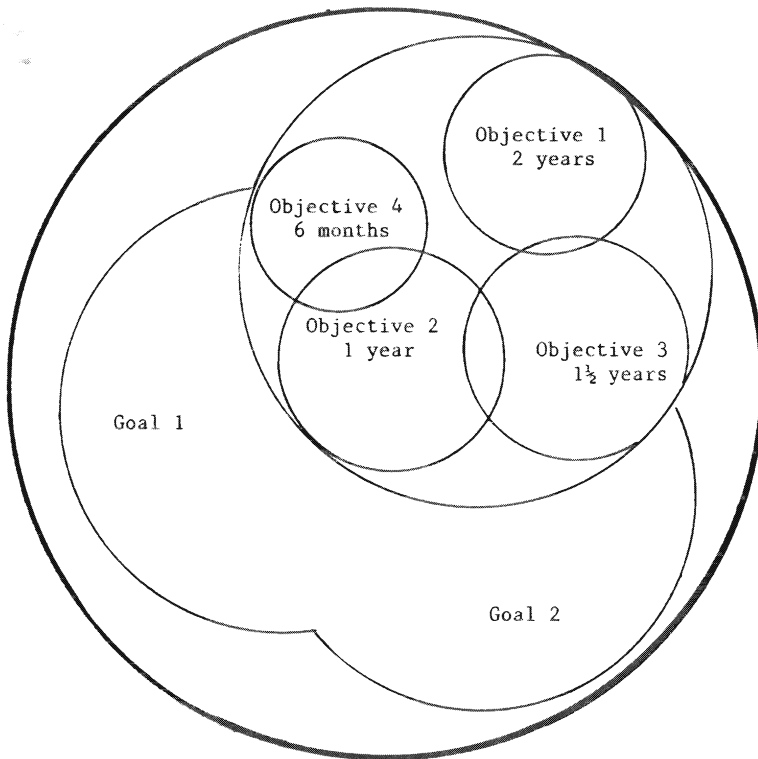


Each of those objectives would exist within a goal cycle as follows:

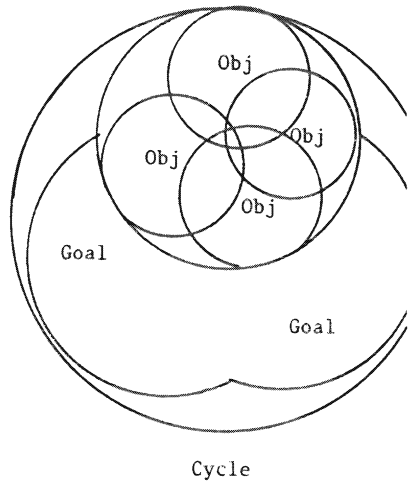
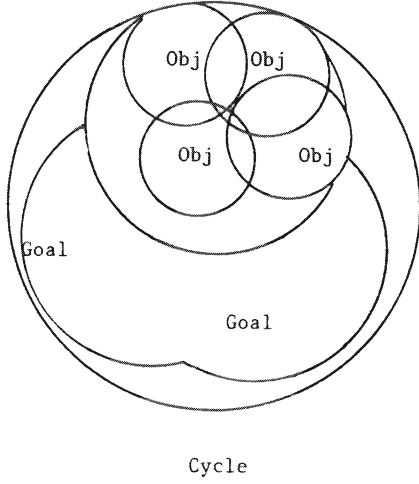


And each goal, with objectives, within each cycle of the total plan as follows:

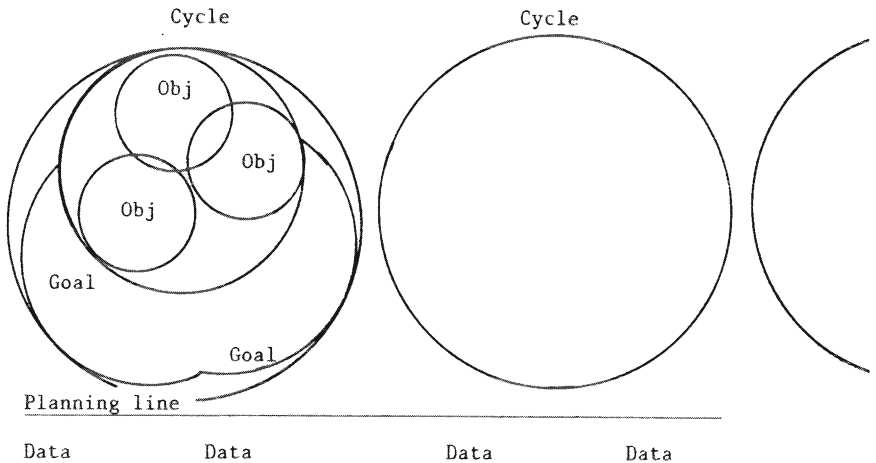
Cycle 1 of Total Plan



In addition the total plan will consist of a series of cycles as follows:



That will exist along your continual planning line, with continua input data, as indicated in the Planning Process as follows:



Acknowledging and understanding the interrelationships between your objectives, goals, and the total planning cycles is perhaps the most complex task. Initially, it will seem difficult. However, as you begin dealing in this environment and learn to be comfortable with the procedures, you will find library service and development far more exciting. You may begin to wonder how you ever lived without it!

Conclusion

Planning is a departure from quantitative standards and does not include their neat check list. However, they do have an important commonality. Built into the Pavlovian responses of quantitative standards should be the intent to meet those numbers to satisfy the needs of the community and to insure a certain level of excellence in library service. Planning takes the same intent profile, steps back, and asks: do those numbers adequately address the problems; do they insure quality library service; do we have the same wants and needs as the citizens of Nashville and Butte; what are our unique characteristics; what makes our community tick; do they enhance library support, or is there a more effective way; is the library a true part of the community?

Perhaps the questioning technique is the planning process's finest quality. Don't just sit back, relax, and live

on what has been. Don't be passive; take an active role in the development of one of society's most potentially important public agencies. Make the public library an active participant in the community in which it lives. Do it with interest and the intent of making the library the community's most valued, active resident. The library and the community will flourish.