

# STRATEGIC PLAN

## FROM THE DIRECTOR

Over the last decade, libraries have been completely changed by ongoing rapid development and expansion of information technology. The demand for virtual library services, those that are provided via the Internet, is increasing. Reliance on the Internet as a primary information resource is becoming pervasive, despite the lack of guarantees that such information is accurate or reliable. At the same time, the public continues to demonstrate a desire for library buildings to be established in their communities.

Informational and educational activities at libraries, as well as interactions with library staff and other community members, provide a human element to counterbalance the impersonal technological environment. Therefore, it is important that new library facilities are planned with enough space to accommodate the books and other materials, as well as the computers that have become an integral part of library services. The library needs to sustain a balance between new formats (CDs, DVDs, etc.) that are continuing to evolve and traditional sources of information. We need to take advantage of self-service technology so that staff is freed to help people navigate the Internet to find the best information, teach children and parents about the importance of reading, support young people and adults in preparing for a high-tech workforce, and assist everyone in finding information so vital for making good decisions throughout one's life.

Libraries represent some of the last public places found in present-day urban settings. The need to be a part of something greater than oneself remains and is expressed through an increased interest in giving back to the community, in sharing knowledge and common concerns with others, and in making Tucson and Pima County a better place to live. The library is an important partner in this quest to develop intellectually, by providing educational support, free-choice learning, and connection with others.

Within Tucson and Pima County, there are important trends that continue to influence the overall quality of life, including low high school graduation rates, emerging neighborhood initiatives, and an increasingly rich diversity of cultures. The Library has an important role to play in addressing community-wide problems and in capitalizing on our strengths.

The Tucson-Pima Public Library's previous strategic plan provided direction for the development of library services and programs from 1998 through 2003. This new Strategic Plan is comprised of two sections: the strategic plan for 2004-2009, and the facilities plan for 2004-2019. While the core values remain constant for both plans, strategic priorities have shifted to reflect changes in what our community has told us is most important for the library to address.

This plan was created during an economic downturn, which presented unique challenges. It is particularly important to plan strategically when faced with diminishing revenues, because it helps to define budget and service priorities. As with the previous plan, this new plan provides the framework to ensure that excellent library service for Tucson and Pima County is within our reach.

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Acting Library Director

Rev. 11/24/03

## INTRODUCTION

The Tucson-Pima Public Library's *Strategic Plan 1998-2003*, has served as a successful framework to move the Library from the 20<sup>th</sup> century to the beginning of the 21<sup>st</sup> century. For the entire Tucson-Pima Public Library (TPPL) system, remarkable strides have been made since 1998 in implementing the Strategic Directions with significant accomplishments achieved in accordance with each direction. Changes have occurred at a rapid pace locally, nationally, and globally. These changes have spurred a re-examination of community issues and needs that influence service priorities for the Library. A new Strategic Plan is needed to address changing priorities, and provide direction and focus for the years 2004-2009.

This strategic planning process has provided an excellent opportunity to hear from community leaders, their constituents, and the general public about the role the library should play in our community. It has given library staff an opportunity to use their expertise and creativity in drafting strategic directions. These will allow the Library to focus resources and energy on the areas the community has prioritized as most important.

Following the format in the 1998-2003 Strategic Plan, the 2004-2009 Strategic Plan is divided into three sections, Planning Process, Community and Library Overviews, and Strategic Directions. The Planning Process section describes the planning model and steps used in developing the plan. It lists the assumptions that were the foundation of this planning process. The Library's mission, vision, and core values statements are included. These fundamental principles provide the groundwork for future action. The Community and Library Overviews present a summary of the strengths and weaknesses that currently exist, as well as opportunities and threats that the future may bring. The community leaders on the planning committee prioritized the needs of their constituents that the Library could address. These needs led to the development of the Strategic Directions that point the Library toward the vision of where residents would like the community to be in the next five years. They direct the focus for library resources and services that have been defined as priorities by the community.

### **The 2004-09 Strategic Directions are:**

- ◆ Encourage Lifelong Learning
- ◆ Create a Community Gathering Place
- ◆ Provide General Information
- ◆ Promote Cultural Awareness
- ◆ Obtain Current Topics and Titles
- ◆ Support Business and Workforce Development

## THE PLANNING PROCESS

The Tucson-Pima Public Library (TPPL) undertook an extensive strategic planning process that resulted in our *Strategic Plan 1998-2003*. Since then, Library staff has worked hard to create and then accomplish branch level goals and objectives that supported the strategic directions identified in the plan. The purpose of strategic planning is to shape the Library's direction for its immediate and near future by identifying customer issues, and community strengths and needs. It is time for us to assess both the progress that has been made and the current socio-economic climate to be sure we are using our resources effectively to meet the changing library needs of the taxpayers.

The public library planning process, *The New Planning for Results* (Public Library Association, 2001), was chosen as the framework for the creation of this new plan, designed to cover the years 2004 through 2009. The process was a collaborative effort between community stakeholders and Tucson-Pima Public Library staff. The goal this time was the creation of the *Strategic Plan 2004-2009*.

The Library first gained support and approval for the plan by presenting an initial proposal to the Library Board and the TPPL Administrative Council. The Strategic Plan Committee was convened and met on a monthly basis, co-chaired by Library Board President Bob Diaz and Library Director Agnes M. Griffen. This twenty-four member committee consisted of community members representing various constituencies and TPPL staff.

The committee was responsible for crafting a community vision, identifying community needs, prioritizing the needs best addressed by the Library, and reviewing the progress and drafts of the planning document. The committee members were responsible for consulting with their constituencies to determine their needs. Over 400 people responded to an online survey regarding the future direction of the library. Input was generated from the Spanish speaking and bilingual community through surveys distributed at TPPL branches. A Service Response Team, comprised of library staff, used their skills and expertise to develop programs and services designed to respond to the needs identified by the committee. The results of this staff work were presented to the Strategic Plan Committee and incorporated into the plan as the strategic directions for 2004-2009.

TPPL's plan is based on work of the Strategic Plan Committee, in addition to community and staff input. Pertinent local and state planning documents, as well as selected strategic plans of other library systems and city departments, were also examined. The draft document was reviewed by staff, community members and organizations, the Library Board, the Strategic Plan Committee, and City and County management. The final document will be submitted to Mayor and Council and the Board of Supervisors in 2003.

Once the plan is approved, Library staff will use the strategic directions to create an implementation plan. The staff will develop goals and objectives for branch level and systemwide services that will move the Library forward. The strategic directions and

implementation plans will be reflected in the Library Department's budget, and in service and collection plans for fiscal years 2004-2009.

## PLANNING ASSUMPTIONS

During the planning process, the following assumptions emerged about library service to Tucson and Pima County during the next five years:

- As a City-County system, the Library's strategic plan and future priorities will embody the City of Tucson's Strategic Plan focus areas, the Livable Tucson Vision Program, and Pima County's priorities for the library.

*The City's strategic priorities are Transportation, Downtown, Growth, Neighborhoods, Economic Development, and Good Government. The County's library related priorities are increased investment of resources and libraries in areas of stress within the community, enhanced promotion of children's literacy at the earliest ages, and increased investment in the delivery of "e-library" services.*

- TPPL is, and will continue to be, a heavily used library system. Residents will continue to support initiatives which expand and enhance library services.
- Library users expect convenient, equitable access to local, state, national and international library resources.
- The number of information formats and delivery options available to public libraries will continue to increase.
- Information technology is an important element in the Library's future and will become increasingly significant as more homes and businesses acquire computers and connect to the Internet. For many community members, public libraries are primary access points to the Internet and other digital resources. Library users will continue to rely on trained staff for assistance and instruction in the effective use of information technology.
- TPPL will collaborate as appropriate with both public and private entities when addressing information, education, cultural and leisure needs.
- Tucson and Pima County will not rebound quickly from the current economic downturn and the resulting diminished resources.
- The population in Tucson and throughout Pima County will continue to increase significantly and vital statistics of our population will continue to change. Our community's Latino, newcomer and retirement-age populations will continue to increase.

## **MISSION STATEMENT**

The Library's mission statement describes how the Tucson-Pima Public Library will address community needs:

The Tucson-Pima Public Library enriches lives and builds community through opportunities to learn, know, interact, and grow.

## **VISION STATEMENT**

The vision statement describes what our customers would like to see in place in five years.

The Tucson-Pima Public Library is recognized and valued by all community members as:

- A significant resource and advocate for youth as they develop from early readers to thoughtful inheritors of our community.
- A destination and place of discovery that provides abundant printed materials, digital options, and functions as a gathering place for the exchange of ideas among all residents.
- A community asset and an active partner in community building, recognized for creating and motivating a skilled workforce, nurturing and celebrating our diverse cultural heritage, and supporting the arts in all forms.
- An organization that cultivates staff who are knowledgeable, passionate, and positive about the central role libraries play in individual lives and community growth.
- A forward-thinking institution that recognizes, supports, and provides technological breakthroughs advancing the convenient, effective use of information, knowledge, and communication.
- A virtual resource that mines the best of the Internet, linking people to needed information on demand.

## **CORE VALUES**

These values, originally identified in the *Strategic Plan 1998-2003*, are the ideals that will continue to guide the actions of the TPPL organization:

### **We offer free access and services.**

All residents of Tucson and Pima County have a right to free, equitable, and convenient access to library resources. Library buildings are a place of intellectual discovery, and are inviting, comfortable, and safe.

### **We support intellectual freedom.**

The Library supports freedom of speech and the right of residents to receive uncensored information. The Library is a forum for information and ideas in the community.

### **We provide a foundation for life-long learning.**

The Library is an essential source of knowledge for the community, providing educational resources for all ages and pursuits. Reading is vitally important and can open doors as well as expand horizons throughout our lives. The Library supports early reading readiness, formal and alternative education, and life-long learning.

### **We foster a climate of respect and trust.**

Mutual respect and trust are honored both internally and externally. Customers and staff are valued, supported, and respected.

### **We are customer focused.**

The Library strives for excellent customer service. It creates and makes available information, materials and programs that are anticipatory, convenient and responsive. As part of municipal government, Library resources are woven into public service policies and initiatives that strengthen government's ability to address community concerns.

### **We find strength in diversity.**

The Library reflects, supports, and celebrates the diversity of the community in its services, collections and staff.

### **We form strong partnerships.**

The Library's resources, involvement, and leadership in the community are extended through partnerships with community members, other City and County departments, businesses, institutions, organizations, and agencies.

## COMMUNITY OVERVIEW

The Strategic Plan Committee members identified strengths and weaknesses that currently exist in the community, as well as opportunities and threats that the future may bring.

Strengths include: the dynamic arts community; the multi-cultural, multi-lingual population; the beautiful natural setting; and neighborhood associations that are working to further improve the local quality of life.

Weaknesses include: the economy is weak and wages are generally low. Public services, especially schools, are struggling to survive budget challenges; an estimated 20% of Pima County adults are functionally illiterate. The high number of new residents makes it difficult to build a sense of community and the transportation infrastructure needs to be improved. The severe lack of financial support to public schools is a problem throughout Arizona. School libraries in Tucson and Pima County are particularly affected by this. The Tucson-Pima Public Library is also affected by statewide economic difficulties that result in limited resources that cannot fully support all levels of academic curricula, from kindergarten through post-secondary. Nor can TPPL's branches and technology fully compensate for school libraries that are closed at the end of the school day.

Possible future opportunities include: the revitalization of the downtown area and the creation of Rio Nuevo; new federal funding to support literacy by grade three; and the encouragement and recognition of young people for what they can contribute to the community.

Possible future threats include: continued economic downturn; rapid population growth that may outpace our ability to resolve transportation problems and environmental concerns; and inequitable access to public services which can prevent many from advancing educationally and economically.

	1990	2000
Hispanics	25%	29.30%
African Americans	3%	3.70%
Native Americans	3%	4%
Asian Americans	2%	2.70%
Persons below poverty level	17.2%	14.7%
High school graduation rate	65%	67.30%
Age 0-5	9%	7.9%
Age 55 and older	22.10%	23%
Tucson residents more than 5 years	30.40%	31.20%
Don't speak English well	7.80%	10%
Source: U.S. Census 1990 & 2000		

Following the analysis of the community's existing strengths and weaknesses, as well as the potential opportunities and threats, the committee members discussed the needs which their different constituencies had expressed. They decided which of those needs could be addressed by the Tucson-Pima Public Library and put them in priority order. These are needs that should be addressed, in order to build on our strengths, reduce the weaknesses, enable us to take advantage of the opportunities, and ward off the threats,

thereby moving us toward the community described in the vision statements.

The most important needs are:

- more information and materials in English, Spanish and bilingual formats.
- programs that foster a greater respect for and understanding of diversity
- more library facilities and greater access to facilities and equipment necessary for people with disabilities
- more and better workforce development opportunities for youth
- state of the art technology to provide information with emphasis on more technology for stressed and rural areas.
- continue collaborations that are a very effective means to provide informational, cultural, and education events, and to market the library

The committee next determined which needs the library was best suited to address and matched the needs with library service responses from the *New Planning for Results* model. Six Service Responses were selected as priorities for 2004-2009, and form the foundation for the Library's Strategic Directions.

## **SERVICE RESPONSES**

*The New Planning for Results* manual defines thirteen library service responses. Service responses are the ways in which libraries serve the public in an effort to meet the needs of the community.

The planning committee selected the following six service responses as priorities for the next five years for the Tucson-Pima Public Library.

**Lifelong Learning:** A library that provides LIFELONG LEARNING service helps address the desire for self-directed personal growth and development opportunities.

**Commons:** A library that provides a COMMONS environment participates in community building and helps address the need of people to meet and interact with others in their community and to participate in public discourse about community issues.

**General Information:** A library that offers GENERAL INFORMATION helps meet the need for information and answers to questions on a broad array of topics related to work, school, and personal life.

**Current Topics & Titles:** A library that provides CURRENT TOPICS & TITLES helps to fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.

**Cultural Awareness:** A library that offers CULTURAL AWARENESS service helps satisfy the desire of community residents to gain an understanding of their own cultural heritage and the cultural heritage of others.

**Business & Career Information:** A library that offers BUSINESS & CAREER INFORMATION service addresses a need for information related to business, careers, work, entrepreneurship, personal finances, and obtaining employment.

## LIBRARY OVERVIEW

Following the work done by the Strategic Plan Committee to identify needs that the library should address, a Service Response Team of eleven library employees was organized. The members represented all functions of the Tucson-Pima Public Library. Just as the Strategic Plan Committee analyzed strengths, weaknesses, opportunities and threats in the community, the library team analyzed the current strengths and weaknesses in TPPL that affect the Library's ability to implement the Service Responses, as well as the potential opportunities and threats that may affect the Library in the future.

In fiscal year 2001-02:

- 49.7% of Pima County residents had library cards
- 5,761,000 items were borrowed from TPPL branches
- TPPL's Internet Home Page was accessed 1,102,395 times
- 99,680 children and caregivers attended story time programs

Strengths include the online catalog that provides system-wide remote access to all of TPPL's collections, as well as the holdings of other major library collections in Tucson and elsewhere; Spanish and bilingual language collections in all branches; existing networks and collaborations with not-for-profit agencies and community organizations; and a safe,

welcoming environment for all members of the community.

Weaknesses include: reductions in the budgeted staffing level; existing library branches are not large enough, nor are there enough branches, to fully accommodate needed information technology equipment, books and other materials, as well as quiet areas for study.

Possible opportunities in the Library's future include: the addition of new formats, such as DVD's; and the development of more virtual library services by building on the foundation of existing remote access services, such as online book clubs.

Potential threats include: a slow or negligible economic recovery; the reallocation of existing resources to fully develop the Service Responses may diminish resources presently allocated to other library services; and the inability to fund the construction of needed new library facilities.

For each Service Response, the team considered what services TPPL is presently offering, services that should be implemented in the future, the technology that is required, and the collections and other information resources that need to be developed. The work done by this team resulted in the Strategic Directions.

## **STRATEGIC DIRECTIONS**

These strategic directions evolved from the information gathered by the Strategic Plan Committee, their constituents and surveys of the general public. Strategic directions point the library toward the vision of an ideal community. They serve as a guide to help us move from current conditions to the desired future and will serve as a springboard for future decisions. These directions provide a roadmap for goals and objectives that will be fully realized by library staff at the branch level as they implement the Strategic Plan. They allow the Library to focus its energies and resources to meet needs in areas that the community has defined as priorities.

### ***ENCOURAGE LIFELONG LEARNING***

**A variety of materials, electronic resources, and dynamic programs will be provided to help address the desire for self-directed growth and development opportunities for community members.**

**TPPL will focus on lifelong learners, while continuing to provide service to all.**

- The critical years for infant brain development are 0-3, and early childhood literacy experiences are the foundation for lifelong learning. The library will continue building children's collections for the 0-5 age group, offering babytimes and storytimes in English, Spanish and presented bilingually by children's specialists, partnering with children's service organizations to advocate early literacy, and enhancing the Kids catalog and web page.
- Collections, both traditional and digital, that reflect the full life spectrum will continue to be updated and expanded. Collections and resources include a variety of audiovisual formats and bilingual materials.
- Public access to electronic resources – library catalog, online databases and web links, Internet, and email – are available onsite at library locations and accessible to virtual customers. The library will strengthen collaborations with agencies serving the disabled population to provide assistive technology equipment and training for community members with disabilities.
- Multicultural programming, which appeals to all ages, will be offered through collaborations with community organizations. Traditional and virtual book clubs, online reader's advisory, and interlibrary loan services will foster a passion for reading and lifelong learning in the community. The library will be a welcoming environment for children and retirees pursuing recreational and educational needs.

## ***CREATE A COMMUNITY GATHERING PLACE***

**Provide a Commons environment that supports democracy and community building. The library helps address the need for community members to meet and interact with others and participate in forums for debate and exchange of ideas.**

**TPPL will focus on working with not-for-profit community and neighborhood organizations, and continue to be a meeting place for all members of the community.**

- Community residents need gathering places that offer an open, civil environment for discussion and interaction on topics such as national, local and environmental issues. Public indoor meeting space is provided at all library branches and will continue to be added as new facilities are built.
- The Valdez Main Library plaza functions as commons space for outdoor community and cultural events. Clean, safe meeting spaces will be incorporated into expansion plans for existing facilities and the design of new facilities.
- Immigrants seeking information to reach their goal of becoming American citizens will be provided meeting space for classes.
- Library staff with knowledge about and interest in community issues will be active community builders in partnership with not-for-profit organizations and neighborhood associations.
- Traditional and online bulletin boards and display areas in libraries will promote community announcements, classes, discussion forums, and events.

## ***PROVIDE GENERAL INFORMATION***

**Offer general information to help create an informed citizenry by meeting the community's need for information. Contribute to the knowledge base of the community by providing answers to questions on a broad array of topics related to work, school, and personal life.**

**TPPL will focus on virtual and remote customers (those who access the library by computer or telephone), while continuing to serve customers who visit the library in person.**

- TPPL will continue to provide free access to the library catalog and online databases. The Library will strengthen its technology infrastructure to maintain and augment services to virtual customers, including registering online, reserving books from home, email notification, customer suggestions, and other functions as they become available.

- TPPL will continue to offer options for finding needed information through telephone reference, especially the Infoline service, telephone Homework Help, email reference, the Internet, web links, and interlibrary loan. TPPL will work with local, state, and national library consortia to share resources and implement virtual reference service.
- TPPL will continue building Spanish and bilingual language collections to serve the growing Latino population. Embellish the Spanish and bilingual version of the web catalog and Kids Catalog.
- TPPL will further develop its Spanish and bilingual language web page with links to a variety of informational topics. Collections in varied formats and assistive technology equipment will be increased to provide Internet access and meet the general information needs of people with disabilities. Library staff will be trained in customer service skills that will provide improved service to people with disabilities.

### ***PROMOTE CULTURAL AWARENESS***

**Develop services and resources that help satisfy the desire of culturally diverse community residents to recapture their own cultural heritage and increase awareness of the cultural heritage of others.**

**TPPL will focus on diverse populations, such as ethnic and language minority groups, while continuing to serve the majority population.**

- Tucson and Pima County are meeting places of many cultures. The Library promotes global consciousness by playing a pivotal role in providing information about the world we live in.
- The Library will support staff involvement with our culturally diverse community and neighborhood groups. Staff will continue to define needs and provide services to these populations. The library will endeavor to hire bilingual and multilingual staff to enhance service to culturally and ethnically diverse populations.
- Library services, materials, and programs for all ages will focus on the unique cultural heritage of the Southwest, past, present, and future. Successful partnerships will continue with other organizations and community groups to develop cultural awareness programming. New collaborations will be sought.
- TPPL will showcase special collections to provide greater access to Arizona history, Latino and Native American history and culture, and Southwest books for children for in-house and virtual users.
- The Library will be a destination place for diverse populations to explore their local heritage through the Rio Nuevo downtown revitalization project.

## ***OBTAIN CURRENT TOPICS AND TITLES***

**Fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.**

**TPPL will focus on new users and occasional users, and continue to respond to customers for whom the library is already a vital part of their lives.**

- The Library will build collections in a variety of formats (books, cassettes, CD's DVD's magazines, videos) that reflect popular culture – music, television, motion pictures, sports – and that explore current topics, global issues, and social trends. The Library will expand its popular fiction collections, enhance and update the non-fiction collections, and will include a wide variety of Spanish and bilingual language materials. Accessible shelving and improved signage will make the collections easy to find and use.
- The Library will actively market the use of information technology to encourage new and occasional users to register for library cards online, place their own reserves and receive notification of reserves, suggest books the library should acquire, and promote online book clubs, reader's advisory web links, and discussion forums.
- Through networking and partnerships, the Library will reach out to people where they are – neighborhood associations, community events and festivals, health care centers, child and social service agencies, recreation centers, senior centers, schools – to promote the library and encourage library card sign-ups.
- Collaborations with organizations and agencies that assist people who are new to the community will be formed to promote library collections and services. The Library will attract new users when they are young by adopting friendlier policies for youth to obtain library cards and expanding the Start First campaign to sign up first graders for library cards. The Library will cultivate and encourage visits of occasional users such as winter visitors and people with one-time informational needs.
- Marketing and promotion of popular fiction and new current non-fiction will be increased through displays in the libraries and alternative locations – movie theaters, community/recreation centers, senior centers. The Library will respond to customer requests for new and popular materials on recent and upcoming trends, titles, and interests through streamlined ordering and processing.

## ***SUPPORT BUSINESS AND WORKFORCE DEVELOPMENT***

**Help build the economic strength of the community by providing information to support business and career development.**

**TPPL will focus on teens involved in workforce development, and small business owners and entrepreneurs, while continuing to provide resources to everyone with business and career information needs.**

- The Library will continue to provide authoritative, up-to-date career information resources and collaborate with community organizations that work with teens to build a technically skilled workforce. The Teen Resource Center at the Valdez Main Library will continue to provide teens with a space of their own. The library offers teens, especially those from stressed and low income areas, an opportunity to build employment skills and succeed in the workforce through on the job training and volunteer experiences at library branches.
- TPPL responds to the research needs of the business and economic development community by providing access to business information through a continuously updated business web page, web links to business sites, online links to city business and occupational licenses, access to online business databases, and an E newsletter.
- TPPL will continue to develop partnerships with local workforce and economic development assistance agencies, strengthen existing collaborations with Greater Tucson Partnership for Economic Development (GTSPED), Greater Tucson Economic Council (GTEC), City of Tucson Office of Economic Development (OED), Pima County job training programs, e.g., Las Artes community arts program, Jackson Employment Center; Pimawork.com, Tucson Hispanic Chamber of Commerce, and Black Chamber of Commerce in order to develop library services and programs that support business and workforce development.
- TPPL will play a role in achieving the desired economic growth for greater Tucson by assisting small business owners and entrepreneurs who are initiating new businesses. Library staff will provide outreach to the business community, offer classes in using library resources to locate business information, and participate in business and information technology meetings and conferences.
- The Library will actively publicize economic and workforce development partnerships by serving as a referral and distribution point for information through the business web page, newsletter, and printed materials. The Library will continue to serve as a public forum and meeting place for business and economic development agencies.

- TPPL provides timely services and resources to encourage and support adults involved in selecting a career path and in obtaining the education and work related skills necessary to succeed.

## **NEXT STEPS**

Goals and objectives for implementing the Strategic Directions will be determined at the branch level annually. Evaluation is a vital component of the implementation process. The Library will follow the model described in the Public Library Association's *Counting on Results Instruction Manual*, developed by the Institute for Museum and Library Services.

*Counting on Results* provides new tools for outcome-based evaluation of public libraries. The tools are designed to measure output and outcome data. These two types of measurements will document the use of the Library and help to assess the impact of Tucson-Pima Public Library's services on our customers' lives. Tools such as baseline data and customer surveys will be used to collect the necessary information. The Library will collect standardized data on traditionally documented outputs (e.g., visits, circulation, information questions), as well as questionnaires for customers about outcomes that have affected them.

A comprehensive picture of Tucson-Pima Public Library's performance will result from the use of both output and outcome measurement tools. The output statistics will document how much the library is used. The outcome data will demonstrate how well Tucson-Pima Public Library's services are meeting the needs of our customers. This information will enable the Library to refine existing services and to develop new ones that will make a positive difference in Tucson and Pima County.

## **ADDENDUM**

### **1998-2003 STRATEGIC DIRECTIONS AND EXAMPLES OF ACCOMPLISHMENTS**

The following are the six strategic directions from the Tucson-Pima Public Library's *1998-2003 Strategic Plan*, and a few examples of the many accomplishments that were achieved during the implementation process.

#### **Begin with books and reading.**

- TPPL collections grew from 1,177,104 items in 1997 to 1,370,254 items in 2002, an increase of 16.8%.
- In fiscal year 2001-02 customers borrowed 5,761,000 items from TPPL branches, an increase of 12.7% from 1997-98.
- Participation in the Children's Summer Reading Program grew from 22,500 in 1998 to 26,856 in 2002, an increase of 19.4%.
- Participation in the Teen Summer Reading Program grew from 2,648 in 1998 to 4,476 in 2002, an increase of 69%.

#### **Put children and youth first.**

- TPPL was one of nine libraries to receive a three-year \$400,000 grant from the Wallace-Reader's Digest Funds: Public Libraries as Partners in Youth Development.
- Twenty teens have been hired and trained to work as computer aides and more than twenty-five teens have been trained to be library advocates.
- The Teen Resource Room designed by teens opened in the Valdez Main Library, October 2001.
- Library staff received training in positive youth development philosophy and techniques.

#### **Celebrate culture and the arts.**

- The Southwest Literature Project held the first Lawrence Clark Powell Memorial Lecture in 2001.
- The Tucson-Pima Library Foundation's "One Book/One Community" project encouraged everyone in Pima County to read *Bless Me, Última* by Rudolfo Anaya, in October 2002.
- Día de los Niños/Día de los Libros has been celebrated annually, attracting large numbers of families.
- The Sonoran Desert Sampler offered a series of programs that celebrated the unique habitat, culture, and history of the Southwest, through a collaboration with a number of local museums.

#### **Promote strong neighborhoods.**

- Community use of the Library's meeting rooms increased from 8,884 in 1998 to 11,689 in 2002, an increase of 31.5%.

- Library staff reached nearly 23,000 residents through 104 community events and presentations in fiscal year 2001-02.
- Library staff was active members of the City's Neighborhood Enhancement Teams and participated in several Back-to-Basics projects.
- In fiscal year 2001-02 library staff presented twenty-nine grant orientation workshops to 444 people from non-profit community organizations, and networked with non-profit organizations at thirteen outreach events.

**Enhance economic development and support economic advancement.**

- In fiscal year 2001-02, Library staff conducted eleven Information Power Workshops attended by 175 people from small business enterprises, compared to four programs attended by 48 people in fiscal year 1998-99.
- In fiscal year 2001-02 there were 273 subscribers to BizNews, TPPL's electronic business newsletter that is posted on the web and distributed as an email, compared to 90 subscribers in fiscal year 1999-2000.
- In fiscal year 2001-02 Library staff participated in programs and trade shows with the Arizona Small Business Association, Tohono O'odham Nation, Tucson Hispanic Chamber of Commerce, Tucson Link Forum, Tucson Urban League, and others, and reached a combined attendance of 438.
- Library staff's ability to effectively serve the business community was enhanced by professional training on using a variety of databases and online recourses.

**Use library information technology to bridge the "information gap."**

- The number of public computers in TPPL branches increased from 20 in 1998, to 317 in 2002.
- Since 1999, TPPL has provided for staff and public use a microfilm/microfiche reader/printer that can convert the material to a digital image, which can be saved on a disk or sent electronically to a computer.
- In fiscal year 2001-02, library staff offered 1,177 computer classes, attended by 3,000 people. The TPPL homepage was accessed over 1.1 million times in fiscal year 2001-02.
- In 2002 TPPL offers customers full access to twenty-two online databases, including two in Spanish and bilingual, compared to one online database in 1998.