



County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

May 22, 2014

Karrie Delaney
Chair, AdHoc Communication and Evaluation Committee
Fairfax County Public Library Board of Trustees
12000 Government Center Pkwy, Suite 324
Fairfax, VA 22035

Dear Karrie,

Per your request, below is an introduction to the public survey and comment proposal document.

At direction of the Board of Supervisors, the Library Board of Trustees is moving forward to undertake an extensive public survey to solicit citizen feedback on library programs and services that will set the future direction for the system. The attached proposal for consideration by the Library Board provides information to assist in decision-making on the process for implementing this mandate. The attached proposal for consideration was prepared by Library Administration at the direction of the Library Board's Communication and Evaluation Committee and provides the following:

- Information on how other local and national library systems have conducted similar public outreach efforts;
- Presents the Library Board with three possible courses of action;
- Offers a recommendation based on those courses of action;
- Details the methodology, should the recommended option be selected by the Library Board as the approach they wish to take.

At the June 3rd public meeting we will collectively embark on this course to determine how the Library Board will solicit extensive public input about the library. At this point in the process no decisions have been made. There will be many more opportunities for library stakeholders to participate in the outreach process. As you review the attached proposal, it is important to keep in mind the following:

1. Until the Library Board makes decisions on the scope of the outreach effort, the costs are unknown.
2. Each approach to the outreach efforts will have a different cost attached.
3. County survey software and library statistical resources detailed in the proposal are not negotiable but are the tools the library has to work with in accordance with Fairfax County government procurement practices.

We look forward to further discussion about the public survey and comment proposal.

Sincerely,

Douglas R. Miller,
Strategic Planner and Customer Research Manager
Fairfax County Public Library

Fairfax County Public Library

Public Survey and Comment/Outreach Efforts

A Proposal for Library Board of Trustees Consideration

For Action/Approval by the Library Board of Trustee

- Scope of the community outreach effort
- Whether to hire a consultant to perform all or part of the work
- Select among the survey methodology options listed below or present other options
- Scope of the Survey

Scope of Comment/Outreach Efforts

It will be the responsibility of the Library Board of Trustees to determine the scope of the community outreach effort. A community survey with corresponding outreach plan takes a huge amount of effort from many people. A compressed timeframe may make the process more creative. It is vital to bring staff from throughout the organization into the conversation and that takes time. Initial direction from the Library Board endorsed the development and implementation of a user survey that captures information from a wide range of stakeholders.

Scope of the Survey

It will be the responsibility of the Library Board of Trustees to determine the scope of the survey. While there may be many areas of the library experience where the Board would like to gather information from the public, with a survey, less is more. The Board will need to determine the focus of the survey and whether to include questions in areas such as library use and nonuse, basic demographic questions, satisfaction, future direction, etc.

Two main categories that these diverse stakeholders fall in include:

- Group 1 – Current Library Users
A current library user might be defined as any survey respondent who has a library card, OR has visited a library within the past twelve months, OR has used a library website (such as the online catalog) within the past twelve months. The goal is to implement a comprehensive analysis of this group in areas such as customer satisfaction, use of the library, what they appreciate most about the current system, and what would enhance their library experience.
- Group 2 – Non-Library Users
A non-library user might be defined as any survey respondent who does not meet the criteria of a current library user as outlined above. Fairfax County Public Library's (FCPL) own research confirms national data that indicates most non-library users make this choice as part of their lifestyle (don't have time to visit a library, prefer to buy their books, etc.). Input from non-library users would be examined in a variety of ways including according to the following sub-groups:
 - Sub-Group 1 – Those respondents who value libraries as important assets to the community but who do not personally use the library themselves, similar to the recent March 2014 PEW Research Center study *From Distant Admirers to*

Library Lovers – and Beyond. The Library Board is interested in a comprehensive analysis of this sub-group to better understand the disconnect between their sense of libraries having community but not personal value, and provide insight into how this group may be converted or brought back to be library users.

- Sub-Group 2 – Respondents who do not currently value the library either for their own personal use or for the community. The Library Board is interested in a comprehensive analysis of this sub-group to better understand why they see no value in the public library. By understanding why these respondents don't value the library it may be possible to identify how the library currently meets needs they have but that don't recognize libraries are in a position to meet those needs. Understanding this sub-group may help focus the library's future direction regarding what services to provide.

The survey team will endeavor to design and implement a survey that will reach as many diverse stakeholder groups as possible, including students, seniors, caregivers, etc. It will then be the task of the focus groups to concentrate on the more detailed needs and interests of individual stakeholder groups. Survey results will provide insight into how different stakeholders currently use (or don't use) the library and will allow for a more structured approach to focus group discussions.

Survey Methodology Options

There are essentially three options for conducting the proposed community survey and outreach efforts. It will be the responsibility of the Library Board of Trustees to determine which of the following courses of action they would like to take or present additional alternatives. The following information and recommendations are offered by the library's Office of Strategic Planning and Customer Research for consideration by the Library Board of Trustees' Survey and Outreach Subcommittee:

Option 1

Fairfax County Public Library hires a consultant to perform all the necessary tasks pursuant to conducting a community survey and outreach effort. The consultant would also manage and facilitate a series of community focus groups following the survey. Survey results can then be used to further focus discussions with specific stakeholder groups that need to be consulted further.

Across the Country:

- Seattle Public Library

The library took this approach for their 2010 Community Survey that was conducted as part of their larger strategic planning process.

Locally:

- None of the local library systems, including FCPL, has taken this approach in their recent planning or community outreach efforts. Since conducting a community survey is a major effort and can be expensive, few libraries typically conduct one on the scale being

considered by FCPL. Consequently what we have found are smaller efforts by libraries looking at specific aspects of their service, satisfaction, or shorter more focused user/community survey and focus group efforts.

Cost

The expense of hiring a consultant to manage every aspect of a community survey and outreach effort would be substantial. Each of FCPL's two previous community survey efforts to conduct limited random phone surveys involved hiring consultants. Consultant fees for the most recent effort in 2005 ran between \$10K-12K. Though the vast majority of work for this option would be performed by the consultant, there would need to be some level of FCPL staff involvement as needed and there is a cost for that involvement. That cost would have to be absorbed by FCPL and would impact other work that would be delayed or not performed. The expense of marketing this survey and outreach effort would adversely impact the library's ability to market other library activities. Not having either library administrative or other staff actively involved in this effort may have unforeseen and adverse consequences not only on the cost of the effort but on the process as a whole.

Timeframe

Hiring a consultant to conduct the entire outreach effort adds time to the process, particularly if the county procurement process needs to be followed which can be lengthy. Initial investigation indicates that the county may already have a contract in place with a consultant for these services. However, if further investigation shows this not to be the case, or the consultant cannot perform the work, the library would need to follow the county's procurement process (write RFP, contract out for bid, pre-proposal conference, selection advisory committee (SAC), contract award). The library would then need to get the consultant up to speed and then the consultant's own processes would then dictate the timeline. A conservative estimate of the timeframe for Option 1 is six to nine months.

Option 2

Fairfax County Public Library takes on the responsibility of performing all the tasks associated with designing and conducting the survey while also hiring an outside consultant to organize and facilitate the focus groups similar to what was done in fall 2013 when The Perspectives Group was brought in on short notice to facilitate public comment sessions on the library's redirection efforts. This option is likely to be the most timely to implement.

Across the Country:

- Hennepin County Library
The library took a similar approach, hiring a consultant to conduct a series of four focus groups and then surveying those focus groups. The library then used this information to create their strategic plan much as FCPL did in 2011-2012 when we used a combination of three separate surveys (in-branch, website, staff) as well as community discussions billed as Conversation with the Director to create our strategic plan.

Locally:

- None of the local library systems, including FCPL, has taken this approach in their recent planning or community outreach efforts. Given the effort and expense of conducting a

community survey, most libraries, including FCPL, choose to conduct smaller efforts looking at specific aspects of their service, satisfaction, or shorter more focused user/community survey and focus group efforts that can be more easily managed either on their own or by a consultant rather than a joint effort.

Cost

The expense of hiring a consultant to facilitate a series of focus groups would be significant but likely not prohibitively so. This option does require a huge investment of staff time, primarily from the library's office of Strategic Planning and Customer Research Services that would manage the survey effort, process responses as well as analyze survey results but also from staff selected to participate on the survey team. Given the library's limited staff, the investment of staff time does have an impact as other work slows or is not performed. FCPL absorbs these costs. The expense of marketing this survey and outreach effort would significantly impact the library's ability to market other library activities.

Timeframe

Hiring a consultant to conduct and manage the focus group portion of the outreach effort adds time to the process, particularly if the county procurement process needs to be followed. Initial investigation indicates that the county may already have a contract in place with a consultant for these services. However, if further investigation shows this not to be the case, or the consultant cannot perform the work, the library would need to follow the county's procurement process which can be lengthy. The library would then need to get the consultant up to speed and the consultant's own processes would then dictate the timeline for conducting focus groups. Work required of the library's Office of Strategic Planning and Customer Research Services and other library staff could begin immediately. A conservative estimate of the timeframe for Option 2 is six months.

Option 3

Fairfax County Public Library performs all associated functions and tasks for the community survey, as well as organizes and facilitates the focus group discussions. This option could be the most difficult and time consuming to implement due to the volume of work to perform with a limited number of library staff.

Across the Country:

- Charlotte-Mecklenburg Library
The library conducted a fairly robust community and staff outreach effort using a combination of phone and online survey methods as well as community focus groups and staff forums.
- King County Library
The library's recent outreach efforts involved their Library2Go initiative, focusing on a wide range of library services for those who are unable to visit their library buildings
- Denver Public Library
The library has not conducted a broad community survey or used focus groups for the past several years. The library also conducts a regular customer satisfaction survey without the use of a consultant.

Locally:

- Fairfax County Public Library
The library has conducted many customer surveys both online and hardcopy as well as organized and facilitated focus groups. The most recent effort in 2012 involved three separate surveys as part of a larger strategic planning effort which included an online website user survey, an in-branch hardcopy user survey, and an online staff survey.
- Arlington Public Library
The library's survey efforts in 2009 and 2011 asked respondents to rate what library materials, services and programs were "essential", "nice but not essential", or "not the library's role to provide". FCPL conducted a similar survey of Customer Advisors in FY2010.
- Montgomery County Public Library
The library recently completed a customer satisfaction survey.
- Alexandria Library
The library recently completed a customer satisfaction survey.
- Loudoun County Public Library
The library recently completed a short customer satisfaction survey.
- Prince William County Public Library
The library recently completed an impact survey on how public access to the Internet improves the quality of life in the community. Typically PWPL surveys their public as part of the overall county biannual citizen satisfaction survey (known as the Service Efforts and Accomplishments (SEA) Report), which was last conducted in 2012 where only two library questions were asked.

Cost

This option requires a huge investment of staff time, primarily from the library's Office of Strategic Planning and Customer Research Services that would manage the survey effort, process responses as well as analyze survey results but also from staff selected to participant on the survey team and those needed to assist with organizing and facilitating focus groups. Given the library's limited staff, the investment of staff time would have a major impact as other work slows or would not be performed. FCPL absorbs these significant costs. The expense of marketing this survey and outreach effort would adversely impact the library's ability to market other library activities.

Timeframe

Though work required of the library's Office of Strategic Planning and Customer Research Services and other library staff could begin immediately, the level of effort required to conduct all aspects of a community survey as well as to organize and facilitate a series of focus groups would be substantial. A conservative estimate of the timeframe for Option 3 is nine months.

Recommendation

Option 2 - Given the three options outlined above, it is recommended that Option 2 be selected. This option offers the timeliest method of implementing the proposed community survey and performing the additional community outreach through the use of focus groups.

The Survey Process

The survey itself will likely take six months primarily due to the planning, creation, coding, and testing process. The survey should be made available for a minimum of three weeks but could be available indefinitely while outreach activities (focus groups) move forward.

Creating the instrument

- Provide Sample Survey Questions

Sample survey questions from FCPL and other jurisdictions will be provided to the subcommittee as well as the survey team for review and information. These sample questions will be provided in clusters, demographic, technology, satisfaction, usage, future direction, etc. These samples will assist the subcommittee in thinking about exactly what it is the Library Board wants to learn from the community and how to focus the questionnaire. Once the survey team understands the focus as defined by the Library Board, it can craft a questionnaire designed to gather that information.

- Form the Survey Team

This team would consist of branch staff from many different levels of the organization. It might include a Page or Page Supervisor, Circ staff, Info staff, Children's staff, Branch Managers and/or Assistant Branch Managers, Admin staff, Support Services Staff, at least one Library Board member, Library Foundation Director and at least one member of the Library Foundation Board, as well as representatives from Library Friends groups, Fairfax County Public Schools and possibly a number of Fairfax County citizens. The actual number of team members and the particular positions they represent as well as any specific individuals could be determined by Library Administration in consultation with the Library Board. The team would meet for a full day to determine the survey questions and possibly a second full day to tweak a draft questionnaire and discuss implementation.

Fairfax County primarily uses two software packages to conduct public surveys online:

1. SurveyMonkey (administered by Fairfax County Office of Public Affairs) is used for surveys that do NOT collect personal information.
2. SNAP (administered by Fairfax County Department of Information Technology) is used for surveys that need to collect personal information.

* Personal information is defined as an identifiable name, email address, mailing address and/or phone number.

FCPL has used two other methods in the past for conducting surveys. We have had our own Web Developers code online surveys and we have used an older county supported software called ThinkTank which does not require the involvement of county Office of Public Affairs. For this effort it is likely either SurveyMonkey or SNAP would be used though ThinkTank is also a viable alternative.

- How the Questionnaire Works

Ideally the survey will be a multi section questionnaire that should take respondents no more than 5-7 minutes to complete. National research shows that the more questions asked, the less time respondents spend, on average, answering each question. When respondents begin "satisficing" or "speeding" through a survey the quality and reliability of the data can suffer. On average, respondents take just over a minute to answer the first question in a survey (including the time spent reading any survey introductions) and spend about 5 minutes in total, answering a

10 question survey. However, respondents take more time per question when responding to shorter surveys compared to longer surveys. For surveys longer than 30 questions, the average amount of time respondents spend on each question is nearly half of that compared to surveys with less than 30 questions. Less is definitely more when it comes to a survey questionnaire.

An online survey could have more questions than a hardcopy form as it is a simple matter of pointing and clicking responses rather than physically writing. However, while there can be some differences between the online and hardcopy versions (for example, in-branch hardcopy forms are being completed by library users and therefore it is not necessary to include non-user questions that don't apply) each will ask the same questions. The survey would begin with a series of steering questions designed to identify respondents as either a current library user or a non-library user. Then, using step logic, the respondent is guided through the questionnaire ensuring that those identified as library users answer certain questions intended for the library user, that respondents identified as non-library users answer certain questions intended for a non-library user, and that all respondents answer certain questions such as the demographic questions and any question concerning value and importance of the library to the community. The survey will be conducted primarily online though hardcopy questionnaires will be available in all library branches and in other ways to be determined by the survey team. The questionnaire can be provided in languages other than English as determined by the survey team and the county has contracts with several vendors to provide translation services. Translation services would involve a direct financial cost.

- Testing

Both the online and hardcopy questionnaires will be tested to ensure the questions are working as intended. Testing can be done by staff and volunteers as well as selected customers.

Implementation

- Online

Available via the library's website, the County's website (if possible), and the library's catalog (seems possible). An electronic link to the survey could be emailed to all registered borrowers who have an email address on file, as well as our list of Customer Advisors, the Fairfax County Public Schools parent email list (being worked out now), as well as the Fairfax County Parks list of subscribers (received). In library branches staff and/or volunteers can direct customers to a computer or laptop to complete the survey.

- Direct Distribution

It may be possible to use volunteers or maybe even hire 'seasonal' staff to frequent high traffic areas in the community (Tysons Corner office buildings, NOVA campuses, GMU campus, shopping malls, senior centers, assisted living facilities, etc.) and have them distribute cards with a link to the online survey or possibly even provide immediate survey entry on a laptop or iPad. Such efforts should reach both users and nonusers. Perhaps it would also be possible to include a half-page sheet in a mailing from Tax Administration (depending on their schedule) that includes a link to the survey. Perhaps it would be possible to have our Early Literacy Group distribute either the cards with the survey link or hardcopy forms during their visits. Perhaps it would be possible to distribute either the cards with the survey link or hardcopy forms at deposit collection

sites managed by Access Services. Any hiring of ‘seasonal’ or part-time staff would involve a direct financial cost.

- **Hardcopy**

Available in branches for those who prefer not to take the survey online. Staff/volunteers could direct library users to a computer or laptop to take the survey and then offer the hardcopy version when necessary as well as have them available throughout the branch. Ideally we want to keep the number of hardcopy responses to a minimum due to the amount of staff time and effort needed to solicit responses and process the forms. If necessary, it may be possible to use scantron to process hardcopy responses. The use of scantron would involve a direct financial cost. However, this method ensures we are providing a means for those not inclined to take the survey online or where access to a computer may be limited.

- **Issue - How do we limit the survey to one response p/person or do we even want to try?**
Often it is possible with an online survey tool to prevent the same computer from accessing a survey multiple times. The system recognizes the IPaddress and only accepts one response from that computer.

Problem – This limits a household to one response where there may be multiple individuals genuinely interested in providing their input, say a family.

Problem – Library supporters have shown consistent willingness to provide input to the survey. However, doing so more than once can skew the data in favor of their particular interests, biases, age group, etc. There may well be a push to ‘vote early and vote often’ as we saw during the fall listening sessions.

Problem – As with library supporters, FCPL staff and retirees may see this as an opportunity to impact the future of the library whether they are residents of Fairfax County or not.

Providing more than one response can skew the data in favor of their particular interests, biases, and opinions which may stem from being an employee rather than a resident or user. They will also experience the push to ‘vote early and vote often’, thus skewing the data.

Problem – Limiting responses by IPaddress may possibly prevent our own public workstations as well as those in community and senior centers from allowing multiple individuals from taking the survey.

Marketing

It will be the responsibility of FCPLs Marketing Department to devise a marketing and advertisement strategy for the survey and outreach efforts. All marketing efforts involve a significant financial investment as well as library staff time and perhaps the time and efforts of other agency staff as well. Marketing and advertising may or may not include the following efforts:

- **FCPL Website** – Feature the survey prominently on the library’s website so that it is noticeable and possibly even forcing those accessing the site to opt out of taking the survey by Xing out the window.

- FCPL Catalog – There is a mechanism whereby the survey can be marketed on the catalog site, thus catching any user who has bookmarked the catalog and is bypassing the library homepage.
- County Website – If possible, have the survey prominently featured on the County’s homepage.
- Preliminary email to registered borrowers – Since we are planning to email the survey link to our registered borrowers, providing them a ‘heads up’ notification several days in advance may be desirable.
- Channel 16 – It may be possible to have the survey mentioned on the County’s cable channel.
- Ads on Connector buses or bus stop shelters reach a vast audience and if nothing else, put the library in the public eye. Such an effort would involve a direct financial cost.
- Signage in branches – Posters, signs on the front door and throughout the branch will help make customers aware of the survey and its importance to the future of the library. Many branches have an electronic crawler or a TV message that could be used to advertise the survey. Such an effort would involve a direct financial cost.
- Public Internet stations – Place a sign on each or hang a banner over each branch library’s Internet workstation area. In addition, possibly have each workstation default to the survey with the ability for a customer to opt out of taking it. Such an effort would involve a direct financial cost.
- Local radio spots – With the negative publicity the library received last fall, perhaps it is desirable to have information spots available on local radio with a positive spin on the survey. Such an effort would involve a direct financial cost.
- Local television spots – With the negative publicity the library received last fall, perhaps it is desirable to have information spots available on local television with a positive spin on the survey. Such an effort would involve a direct financial cost.

Incentives – We are asking our users and residents to do us a huge favor by taking the time to complete the survey and participate in focus groups. By offering some kind of incentive such as gift cards or the opportunity to win gift cards or even a tablet computer would be a big plus. Such an effort would involve a direct financial cost.

Focus Groups

This is where FCPL is recommending the use of a consultant. Pending further investigation, the county may already have a contract for these kinds of services which would mean we would not have to go through the procurement process. This past fall the library hired The Perspectives Group to assist with the ‘public’ information meetings relative to the now abandoned Beta Plan.

A consultant could handle such tasks as:

- Schedule venues
- Facilitate meetings of stakeholder groups
- Record notes and process the information collected
- Prepare summary reports for each group
- Report results from each group

The subcommittee would need to determine if they want the focus groups to be conducted in tandem with or following the survey. It could be done either way. The subcommittee has already identified some stakeholder groups. The most obvious ones (seniors, preschool moms, etc.) can be conducted while the survey is going on. The more challenging groups can be held after initial results of the survey are available so that they can be used to focus these group discussions. Comparison of the survey results with information gathered from focus groups could be done by FCPL staff.

Below is a list of stakeholders and potential groups or populations that the library should make concerted efforts to reach. Through our own experiences over the years in trying to get input from some of these groups, the Library Board should be prepared to see that while we can make the effort to reach different groups including non-library users, participation may not be nearly what we would like it to be.

- Library users
- Non-library users
- Teens
- Students
 - High school
 - College
 - Continuing Ed
 - Homeschoolers
- Seniors
- Caregivers
- Business community members
- Teachers
- Parents of school age kids
- Preschool parents
- Ethnic populations
- Other stakeholders as determined by the Library Board

Survey Analysis

The Fairfax County Public Library has designed and conducted more than 52 surveys since 1996, an average of nearly three surveys annually. Many of these surveys have involved the processing and analysis of thousands of responses received both online and through hardcopy questionnaires.

- Process Survey Responses
This can be very time consuming depending on the volume of responses and the number of open ended questions asked. Keeping the number of hardcopy responses to a minimum will greatly reduce the amount of time needed to process survey responses.
- Scrub Survey Data
This will be done on a regular basis as completed forms are received and data is generated. Scrubbing the data ensures spelling is correct, abbreviations are consistent and the data in a uniform state for analysis.

The library's Office of Strategic Planning and Customer Research Services has been designing, implementing, processing and scrubbing survey data for years. Both processing of hardcopy responses and data scrubbing can be done as the survey is in progress thus ensuring that when the survey period ends, processing and scrubbing is near completion as well. We have processes in place that have been refined over many years that will save time and ensure accuracy.

- Analyze Results

The library's Office of Strategic Planning and Customer Research Services have been analyzing survey data for years. Our office uses SPSS, a statistical software package specifically designed for this kind of project. Results should be widely disseminated but in a controlled manner. For example, the Survey Team, Survey and Communication Subcommittee members, Library Board, Branch Managers, etc., etc., should all be briefed on the findings. Let's find out what surprises them. What thoughts do they have for addressing information that comes out of the results? Where do they think we should go from here? What additional analysis do they want to see? The list of stakeholders could be very long but the number of people in each group shrinks as we slice and dice. This can create interesting statistical issues where the **number** of responses from a particular group might be very small compared to the total, yet their answers to a particular question may be an overwhelmingly large **percentage**.

- Which groups/populations are of particular interest to the library?
Specific analysis can be performed on any unique group or population by designating them as variables. Similarly, the way that specific questions have been answered lead to further analysis of groups who hold similar opinions based on their answers rather than any ethnic or age variable (though such identifiers as race and age can also be used for analysis). The steering questions help further refine unique populations as do other questions throughout the survey. Those who value libraries as important assets to the community but who do not personally use the library themselves is recognized as a key group of respondents and their survey responses will be analyzed according to that unique group.
- Additional analysis
As long as the library has the raw survey data, the potential for additional analysis is limitless. However, the following information from county Office of Public Affairs regarding the use of SurveyMonkey requires further investigation:

- The Office of Public Affairs can give read-only access to select staff so you can view results while the survey is ongoing.
- When the survey is complete, the Office of Public Affairs will provide the library with a .pdf file of all results.

The library has used a number of survey software packages in the past. Whatever survey package is chosen given our needs, we need to ensure that it allows the library access to the raw data and not simply the analysis provided by that software. Inquiries are being made of county Office of Public Affairs to determine the best product given our needs.

Summary Report

While the library's office of Strategic Planning and Customer Research Services can certainly write the summary report in consultation with the Survey Team and present the findings to the Library Board, etc. Discussion of the results and recommendations for moving the library forward should be a collaborative process. Results should be posted online as well as available in library branches. Reporting of results could include summary flyers, brochures or posters for display in library branches.

Taking Action

The survey results give us the information, now what are we going to do with it? Once we all know what it is that our community is looking for from the library, we can begin the next phase of the strategic planning process which is deciding how to give the community what it has told us it wants from the library. Balanced against prioritization of services, fiscal constraints, technological limitations, staffing challenges, etc., we can begin to map out how we address the issues raised by the survey results and focus groups and attempt to map them to a shared mission and vision of the future. At that point a revised strategic plan can be written.