McKINNEY TEXAS | PUBLIC LIBRARY SYSTEM

STRATEGIC PLAN

2022-2027

McKINNEY® TEXAS
Unique by nature.

OUR MISSION

We serve our community by providing access to materials and experiences that educate, inform, and entertain.

OUR VISION

We build relationships and impact lives through discovery, learning, and fun.

PURPOSE

- The Texas State Library requires each public library applying for membership in the Texas Library System to have a long-range plan approved by its governing board.
- A well-considered Long Range Plan is vital for guiding the growth of library services and forms a backbone for integrating library policies and goals into an operational vision.
- A Long Range Plan communicates clearly to the public how the library proposes to serve the citizens of McKinney and determines the allocation of available resources, operating as a a measuring stick against which we evaluate success over the years.

GOALS

The Long Range Plan from 2018 set forward a list of target goals to be accomplished by the end of Fiscal Year 22. Staff accomplished many of the goals set forth in that document, but other goals became irrelevant in the subsequent years or accomplishment was simply beyond staff control. The Library learned from the last plan and took steps to prevent a similar outcome in the future.

The development of this Long Range Plan included an internal requirement that all goals included are designed to be **SMART** Goals to prevent the likelihood that they are not accomplished due to unforeseen externalities.

SMART Goals meet the following criteria:

- They are **S**pecific and well defined.
- They are objectively **M**easurable.
- They are realistically **A**chievable.
- They are **R**elevant to our community.
- They are **T**ime Bound with a target completion date.

Requiring the goals to be **SMAR**T provides a better-defined measure of success and keeps our focus on goals that fall under the library's span of control to achieve.

The five-year goals in this plan are aligned with the McKinney City Council goals and the library’s mission and vision.

PLAN OUTLINE

1. Introduction
2. The Library Today
3. Collection Development
4. Library Programming and Marketing
5. Library Services
6. Information Technology

Also included are the following appendices:

- Review and timeline of goals
- Population/Demographics
- Statistics 2005-2020
- Peer Library Comparison, 2011-2020
- Staffing and Organizational Chart
- City Council Goals

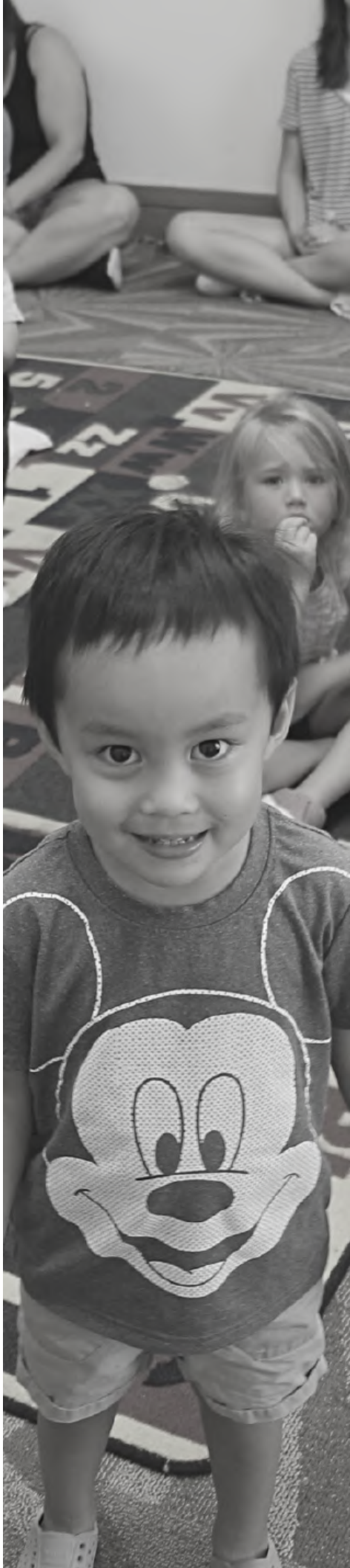
This long-range plan was created by library staff, relying on real world experience and expertise in managing libraries and serving the public, to be an executable plan that can be fully realized in five years. Staff is thankful for the feedback and guidance provided by the Library Advisory Board and other City of McKinney departments and staff.

OMISSION A

Staffing

In the previous long range plan there was an section calling for an increase in library staff to keep pace with the growth of McKinney. The development for the targeted staff growth was based on several enumerated factors, including comparison to our peer libraries, population growth, and planned additional facilities.

In the intervening years, the library has seen a growth in library staff of 4.35 full time equivalent employees, roughly a 10% increase in staff hours. Additionally, through intentional reorganization and redistribution of staff, coupled with changes in library workflows and customer service models, the library has found that our current level of staffing is sufficient to serve our users in our existing facilities. All goals included in this plan require no additional staff to accomplish. If the opportunity arises to add new library facilities in McKinney, the library will look at staffing needs on a holistic level at that time. However, a goal for added staff barring that was deemed unnecessary and not in line with a SMART goal requirement, being neither specific or time bound.



OMISSION B

Facilities

The plan written in 2018 called for 2 additional facilities to complement the expanded John and Judy Gay Branch Library and the Roy and Helen Hall Memorial Library. Since the completion of that plan, other potential options have arisen as better solutions for expanding library services beyond the existing facilities. Some of these are included as goals in this plan. Others do not fit in the model of the SMART goal requirement.

However, the library fully supports a plan to relocate the Roy and Helen Hall library to a new building near a completed McKinney City Hall complex as part of a future phase of that development. In addition, the library will continue to advocate for inclusion of library service facilities inside new parks and recreation facilities as part of a continued, successful partnership with the Parks and Recreation Department. The library believes this is a more sustainable method for delivering library services to users throughout the city.

OMISSION C

Budget

In drafting the long range plan in 2018, we included a budget section that planned for a 46% increase in per capita library spending by 2022. This increase was tied to the anticipated addition of 2 new library facilities and the staffing required to manage those facilities and library services. The 2022 library operations budget increased 17.6% over the 2018 budget. As shown in Appendix C, this increase has not corresponded with an increase in per capita expenditures.

Additionally, the financial outlay required to accomplish the goals set forth in this document are difficult to predict. Many will be accomplished by a shift in staff focus and employee hours during the regular course of business while others will require an investment in rapidly changing technologies with unpredictable long-term costs.. As an alternative, we have added a symbolic cost estimate to each goal ranging from **$** for programs we anticipate will require little to no costs outside of our regularly planned expenditures to **$$$$** for projects that we anticipate will require a significant investment outside our regular operating budget.

THE LIBRARY TODAY

The McKinney Public Library was founded on May 14, 1928, through the efforts of the City Federation of Women's Clubs and other concerned citizens. The first location was at 111 East Virginia Street, over the Duke & Ayres store on the eastside of the downtown square and was supported by a $1.00 membership fee and community donations. Later, the library moved to the third floor of the Courthouse and in 1938 the library moved to the Crouch Building at 120 West Virginia Street and a Library Board was formed. In April 1947, the library moved to the Fitzgerald residence at 402 W. Louisiana Street. On December 4, 1968, the library moved to the intersection of Chestnut and Anthony streets. At this time, the library became a Department of the City and was fully funded from the city's general fund. On February 14, 1987, the old Bank Texas building, one block north of the square at 220 North Kentucky Street, was renovated to become the McKinney Memorial Public Library. The current building at 101 E. Hunt Street was constructed at a cost of $7.1 million and had its grand opening on January 19, 2002.

In May 2006, McKinney residents voted to approve $7.7 million to build a second library west of US 75. The John and Judy Gay Library, located at 6861 W. Eldorado Pkwy, opened in 2009. In November 2015, McKinney voters approved bonds for phase two of its construction, which doubled the size of the facility. In June 2020, the John and Judy Gay Library renovation was completed, and the facility was opened to the public.

MCKINNEY POPULATION

- There has been a 14.8% increase in population from 2018 to 2022, based on estimates from the North Central Texas Council of Governments and the City of McKinney Planning Department.
- 72.6% of households are single family households.
- An estimated 30.5% of the population is under 20 years of age.
- 25.3% is between the ages of 20 and 39, and another 23.8% is between the ages of 40 and 59.
- An estimated 92.2% of the population over age 25 has at least a high school diploma, with 42.9% having earned a bachelor's degree or higher according to the American Community Survey from the U.S Census Bureau.

LIBRARY USE

A Review of usage statistics, 2015 – 2019*, reveals a dramatic increase in usage of the library:

- Total customer service usage is up 16%
- Total circulation transactions are up 24%
- Adult circulation transactions are up 51%
- Reference transactions are up 82%

PEER COMPARISON LIBRARIES

Allen	Arlington	Carrollton
Frisco	Garland	Grand Prairie
Lewisville	Mesquite	Irving
Denton	Plano	

Comparisons were made in terms of population growth, total circulation, collection holdings, and other data for 2016 – 2020.

- **Population Growth**: McKinney's state assigned population increased 22.27%, only exceeded by Frisco.
- **Total Circulation****: McKinney circulation dropped 21.06%; Allen, Carrollton, Grand Prairie, and Frisco saw a smaller percentage decline than McKinney.
- **Items per capita**: With a total of 1.16 items per capita in 2020, McKinney ranked 11th among peer libraries, and only Grand Prairie had a smaller number of items per capita.
- **Annual operating expenditures per capita**: McKinney has seen a decrease of 8.38% in its annual operating expenditure per capita. Of the 4 libraries that saw a decrease in per capita expenditures, only Carrollton saw a larger decrease than McKinney.
- **Library Space per capita:** McKinney increased library SF/Capita by 0.019 sf/person, with 0.34 library SF per capita in 2020 ranking 9th least of comparison libraries.

TEXAS STATE LIBRARY AND ARCHIVES STANDARDS

The Texas State Library and Archives Commission approved quantitative standards for Public Libraries in 2014. The purpose of the standards are to:

- Promote quality library service to all Texans.
- Raise the expectations of library clientele.
- Provide an authoritative document to which library administrators and supporters may refer when justifying requests for funds.

The levels of service have been defined as:

Basic

Enhanced

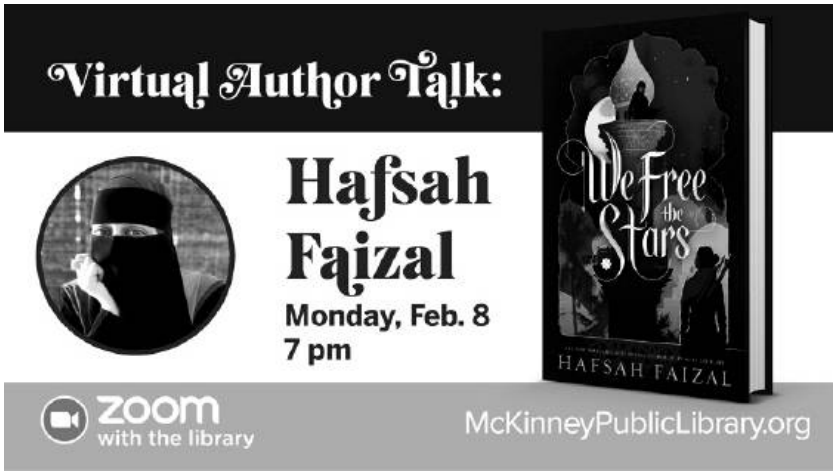
Exemplary

MCKINNEY & STATE STANDARDS:

- 2020 Circulation per capita: McKinney is in the Enhanced level at 6.13. This falls below the exemplary level of 8.25. (2019 circulation per capita of 9.76 is Exemplary.)
- 2020 Collection Items per capita: McKinney's Items per capita is 1.16. This falls below the Enhanced level of 1.52.
- 2020 Materials expenditure per capita: McKinney, at $2.08, falls slightly below the Enhanced Level of $2.36.
- 2020 Collection Turnover Rate: McKinney has a turnover rate of 5.29. This exceeds the State Exemplary Level of 4.75.

ACCOMPLISHMENTS

- John and Judy Gay Library expansion and renovation opened in June 2020.
- Meeting room and study room spaces can be reserved online in advance of a visit.
- Staff developed internal solutions for self-checkout machines, allowing greater use for less cost.
- Library materials are offered in over a dozen languages.
- The library has an independent social media presence for marketing.
- Library locations include digital signage for public information sharing.
- The library increased eBook and digital audiobook availability to over 300,000 items.
- The library implemented a discovery layer to facilitate better discovery of library materials.



CHALLENGES

Continued, rapid growth of the library's service population has been a nearly omnipresent obstacle on the path to achieving library goals and maintaining State Library standards. To maintain or improve the level of library services for a growing population while funding a library budget that does not grow proportionally with the population is difficult. Staff has worked diligently to become more efficient and will continue to work to find innovative and effective ways to accomplish library goals in such a manner.

As that population continues to grow and the demand for materials and services follows, we must constantly evaluate the efficacy of current models of operation. Sometimes we discover economies of scale that result in consistent or improved services, but often maintenance of one service or resources needed to accomplish one goal require eliminating other services or falling short of other goals as the growing population user base requires more resources and time to maintain service levels. For example, increasing the number of pre-pandemic library circulation transactions at a rate exceeding the population growth rate is a sign of success, but there is also a very real challenge in maintaining such growth with the same resources.

The areas of population growth and planned future development are also distanced from our existing library facilities and library infrastructure, meaning most recent and future residents of McKinney will have a greater burden in accessing library services.

There is also a shift in the way people use the library. The move from physical to digital media has been hastened by the pandemic, with use of eBooks and digital Audiobooks growing at rates previously unseen in McKinney. Many of these users rarely enter a physical location but remain heavy users of library services. Digital materials are often more expensive than physical materials and many have use restrictions that cap the potential ROI compared to a physical item. The challenges of providing services to a growing group of “more expensive” users with whom we have minimal contact puts a burden on the library budget and hinders ability to measure success beyond simple output metrics.

At the same time, our public computer terminals are used less and less each year, while our Wi-Fi and printing services see a growth in use. This has implications for the use of library space, furniture, and software currently dedicated to public computers and shelf space required for physical materials.

The Roy and Helen Hall Memorial Library's lack of surrounding residential neighborhoods and other environmental factors have contributed to a disappointing post pandemic recovery in public use. The successful expansion of the John and Judy Gay Branch Library has exacerbated this, users preferring to visit the new facility. With the City of Anna set to establish a library of their own, and the number of users from Anna who frequent the downtown library, we can expect Roy and Helen Hall to continue to face declining usage with our current model of services.

These challenges were kept in mind while developing this strategic plan.

SOURCES

Unless otherwise noted, information used in this plan can be found in the accompanying appendix and was derived from the 2019 American Community Survey from the Census Bureau (https://data.census.gov/cedsci/) and The Texas State Library and Archives Commission Annual Reports (https://www.tsl.texas.gov/ldn/statistics).

McKinney Public Library information is derived from in house data sources.

** Due to pandemic closures, statistics from fiscal year 2020 are not used. FY20 saw a 27% reduction in overall library use.*

*** Decrease in materials circulation is related to the pandemic closures and the modification in check out periods.*

COLLECTION DEVELOPMENT

The McKinney Public Library System's collection aims to encourage recreational reading, build literacy skills, provide culturally diverse materials, and fulfill informational interests of the community through a variety of formats and media. The library creates goals and guidelines to help refine and adjust the collection to ensure we accomplish those aims. This document seeks to inform the library's efforts moving forward in three broad categories, with specific goals collected under each of the categories.

The McKinney Public Library System continues to use a data-driven approach, both collection centered and community centered, to inform the curation process. The focus of this plan's collection development goals are: **1)** Improving discoverability through a refining of collections, material types, and the curation of physical and digital displays; **2)** Growing and adapting the library collection to better reflect McKinney's cosmopolitan nature; and **3)** Enhancing the selection of materials by leveraging industry leading predictive analytics and revamped processes to streamline materials selection while improving access to materials that are not included in the library's collection.

These goals emphasize the McKinney Public Library System's mission to provide access to materials and experiences that educate, inform, and entertain.

1) ENHANCE AND ORGANIZE COLLECTIONS BASED UPON CUSTOMER NEEDS AND INFORMATION SEEKING BEHAVIORS

- Increase circulation of picture book special collections by 25% by FY 2024.
  - Create a plan to evaluate and update existing materials within picture book special collections (favorite characters, ABC, etc.) annually by October 2022- **$**.
  - Identify and create 3 additional picture book special collections to better facilitate browsing and discovery by October 2023- **$**.
- Increase circulation of juvenile biographies and nonfiction by 20% by FY 2026.
  - Create a plan to reclassify and arrange the Juvenile fiction, biography and nonfiction collections to better co-locate materials, facilitating an enhanced browsing and serendipitous discovery experience by October 2023- **$**.
- Evaluate usage and scope of Adult Fiction genres (mystery, romance, inspirational, etc.) and propose adjustments and changes annually- first proposal due September 2023- **$**.
- Create a formal schedule and plan for the creation and maintenance of staff curated virtual lists, digital displays, and physical materials displays that highlight specific topics, cultures, programs, celebrations, and collections by September 2022- **$**.

2) CURATE A COLLECTION THAT MATCHES THE NEEDS OF THE DIVERSE POPULATION IN PRESENT DAY MCKINNEY

- Increase the usage of foreign language materials by 25% by FY 2024
  - Create a data driven plan for improved distribution of foreign language materials between library locations by January 2023- **$**.
- Create a foreign language collection plan that will identify at least 1 new potential foreign language collection by October 2023- **$**.

3) LEVERAGE DATA AND PREDICTIVE ANALYTICS TO IMPROVE MATERIALS SELECTION AND COLLECTION CURATION

- Improve the average circulation of materials to 10 checkouts per year by FY 2026.
  - Leverage predictive analytics during selection to improve purchasing choices with the goal of reducing the number of new items that do not check out within the first year by 60%- **$**.
  - Analyze usage data annually to reallocate the materials budget from underperforming subject areas and formats to fill needs in higher demand areas- **$**.

PROGRAMMING AND MARKETING

The McKinney Public Library System is committed to providing a wide variety of quality library programming that is both representative of our community and responsive to their needs. In an era where the avenues for learning, creativity, and entertainment are ubiquitous and the cost for entry is all but nonexistent, it is incumbent upon the library to focus on providing a value that is not easily found from other providers.

McKinney Public Library System programming directly supports our mission to serve our community by providing access to experiences that educate, inform, and entertain. These programs aim to eliminate physical, social, and financial barriers to impact lives through discovery, learning, and fun.

Library staff undergoes continuous learning and improvement processes to ensure expertise in the content and execution of traditional library programming while simultaneously maintaining our reputation as a sought-after community partner to aid in the recruitment of appropriate partner expertise needed for more specialized content.

This programming and marketing plan emphasizes growth in the variety of programs, the number of library partnerships and community participation with programs, staff training for improved program planning and performance, and strategic marketing of all library programs and services.

1) EVENTS AND PROGRAMMING

McKinney Public Library System develops programs that have lasting impact and complement one another with overlapping objectives. In addition to regularly occurring programs, the library will host major events to attract new audiences and stretch the community's perception of the library. The library programs will represent and celebrate all cultures in our community. Library programs will also take advantage of the location of Roy and Helen Hall Memorial Library to coordinate closely with the downtown Cultural District. Outreach efforts support the library's other programming, with the added goal of building relationships with segments of the community that underutilize library services.

Goals for events and programming are:

- Host 6 major cultural events per year. These events require partnerships with outside departments and organizations, aiming to reach new audiences and exceed community expectations for library programs- **$$**.
- All programs provide experiences that are not easily duplicated elsewhere- **$$**.
- All programs have stated learning outcomes that inform performance evaluation- $.
- At least 6 programs per year are identified as pilot or prototype programs designed to test the limits of available technology, to increase accessibility, and to improve virtual experiences- **$$**.
- All programming is supplemented with virtual and physical resources for those who want to learn more and/or are unable to attend in-person sessions- **$$**.

2)PARTICIPATION, PARTNERSHIPS, AND RELATIONSHIPS

McKinney Public Library System designs programming and events to meet the needs and desires of the community. The library builds relationships with residents, partner organizations, and other city departments in an ongoing effort to enhance the quality of life in McKinney through library services and programs.

Goals for community participation, partnerships, and relationships are:

- Create a comprehensive and data driven Outreach Services Strategic Plan by October 2023, synthesizing information from other departments and organizations to identify and connect with underserved segments of the community- $.
- Develop an improved volunteer program by the end of September 2023 that will provide an objective measure of value provided to the community though volunteering, as well as identifying benefits to those community members who give their time and energy to volunteering at the library- **$**.
- Host a minimum of 4 town hall style library programming and services feedback meetings by the end of FY26 to gain a broader spectrum of community feedback and discover new potential partnership opportunities- **$$**.
- Establish transparent deliverables with each partner organization, holding the library accountable to being a valued community partner- **$**.
- Host an average of 1 program per month in partnership with a local organization, city department, or residents with a specialized focus on Collin County information - **$**.

3) STAFF DEVELOPMENT

McKinney Public Library System has curated a work culture of innovation, teamwork, and experimentation. The library staff value creative problem solving and ambitious goal setting as they strive to improve and expand the understanding and delivery of library services in the community. Staff are encouraged to take initiative in problem solving, develop passions that can be shared with others, and to grow and surpass their own expectations.

Goals for staff development are:

- All staff attend at least 2 training sessions per year to develop subject matter expertise in an area of personal interest that can be made relevant to the community- **$$**.
- All staff receive quarterly training on planning, presentation, and performance skills to create more effective events and programs- **$**.
- A system of community feedback is implemented across all program performances, the results of which are made transparent and incorporated into future programming and evaluation by June 2023- **$$**.
- All staff participate in at least 1 outreach event with a partner organization annually- **$**.

4) MARKETING

McKinney Public Library's return on investment is structured such that the value increases as use increases. It follows, then, that to maximize the community's return on investment in library services, we need to maximize the use of library services. To do this, the library must focus on marketing and communication with the public to increase awareness of services and programs, educating the community on the many ways the McKinney Public Library System can meet their needs. Marketing also helps build and strengthen trust and the relationship between the institution of the library, the people that are committed to providing excellence in library services, and the community they serve.

Goals for library marketing are:

- In partnership with City of McKinney Communications and Marketing Department, create a comprehensive library marketing plan by October 2024, including an objective metric on Marketing ROI- **$**.
- Formally evaluate social media strategy, platforms, content, etc., annually- **$**.
- Annually audit and evaluate current library marketing and communication tools, including newsletters, catalog lists, etc., and identify the appropriate use of each tool, eliminating duplication as needed- **$**.
- Develop "McKinney Public Library System" brand standards for all internal and external marketing and communications by October 2024- **$$**.

LIBRARY SERVICES

The McKinney Public Library System provides a broad spectrum of library services. In addition to the more traditional services of book and media lending and library programs, the library also currently offers:

- Internet and computer access.
- Research and reference services.
- Access to eBooks, Digital Audiobooks, and Digital Magazine and Newspaper Subscriptions.
- Document printing, scanning, and faxing.
- Computer and Technology Assistance.
- Study and Meeting Room access.
- Genealogy and local history resources.
- Online educational materials, including professional certification and academic practice exams.
- Readers' Advisory services.
- Business, medical, and research databases.
- Auto repair databases.
- Art and museum exhibits.
- Volunteer Opportunities.
- Educational and STEM kits.
- Provides research and reference services for other city departments and projects.
- Partners with other city departments to address community needs, such as homelessness.
- Partnering with the county to provide voting locations.
- Various other services through organizational partnerships.

Library Services plan attempts to highlight general targets for further development and implementation of new and expanded services.

1) INCREASED ACCESS

McKinney Public Library System is currently open to the public for 64 hours per week across 7 days at 2 locations. The library offers 24-hour book returns at both locations and at an offsite location. Additionally, the library's digital services of eBooks, digital magazines, databases, etc., are available 24 hours a day, 365 days a year.

Goals for increasing library access are:

- Provide an option for pick up and check out of reserved materials outside of library operating hours by June 2023- **$$$**.
- Create a comprehensive and data driven Outreach Services Strategic Plan by October 2023 that synthesizes information from other city departments and partner organizations with library data to identify underserved segments of the community to provide better access to library services- **$**.

2) EXPANDED ADULT EDUCATION SERVICES

McKinney Public Library System has a history of successful adult education programs, from author talks to technology classes. However, these are typically provided in person at a library facility, during operating hours, and are seen as individual programs and not a connected service.

Goals for expanded adult education services include:

- Addition of online continuing education options, including services that offer in-depth, technical online courses culminating in a certificate of completion by January 2023- **$$$**.
- Leverage community partnerships and local expertise to provide weekly in person, high quality adult focused continuing education courses and seminars on a variety of topics at both library locations by September 2023- **$$**.
- The library will partner with community organizations to establish and host an adult literacy initiative, adult GED preparation classes, and English as a Second Language Classes by September 2024- **$$**.
- Develop and maintain standards of in-house adult education programs and classes where all McKinney Public Library System adult education programs and classes are eligible for third party CEU accreditation by January 2025- **$$$**.

3) EXPANDED TUTORING AND SCHOOLWORK ASSISTANCE SERVICES

McKinney Public Library System is a popular location for tutoring services with professional tutoring services making use of library tables and resources. The library also offers online supplemental materials for general high school subjects, but the scope of these resources is limited and one size fits all. The library would like to expand our services in this area to better serve our community.

Goals for expanded tutoring and schoolwork assistance services are:

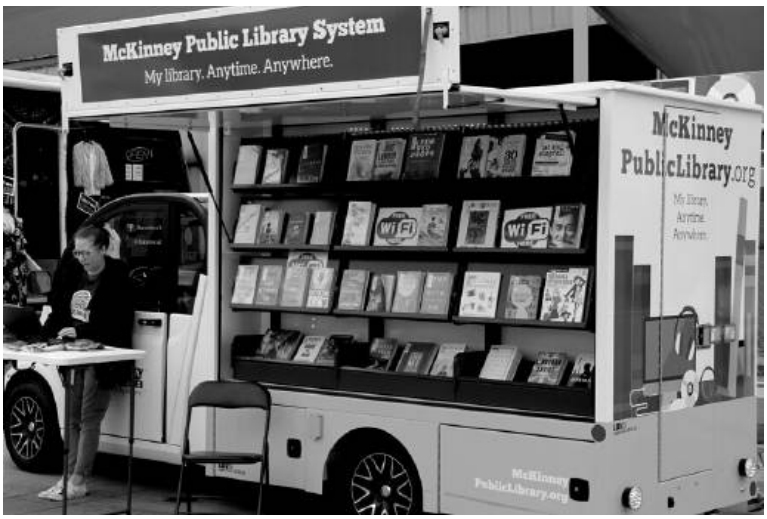
- Establish an all-volunteer service, capable of providing 1000 hours of 1 on 1 or small group tutoring annually, to provide a cost-free solution for students in need of additional education assistance by August 2024- **$$**.
- Provide an online tutoring service that can provide 1 on 1 tutoring online, assisting those students in need of tutoring assistance, but unable to attend a session in person at a library facility by January 2025- **$$$**.

4) IMPROVED AND EXPANDED MATERIALS DELIVERY SERVICES

McKinney Public Library currently delivers materials on demand between library locations with an average delivery time under 24 hours. This process is labor intensive and is also limited in delivery to the 2 existing library facilities.

Goals for improved and expanded materials delivery services are:

- Establish a house-bound delivery service for library users who are incapable of visiting a physical library location due to disability or illness by June 2025- **$$**.
- Provide an option for pick up and check out of reserved materials in satellite areas outside of existing library facilities by June 2024- **$$$**.
- Investigate automated, fixed route materials delivery between libraries to shorten transit time and reduce staff time needed to transport materials, with a plan presented by January 2027- **$$$$**.



3) EXPANDED LOCAL BUSINESS AND ENTREPRENEURIAL SERVICES

McKinney Public Library System currently offers access to several online and print resources for small business and users in need of entrepreneurial information and guidance. However, these resources are not gathered in a central location and are not geared to provide specific advice or mentorship to those in need.

Goals for expanded local business and entrepreneurial services are:

- Create a comprehensive list of all library business resources for increased discoverability by May 2023- $.
- Partner with an outside organization, such as SCORE or the Chamber of Commerce, to provide small business workshops, seminars, or mentorship appointments by September 2023- $$.

INFORMATION TECHNOLOGY

The McKinney Public Library System is committed to providing robust, up-to-date technology for all patrons at library facilities, programs, and events throughout the city. Library technology services include existing resources such as the library catalog, databases, digital content such as e-Books, as well as emerging technologies which support the library's mission.

The information technology goals in this plan focus on: **1)** Providing technological solutions to improve the customer experience; **2)** Addressing the community's technology needs; and **3)** Highlighting and celebrating McKinney's local heritage and history through the library's digital tools.

This section of the plan shall be reviewed and updated each September on an annual basis.

1) IMPROVED CUSTOMER EXPERIENCE

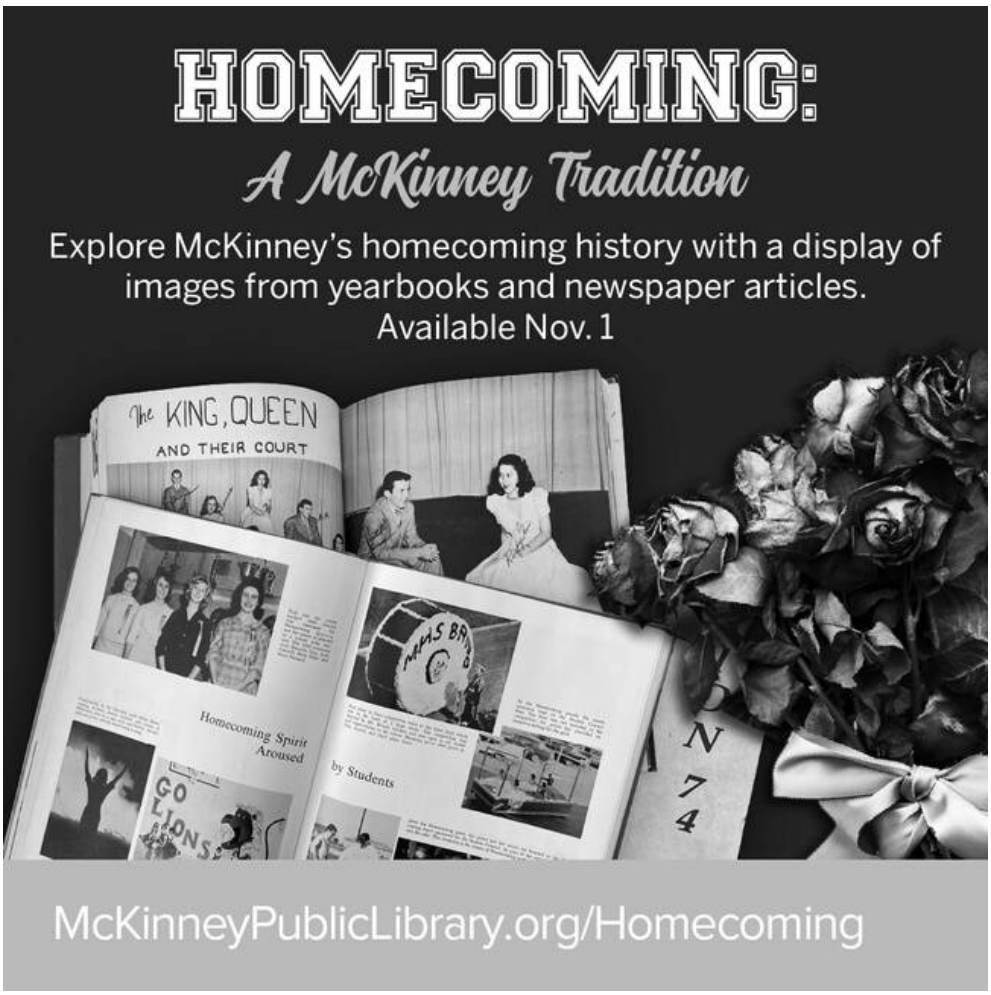
- Expand the use of digital signage and mobile friendly access points throughout the library locations to facilitate browsing by October 2023- **$$**.
- Provide improved wayfinding solutions using technology such as augmented reality or robotic guides by October 2026- **$$$**.
- Improve and expand access to computer reservation, print, fax, scanning, and payment stations to accommodate increased demand by May 2024- **$$$**.
- Create a detailed and sustainable plan for ongoing staff technology training to improve customer support for all library technologies by January 2023- **$**.
- Implement a self-service, cashless payment system for library users by May 2024- **$$**.
- Replace all public use PCs with public use laptops to improve the patron experience and patron privacy by December 2025- **$$$**.

2) ADDRESSING COMMUNITY NEEDS

- Expand non-English language access to the library website and catalog services, informed by the materials collection foreign language plan, by November 2024- **$$**.
- Implement a technological solution that would allow for library service access outside of the library staff's hours of operation by October 2024- **$$$**.
- Implement a technological solution that would allow for library service access outside of library operated facilities by January 2025- **$$**.
- Provide an increased focus on technology in library programs, providing library customers access to at least 4 unique, cutting-edge technology showcase events by May 2025**- $$$**.

3) HIGHLIGHT AND CELEBRATE MCKINNEY'S LOCAL HERITAGE AND HISTORY

- Create 4 additional digital local history exhibits by May 2023- **$$**.
  - Target items currently in the local history collection for digitization.
  - Invite the community to provide public contributions to expand digital exhibits.
  - Partner with outside groups to highlight non-library local heritage projects.



Due Date	Goal	Budget
9/30/2022	Create a formal schedule and plan for the creation and maintenance of staff curated virtual lists, digital displays, and physical materials displays that highlight specific topics, cultures, programs, celebrations, and collections	$
10/1/2022	Create a plan to evaluate and update existing materials within picture book special collections annually.	$
1/1/2023	Addition of online continuing education options, including services that offer in depth, technical online courses culminating in a certificate of completion.	$$$
1/30/2023	Create a detailed and sustainable plan for ongoing staff technology training to improve customer support for all library technologies.	$
1/31/2023	Create a data driven plan for improved distribution of foreign language materials between library locations	$
5/1/2023	Create a comprehensive list of all library business resources for increased discoverability.	$
5/1/2023	Create 4 additional digital local history exhibits.	$$
6/1/2023	A system of community feedback is implemented uniformly across all program performances, the results of which are made transparent and incorporated into future programming and evaluation.	$$
6/1/2023	Provide an option for pick up and check out of reserved materials outside of library operating hours.	$$$
9/1/2023	Develop and improved volunteer program that will provide an objective measure of value provided to the community though volunteering, as well as identifying benefits to those community members who give their time and energy to volunteering at the library.	$
9/1/2023	Leverage community partnerships and local expertise to provide weekly in person, in depth, adult focused continuing education courses and seminars on a variety of topics at both library locations.	$$
9/1/2023	Partner with an outside organization, such as SCORE or the Chamber of Commerce, to provide small business workshops, seminars, or mentorship appointments.	$$
9/30/2023	Evaluate usage and scope of Adult Fiction genres (mystery, romance, inspirational, etc.) and propose adjustments and changes.	$
10/1/2023	Identify and create 3 additional picture book special collections to better facilitate browsing and discovery.	$
10/1/2023	Create a plan to reclassify and arrange the Juvenile fiction, biography and nonfiction collections to better co-locate materials, facilitating an enhanced browsing and serendipitous discovery experience	$
10/1/2023	Create a foreign language collection plan that will identify at least 1 new potential foreign language collection	$
10/1/2023	Analyze usage data annually to reallocate the materials budget from underperforming subject areas and formats to fill needs in higher demand areas.	$

Due Date	Goal	Budget
10/1/2023	Expand the use of digital signage and mobile friendly access points throughout the library locations to facilitate browsing.	$$
10/31/2023	Create a comprehensive and data driven Outreach Services Strategic Plan that synthesizes information from other city departments and partner organizations with library data to identify underserved segments of the community to better serve non library users.	$
5/1/2024	Improve and expand access to computer reservation, print, fax, scanning, and payment stations to accommodate increased demand.	$$$
5/1/2024	Implement a self-service, cashless payment system for library users.	$$
6/1/2024	Provide an option for pick up and check out of reserved materials in satellite areas outside of existing library facilities.	$$$
8/1/2024	Establish an all-volunteer service, capable of providing 1000 hours of 1 on 1 or small group tutoring annually, to provide a cost-free solution for students in need of additional education assistance.	$$
9/15/2024	The library will partner with community organizations to establish and host and adult literacy initiative, adult GED preparation classes, and English as a Second Language Classes.	$$
10/1/2024	Develop “McKinney Public Library System” brand standards for all internal and external marketing and communications.	$$
10/1/2024	Implement a technological solution that would allow for library service access outside of the library staff’s hours of operation.	$$$
11/1/2024	Expand non-English language access to the library website and catalog services, informed by the materials collection foreign language plan.	$$
1/1/2025	Provide an online tutoring service that can provide 1 on 1 tutoring online, assisting those students in need of tutoring assistance, but unable to attend a session in person at a library facility.	$$$
1/30/2025	Develop and maintain standards of in-house adult education programs and classes where all McKinney Public Library System adult education programs and classes are eligible for third party CEU accreditation.	$$$
1/30/2025	Implement a technological solution that would allow for library service access outside of library operated facilities.	$$
5/1/2025	Provide an increased focus on technology in library programs, providing library customers access to at least 4 unique, cutting-edge technology showcase events.	$$$
6/1/2025	Establish a house-bound delivery service for library users who are incapable of visiting a physical library location due to disability or illness.	$$
12/1/2025	Replace all public use PCs with public use laptops to improve the patron experience and patron privacy.	$$$
10/1/2026	Leverage predictive analytics during selection to improve purchasing choices with the goal of reducing the number of new items that do not check out within the first year by 60%.	$

Due Date	Goal	Budget
10/1/2026	Host a minimum of 4 town hall style library programming and services feedback meeting to gain a broader spectrum of community feedback and discover new potential partnership opportunities.	$$
10/1/2026	Provide improved wayfinding solutions using technology such as augmented reality or robotic guides.	$$$
1/1/2027	Propose a plan for feasible automated, fixed route materials delivery between libraries to shorten transit time and reduce staff time needed to transport materials.	$$$$
10/01/024	In partnership with City of McKinney Communications and Marketing Department, create a comprehensive library marketing plan, including an objective metric on Marketing ROI.	$
Annually	Host six major cultural events per year. These events will require partnerships with outside departments and community organizations with an aim to reach new audiences and exceed community expectations for library programs.	$$
Annually	At least 6 programs per year are identified as pilot or prototype programs designed to test the limits of available technology, to increase accessibility, and to improve virtual experiences.	$$
Annually	All library staff attend at least 2 training sessions per year to develop subject matter expertise in an area of personal interest that can be made relevant to the community.	$$
Annually	Formally evaluate social media strategy, platforms, content, etc.	$
Annually	Audit and evaluate current library marketing and communication tools, including newsletters, catalog lists, etc., and identify the appropriate use of each tool, eliminating duplication as needed.	$
Monthly	All programs provide experiences that are not easily duplicated elsewhere.	$$
Monthly	All programs have stated learning outcomes that inform performance evaluation.	$
Monthly	All programs align with City Council Goals.	$
Monthly	All programming is supplemented with virtual and physical resources for those who want to learn more and/or are unable to attend in-person sessions.	$$
Monthly	Establish transparent deliverables with each partner organization to hold the library accountable to being a valued community partner.	$
Monthly	Host an average of 1 program per month in partnership with a local community organization, city department, or community residents with a specialized focus on Collin County information.	$
Quarterly	All library staff receive quarterly training on planning, presentation, and performance skills to create more effective events and programs.	$

The Population of McKinney, Texas

Population (based on an average increase rate of 5.16%)	
2019 ACS	199,177
Estimates as of July 15, 2021	
2020 Estimate	209,724
2021 Estimate	220,829
2022 Estimate	232,522
2023 Estimate	244,835
2024 Estimate	257,800
2025 Estimate	271,451

Median Age	
Total Median Age	37.2
Male Median Age	36.3
Female Median Age	37.8

Households	
2010 Census	44,353
2019 ACS	62,576
10 Year Change	+18,223 (+141.09%)
Average Household Size	2.89
Average Family Size	3.36

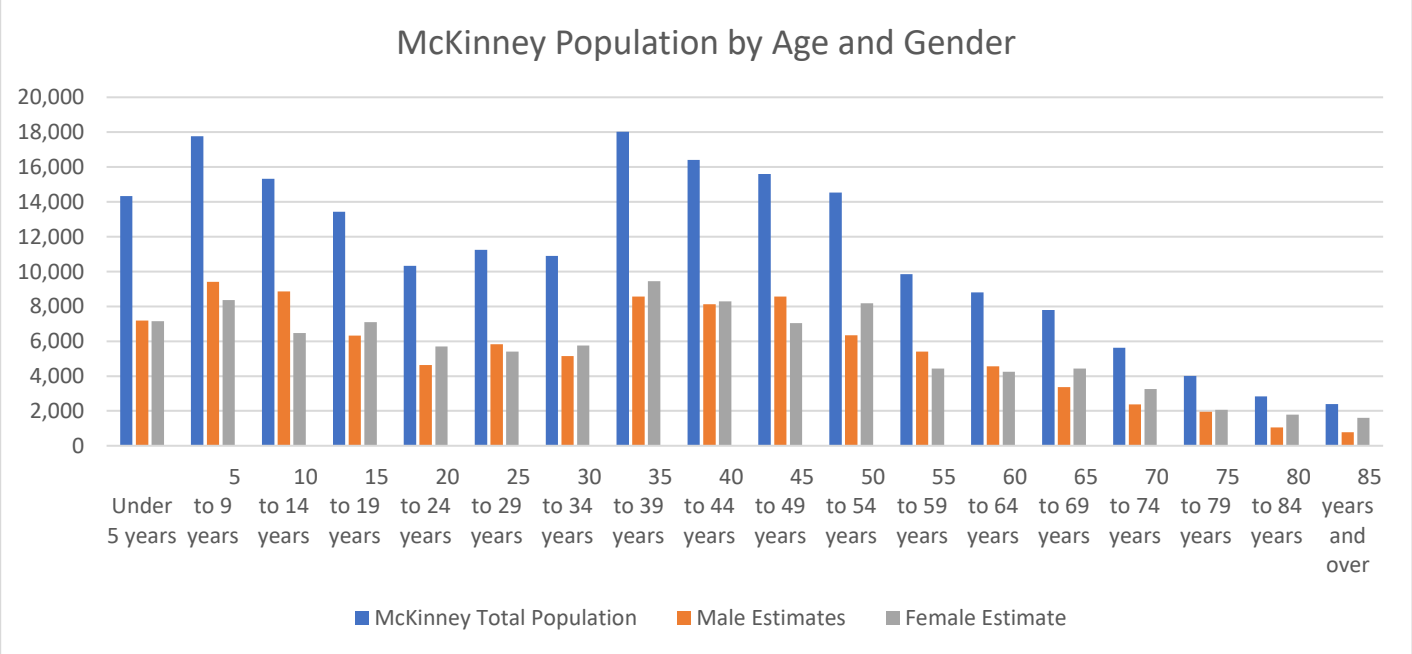
Total Population by Age		
Under 5 years	14,334	7.2%
5 to 9 years	17,772	8.9%
10 to 14 years	15,326	7.7%
15 to 19 years	13,426	6.7%
20 to 24 years	10,320	5.2%
25 to 29 years	11,243	5.60%
30 to 34 years	10,897	5.50%
35 to 39 years	18,020	9.00%
40 to 44 years	16,402	8.20%
45 to 49 years	15,606	7.80%
50 to 54 years	14,532	7.30%
55 to 59 years	9,841	4.90%
60 to 64 years	8,809	4.40%
65 to 69 years	7,787	3.90%
70 to 74 years	5,624	2.80%
75 to 79 years	4,018	2.00%
80 to 84 years	2,832	1.40%
85 years and over	2,385	1.20%

NOTE: the following data was obtained from the 2019 American Community Survey (ACS) via the U.S. Census Bureau.

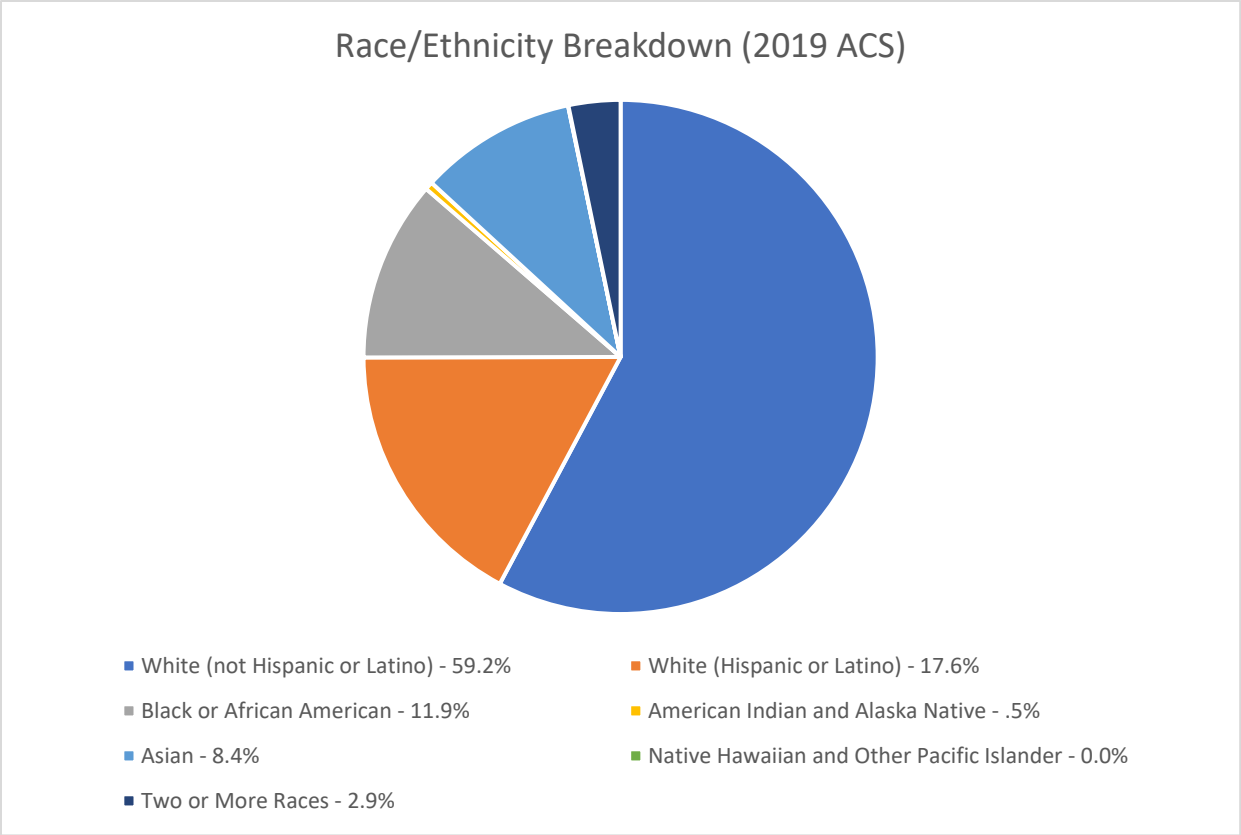
Detailed Gender Breakdown- Male Population		
Under 5 years	7,178	7.30%
5 to 9 years	9,415	9.60%
10 to 14 years	8,854	9.00%
15 to 19 years	6,325	6.40%
20 to 24 years	4,627	4.70%
25 to 29 years	5,830	5.90%
30 to 34 years	5,145	5.20%
35 to 39 years	8,570	8.70%
40 to 44 years	8,115	8.20%
45 to 49 years	8,564	8.70%
50 to 54 years	6,344	6.40%
55 to 59 years	5,408	5.50%
60 to 64 years	4,566	4.60%
65 to 69 years	3,360	3.40%
70 to 74 years	2,373	2.40%
75 to 79 years	1,957	2.00%
80 to 84 years	1,053	1.10%
85 years and over	784	0.80%

Detailed Gender Breakdown- Female Population		
Under 5 years	7,156	7.10%
5 to 9 years	8,357	8.30%
10 to 14 years	6,472	6.40%
15 to 19 years	7,101	7.10%
20 to 24 years	5,693	5.70%
25 to 29 years	5,413	5.40%
30 to 34 years	5,752	5.70%
35 to 39 years	9,450	9.40%
40 to 44 years	8,287	8.20%
45 to 49 years	7,042	7.00%
50 to 54 years	8,188	8.10%
55 to 59 years	4,433	4.40%
60 to 64 years	4,243	4.20%
65 to 69 years	4,427	4.40%
70 to 74 years	3,251	3.20%
75 to 79 years	2,061	2.00%
80 to 84 years	1,779	1.80%
85 years and over	1,601	1.60%

Gender Breakdown		
Men	98,468	49.4%
Women	100,706	50.6%



NOTE: the following data was obtained from the 2019 American Community Survey (ACS) via the U.S. Census Bureau.



Total Population 199,177		
White (not Hispanic or Latino)	117,912	59.20%
White (Hispanic or Latino)	35,055	17.60%
Black or African American	23,214	11.90%
American Indian and Alaska Native	1,028	0.50%
Asian	20,130	8.40%
Native Hawaiian and Other Pacific Islander	48	0.00%
Two or More Races	6,653	2.90%

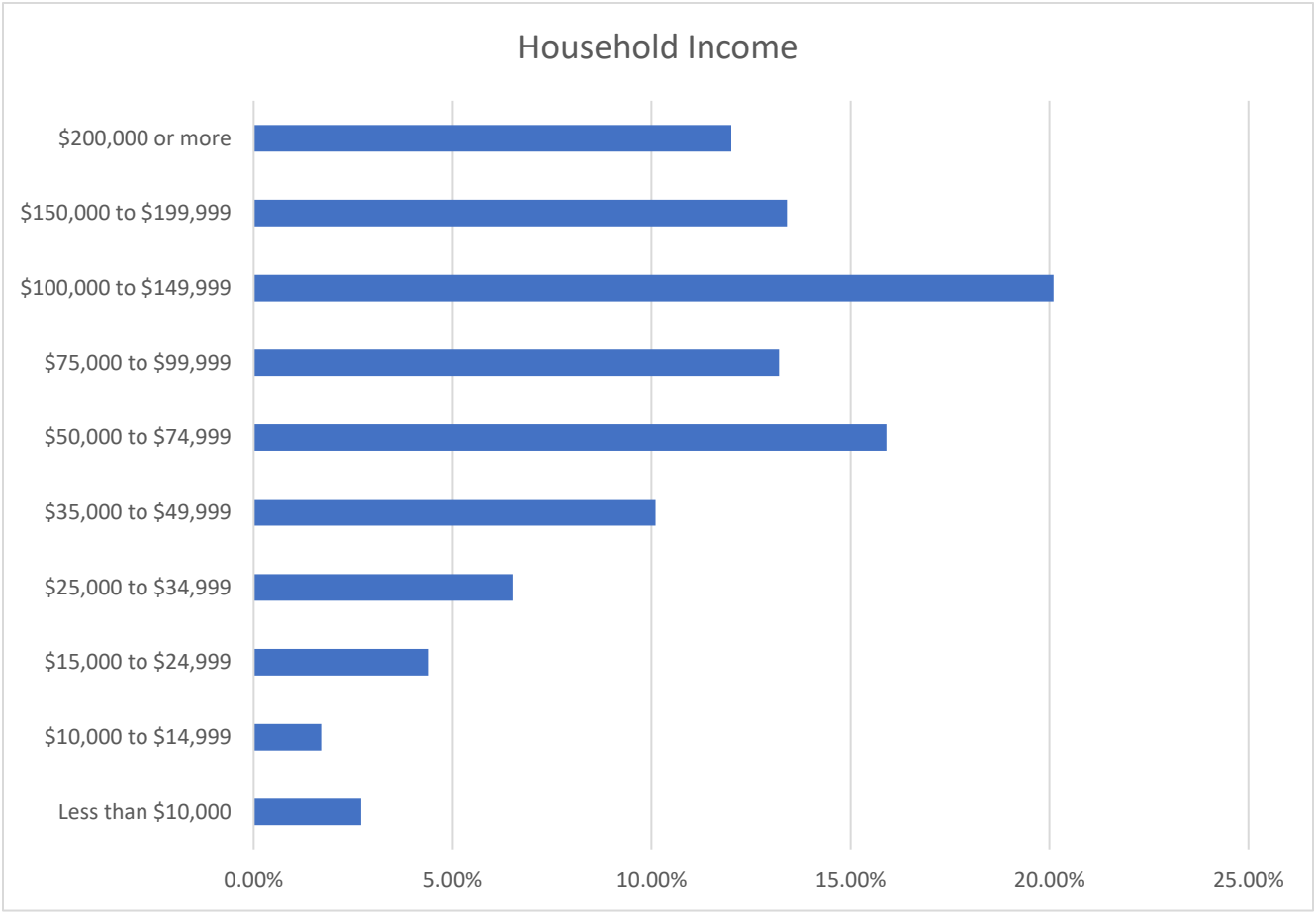
NOTE: the following data was obtained from the 2019 American Community Survey (ACS) via the U.S. Census Bureau.

Detailed Race Breakdown - Asian	Estimate
Total:	**15,339**
Asian Indian	6,779
Bangladeshi	520
Bhutanese	0
Burmese	70
Cambodian	0
Chinese, except Taiwanese	2,262
Filipino	1,054
Hmong	0
Indonesian	215
Japanese	460
Korean	1,063
Laotian	195
Malaysian	0
Mongolian	0
Nepalese	181
Okinawan	0
Pakistani	516
Sri Lankan	13
Taiwanese	142
Thai	93
Vietnamese	1,570
Other Asian, specified	0
Other Asian, not specified	17
Two or more Asian	189

Detailed Race Breakdown – Hispanic or Latino	Estimate
Total:	32,001
Mexican	25,736
Puerto Rican	1,162
Cuban	895
Dominican (Dominican Republic)	36
Central American:	1,561
Costa Rican	19
Guatemalan	259
Honduran	497
Nicaraguan	133
Panamanian	55
Salvadoran	598
Other Central American	0
South American:	1,589
Argentinean	187
Bolivian	68
Chilean	20
Colombian	499
Ecuadorian	130
Paraguayan	0
Peruvian	126
Uruguayan	88
Venezuelan	471
Other South American	0
Other Hispanic or Latino:	1,022
Spaniard	320
Spanish	305
Spanish American	0
All other Hispanic or Latino	397

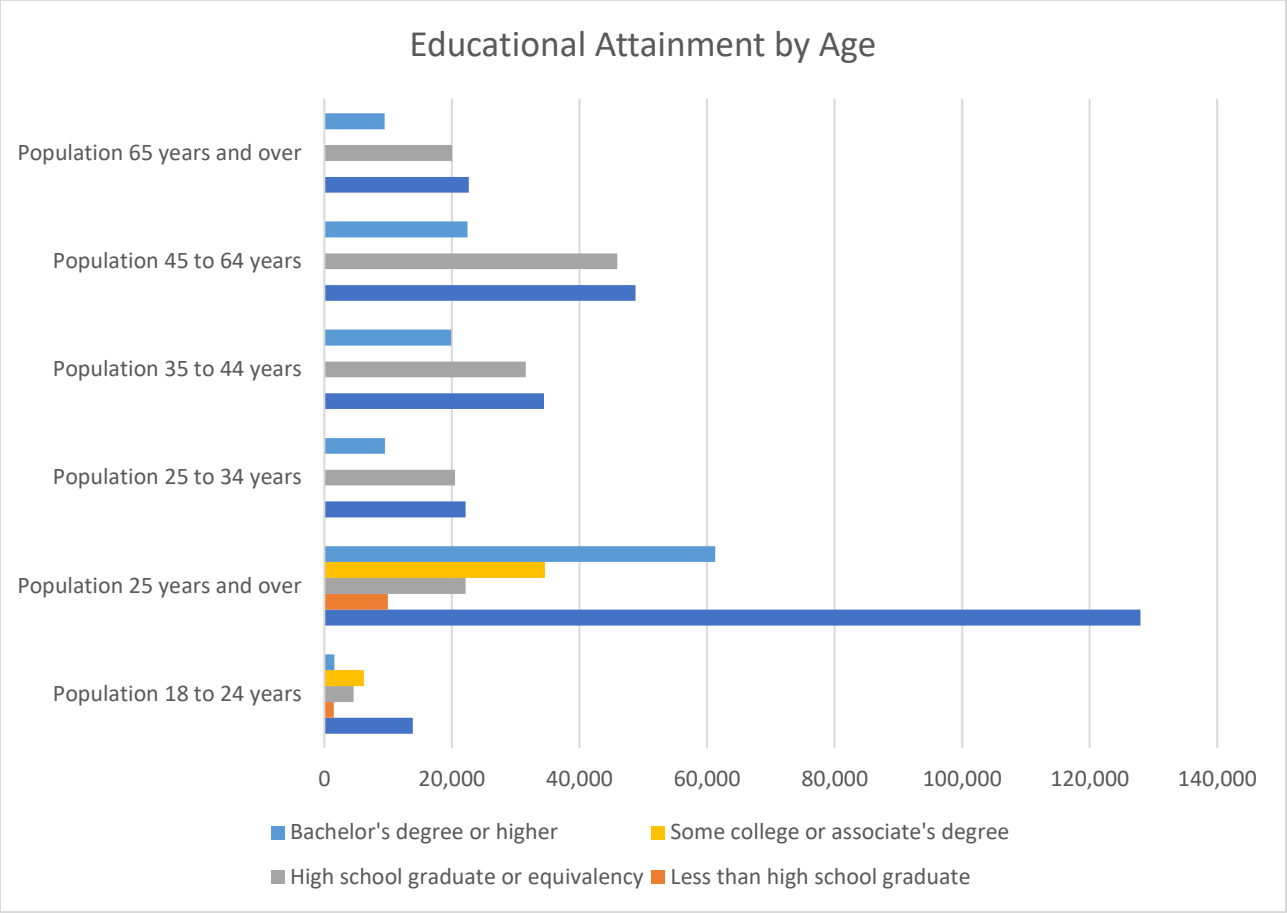
NOTE: the following data was obtained from the 2019 American Community Survey (ACS) via the U.S. Census Bureau.

Income (2019 ACS)	Estimate
Total Households	68,458
Less than $10,000	2.7%
$10,000 to $14,999	1.7%
$15,000 to $24,999	4.4%
$25,000 to $34,999	6.5%
$35,000 to $49,999	10.1%
$50,000 to $74,999	15.9%
$75,000 to $99,999	13.2%
$100,000 to $149,999	20.1%
$150,000 to $199,999	13.4%
$200,000 or more	12.0%
Median income (dollars)	89,828
Mean income (dollars)	111,588



Label	Estimate	Estimate
AGE BY EDUCATIONAL ATTAINMENT		
Population 18 to 24 years	13,857	(X)
Less than high school graduate	1,476	10.70%
High school graduate (includes equivalency)	4,615	33.30%
Some college or associate's degree	6,186	44.60%
Bachelor's degree or higher	1,580	11.40%
Population 25 years and over	127,996	(X)
Less than 9th grade	6,324	4.90%
9th to 12th grade, no diploma	3,613	2.80%
High school graduate (includes equivalency)	22,166	17.30%
Some college, no degree	24,058	18.80%
Associate's degree	10,537	8.20%
Bachelor's degree	43,058	33.60%
Graduate or professional degree	18,240	14.30%
High school graduate or higher	118,059	92.20%
Bachelor's degree or higher	61,298	47.90%
Population 25 to 34 years	22,140	(X)
High school graduate or higher	20,492	92.60%
Bachelor's degree or higher	9,496	42.90%
Population 35 to 44 years	34,422	(X)
High school graduate or higher	31,585	91.80%
Bachelor's degree or higher	19,891	57.80%
Population 45 to 64 years	48,788	(X)
High school graduate or higher	45,960	94.20%
Bachelor's degree or higher	22,432	46.00%
Population 65 years and over	22,646	(X)
High school graduate or higher	20,022	88.40%
Bachelor's degree or higher	9,479	41.90%

Appendix A


Educational Attainment by Age
Population 65 years and over
Population 45 to 64 years
Population 35 to 44 years
Population 25 to 34 years
Population 25 years and over
Population 18 to 24 years
0
20,000
40,000
60,000
80,000
100,000
120,000
140,000
Bachelor's degree or higher
Some college or associate's degree
High school graduate or equivalency
Less than high school graduate

McKINNEY PUBLIC LIBRARY SYSTEM																			
Statistical Analysis - FY2005 - FY2015																			
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Numeric Difference (2015-2019)	Percentage Difference (2015-2020)	Numeric Difference (2015-2019)	Percentage Difference (2015-2020)
Customer Usage Activity																			
Adult Circulation Transactions	485,006	513,548	514,575	530,527	635,334	612,497	520,782	663,377	675,453	656,482	576,300	585,665	614,031	762,340	872,235	463,796	295,935	51%	-112,504	-20%
Juvenile Circulation Transactions	115,141	114,116	114,748	122,148	106,956	450,379	574,957	516,162	530,336	541,918	821,387	998,983	1,063,131	949,339	861,016	569,091	39,629	5%	-252,296	-31%
Total Circulation Transactions	600,147	627,664	629,323	652,675	742,290	1,062,876	1,095,739	1,179,539	1,205,789	1,198,400	1,397,687	1,584,648	1,677,162	1,711,679	1,733,251	1,032,887	335,564	24%	-364,800	-26%
Reference Transactions	63,998	62,519	56,156	55,362	61,345	104,177	100,871	96,930	121,781	129,981	124,470	199,098	170,263	213,030	226,259	140,313	101,789	82%	15,843	13%
Program Attendance	18,962	17,138	17,759	18,233	16,825	15,189	19,413	18,176	19,074	28,570	30,862	50,099	49,366	36,630	20,262	6,886	-10,600	-34%	-23,976	-78%
Customer Visits	254,873	263,181	271,453	269,715	290,788	366,849	358,914	374,473	409,884	428,406	377,798	444,417	451,905	380,117	447,614	235,024	69,816	18%	-142,774	-38%
Total Customer Service Usage	937,980	970,502	974,691	995,985	1,111,248	1,549,091	1,574,937	1,669,118	1,756,528	1,785,357	1,930,817	2,278,262	2,348,696	2,341,456	2,427,386	1,415,150	496,569	26%	-515,667	-27%
Technology Center Customers	-	-	-	59,976	64,681	64,225	53,946	46,080	54,857	58,472	56,372	50,025	58,496	58,330	59,781	34,300	3,409	6%	-22,072	-39%
Library Cards Issued																			
Adult - City	3,201	4,338	5,833	7,314	3,926	7,247	5,039	4,690	5,423	5,241	5,215	5,708	5,690	5,815	5,818	3,200	603	12%	-2,015	-39%
Adult - County	788	1,130	1,475	1,883	1,179	1,401	1,234	1,301	1,251	1,179	1,267	1,176	1,323	1,406	1,345	844	78	6%	479	-33%
Adult Out-of-County	66	68	90	119	74	91	74	90	84	97	43	75	77	77	71	25	28	65%	-23	-42%
Total Adult Cards Issued	4,055	5,536	7,398	9,316	5,179	8,739	6,347	6,081	6,758	6,517	6,525	6,958	7,090	7,298	7,234	4,109	709	11%	-2,416	-37%
Juvenile - City	543	669	905	2,840	1,523	2,304	1,558	1,398	1,694	1,644	1,652	1,097	947	766	783	297	-869	-53%	-1,355	-82%
Juvenile - County	57	94	151	474	314	290	239	247	222	249	157	146	730	919	1069	546	912	581%	389	248%
Juvenile Out-of-County	3	1	5	19	11	9	7	9	9	11	4	2	1	4	6	1	2	50%	-3	-75%
Total Juvenile Cards Issued	603	764	1,061	3,333	1,848	2,603	1,804	1,654	1,925	1,904	1,813	1,245	1,678	1,689	1,858	844	45	2%	-969	-53%
Other	16	20	21	399	256	746	972	1098	885	799	696	118	85	79	166	515	-530	-76%	-181	-26%
Total Library Cards Issued	4,674	6,320	8,480	13,048	7,283	12,088	9,123	8,833	9,568	9,220	9,034	8,321	8,853	9,066	8,469	5,468	-565	-6%	-3,566	-39%
Interlibrary Loan Requests	-	-	-	1744	2120	2270	2603	3063	3145	3868	3880	4173	5379	5701	6868	4397	2,988	77%	517	13%
Total Volumes in Collection	122,579	133,033	141,742	149,406	152,245	206,076	219,710	227,585	232,814	237,964	202,612	223,950	210,936	197,861	200,996	202,473	-1,616	-1%	-139	0%
Turnover Rate	4.90	4.72	4.44	4.40	4.89	5.20	4.99	5.03	5.08	5.00	5.87	7.08	7.95	8.65	8.62	5.1	3	47%	-0.77	-13%
Population Served *	98,622	107,905	120,033	129,698	135,716	142,944	149,744	153,689	161,838	167,956	177,560	162,898	172,298	181,330	191,645	195,308	14,085	8%	17,748	10%
Circulation Per Capita	6.09	5.82	5.24	5.03	5.46	7.44	7.32	7.67	7.45	7.14	7.87	9.73	9.73	9.44	9.04	5.29	1.17	15%	-2.58	-33%
Customer Service Usage Per Capita	9.5	9.0	8.1	7.7	8.2	10.8	10.5	10.9	10.9	10.6	10.9	14.0	13.6	12.9	12.7	7.2	1.79	16%	-3.6	-33%

* City of McKinney population only.

McKinney Public Library System
Long Range Plan
Peer Comparisons 2011-2020

State Assigned Population	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	5 yr Difference (2016-20)	5 yr Percentage Difference	10 yr Difference (2011-20)	10 yr Percentage Difference
Allen	96,214	98,802	101,291	104,035	106,670	111,163	112,310	114,092	103,383	105,623	-5,540	-4.98%	9,409	9.78%
Arlington	365,438	373,698	375,600	379,577	383,204	388,125	392,772	396,394	398,112	398,854	10,729	2.76%	33,416	9.14%
Carrollton	133,187	137,388	149,768	148,062	153,198	158,475	159,170	162,348	164,245	167,447	8,972	5.66%	34,260	25.72%
Denton	113,383	117,187	121,123	123,099	128,205	131,044	133,808	136,268	138,541	141,541	10,497	8.01%	28,158	24.83%
Frisco	136,277	140,545	128,176	136,791	145,035	154,407	163,656	177,286	188,170	200,490	46,083	29.85%	64,213	47.12%
Garland - Nicholson	226,876	231,517	233,564	234,566	235,501	236,897	234,943	238,002	242,507	239,798	2,901	1.22%	12,922	5.70%
Grand Prairie	175,396	179,100	181,824	183,372	185,453	187,809	190,682	193,837	194,614	194,543	6,734	3.59%	19,147	10.92%
Irving	216,290	220,702	225,427	228,653	232,406	236,607	238,289	240,373	242,242	239,798	3,191	1.35%	23,508	10.87%
Lewisville	114,372	118,709	132,137	129,851	136,484	137,346	138,719	141,030	142,421	146,169	8,823	6.42%	31,797	27.80%
McKinney	**149,744**	**153,689**	**161,838**	**167,956**	**177,560**	**162,898**	**172,298**	**181,330**	**191,645**	**199,177**	**36,279**	**22.27%**	**49,433**	**33.01%**
Mesquite	139,824	142,674	143,195	143,484	144,416	144,788	143,736	143,949	142,816	140,937	-3,851	-2.66%	1,113	0.80%
Plano	297,074	269,776	272,068	274,409	278,480	283,558	286,057	286,143	288,061	287,677	4,119	1.45%	-9,397	-3.16%

Total Operating Expenditures	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	5 yr Difference (2016-20)	5 yr Percentage Difference	10 yr Difference (2011-20)	10 yr Percentage Difference
Allen	2,577,843	2,559,940	2,480,632	2,531,588	2,598,024	2,738,695	2,824,998	3,047,321	3,285,166	3,153,969	415,274	15.16%	576,126	22.35%
Arlington	7,524,800	7,556,597	7,615,337	7,650,349	7,745,407	7,777,776	8,423,296	8,925,487	8,579,872	8,298,630	520,854	6.70%	773,830	10.28%
Carrollton	3,624,359	3,566,791	3,406,820	3,499,966	3,590,713	3,746,493	3,217,374	3,325,346	3,274,834	3,140,013	-606,480	-16.19%	-484,346	-13.36%
Denton	4,754,785	4,994,659	5,254,102	5,508,432	5,672,431	5,778,146	5,710,935	5,774,503	5,909,217	5,923,910	145,764	2.52%	1,169,125	24.59%
Frisco	3,275,390	3,568,246	3,234,733	3,706,249	3,813,305	4,038,708	4,322,934	5,188,743	4,882,415	5,025,508	986,800	24.43%	1,750,118	53.43%
Garland - Nicholson	5,031,370	5,077,821	4,919,384	5,153,498	5,159,193	5,364,404	5,732,963	5,732,535	6,248,202	5,844,334	479,930	8.95%	812,964	16.16%
Grand Prairie	2,396,079	2,331,079	2,334,645	2,344,524	2,338,639	2,374,491	2,551,852	2,708,883	2,856,689	2,824,233	449,742	18.94%	428,154	17.87%
Irving	6,200,251	5,882,377	5,808,120	6,185,840	6,538,535	6,896,148	7,004,696	7,054,259	7,209,088	7,117,100	220,952	3.20%	916,849	14.79%
Lewisville	1,770,877	1,795,667	1,903,172	2,031,358	1,974,485	2,116,096	2,403,741	2,650,802	2,789,438	2,712,827	596,731	28.20%	941,950	53.19%
McKinney	**2,813,729**	**2,671,564**	**2,844,663**	**2,900,473**	**3,077,613**	**3,132,130**	**3,349,738**	**3,507,291**	**3,636,101**	**3,508,654**	**376,524**	**12.02%**	**694,925**	**24.70%**
Mesquite	2,065,595	1,927,098	1,981,227	1,993,808	2,006,085	1,905,521	2,034,489	2,046,574	2,011,038	2,239,676	334,155	17.54%	174,081	8.43%
Plano	10,325,115	10,248,196	10,209,172	10,826,158	10,686,388	10,816,108	12,091,522	12,248,378	12,566,591	12,281,629	1,465,521	13.55%	1,956,514	18.95%

Materials Expenditures	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	5 yr Difference (2016-20)	5 yr Percentage Difference	10 yr Difference (2011-20)	10 yr Percentage Difference
Allen	267,998	253,265	261,374	298,107	302,779	298,059	325,504	334,376	346,875	333,052	34,993	11.74%	65,054	24.27%
Arlington	729,572	1,096,491	939,226	937,833	989,171	979,584	886,511	755,304	888,982	622,690	-356,894	-36.43%	-106,882	-14.65%
Carrollton	301,265	320,327	441,049	396,508	425,395	482,178	446,837	469,038	463,973	426,006	-56,172	-11.65%	124,741	41.41%
Denton	617,757	607,179	574,537	572,204	611,998	588,727	594,468	616,433	660,169	512,861	-75,866	-12.89%	-104,896	-16.98%
Frisco	450,000	663,493	580,195	619,307	629,868	674,372	635,301	951,964	812,936	783,227	108,855	16.14%	333,227	74.05%

Garland - Nicholson	970,096	1,367,904	1,060,165	1,151,814	1,174,100	1,296,967	1,283,285	1,139,597	1,182,740	936,822	-360,145	-27.77%	-33,274	-3.43%
Grand Prairie	233,574	188,601	259,401	305,213	308,554	324,218	317,338	348,249	387,963	387,110	62,892	19.40%	153,536	65.73%
Irving	596,327	616,400	681,900	680,008	847,450	898,950	904,875	893,744	919,234	884,093	-14,857	-1.65%	287,766	48.26%
Lewisville	258,338	243,046	264,112	264,362	277,618	328,358	385,656	445,137	509,460	464,197	135,839	41.37%	205,859	79.69%
McKinney	**479,679**	**523,673**	**514,992**	**488,185**	**362,951**	**437,338**	**433,312**	**426,966**	**449,120**	**413,517**	**-23,821**	**-5.45%**	**-66,162**	**-13.79%**
Mesquite	230,011	206,970	186,923	221,694	222,278	228,921	228,736	236,106	242,111	142,798	-86,123	-37.62%	-87,213	-37.92%
Plano	1,211,669	1,289,489	1,246,012	1,284,500	1,218,899	1,326,046	1,290,016	1,016,086	1,055,980	1,377,576	51,530	3.89%	165,907	13.69%

Library Space (SF) Per Capita	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	5 yr Difference (2016-20)	5 yr Percentage Difference	10 yr Difference (2011-20)	10 yr Percentage Difference
Allen	0.55	0.54	0.52	0.51	0.50	0.48	0.47	0.46	0.51	0.50	0.025	5.25%	-0.048	-8.71%
Arlington	0.35	0.34	0.34	0.34	0.33	0.33	0.33	0.36	0.36	0.36	0.030	9.09%	0.010	2.86%
Carrollton	0.59	0.58	0.53	0.53	0.52	0.50	0.50	0.49	0.48	0.47	-0.027	-5.36%	-0.118	-20.04%
Denton	0.69	0.66	0.64	0.63	0.61	0.59	0.58	0.57	0.56	0.55	-0.044	-7.42%	-0.140	-20.31%
Frisco	0.37	0.36	0.39	0.40	0.38	0.32	0.31	0.28	0.27	0.25	-0.074	-22.99%	-0.121	-32.60%
Garland - Nicholson	0.53	0.52	0.52	0.52	0.51	0.50	0.50	0.50	0.50	0.50	0.000	0.00%	-0.030	-5.66%
Grand Prairie	0.30	0.29	0.29	0.29	0.28	0.28	0.28	0.27	0.31	0.31	0.026	9.20%	0.007	2.26%
Irving	0.64	0.63	0.62	0.61	0.47	0.46	0.46	0.45	0.45	0.46	-0.006	-1.33%	-0.184	-28.80%
Lewisville	0.68	0.66	0.59	0.60	0.57	0.57	0.56	0.55	0.55	0.53	-0.034	-6.04%	-0.148	-21.73%
McKinney	**0.35**	**0.34**	**0.33**	**0.32**	**0.30**	**0.33**	**0.31**	**0.29**	**0.28**	**0.34**	**0.019**	**5.90%**	**-0.005**	**-1.55%**
Mesquite	0.26	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.26	0.007	2.73%	-0.005	-1.76%
Plano	0.57	0.63	0.62	0.62	0.61	0.60	0.59	0.59	0.59	0.59	-0.009	-1.43%	0.021	3.67%

Expenditures Per Capita	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	5 yr Difference (2016-20)	5 yr Percentage Difference	10 yr Difference (2011-20)	10 yr Percentage Difference
Allen	26.79	25.91	24.49	24.33	24.36	24.64	25.15	26.71	31.78	29.86	5.22	21.20%	3.07	11.46%
Arlington	20.59	20.22	20.28	20.15	20.21	20.04	21.45	22.52	21.55	20.81	0.77	3.83%	0.22	1.05%
Carrollton	27.21	25.96	22.75	23.64	23.44	23.64	20.21	20.48	19.94	18.75	-4.89	-20.68%	-8.46	-31.08%
Denton	42.34	42.62	43.38	44.75	44.25	44.09	42.68	42.38	42.65	41.85	-2.24	-5.08%	-0.49	-1.15%
Frisco	24.06	25.39	25.24	27.09	26.29	26.16	26.41	29.27	25.95	25.07	-1.09	-4.17%	1.01	4.18%
Garland - Nicholson	22.18	21.93	21.06	21.97	21.91	22.64	24.40	24.09	25.77	24.37	1.73	7.63%	2.19	9.88%
Grand Prairie	13.66	13.02	12.84	12.79	12.61	12.64	13.38	13.98	14.68	14.52	1.87	14.82%	0.86	6.28%
Irving	28.67	26.65	25.76	27.05	28.13	29.15	29.40	29.35	29.76	29.68	0.53	1.83%	1.01	3.52%
Lewisville	15.69	15.13	14.40	15.64	14.47	15.41	17.33	18.80	19.59	18.56	3.15	20.46%	2.87	18.29%
McKinney	**18.79**	**17.38**	**17.58**	**17.27**	**17.33**	**19.23**	**19.44**	**19.34**	**18.97**	**17.62**	**-1.61**	**-8.38%**	**-1.17**	**-6.25%**
Mesquite	14.94	13.51	13.84	13.90	13.89	13.16	14.15	14.22	14.08	15.89	2.73	20.75%	0.95	6.37%
Plano	35.17	37.99	37.52	39.45	38.37	38.14	42.27	42.81	43.62	42.69	4.55	11.92%	7.52	21.39%

Expenditures for Materials as Percent of Total	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	5 yr Difference (2016-20)	5 yr Percentage Difference	10 yr Difference (2011-20)	10 yr Percentage Difference
Allen	10%	10%	11%	12%	12%	11%	12%	11%	11%	11%	-0.32%	-2.97%	0.56%	5.60%
Arlington	10%	15%	12%	12%	13%	13%	11%	8%	10%	8%	-5.09%	-40.42%	-2.50%	-24.96%

Carrollton	8%	9%	13%	11%	12%	13%	14%	14%	14%	14%	0.70%	5.41%	5.57%	69.59%
Denton	13%	12%	11%	10%	11%	10%	10%	11%	11%	9%	-1.53%	-15.03%	-4.34%	-33.40%
Frisco	13%	19%	18%	17%	17%	17%	15%	18%	17%	16%	-1.11%	-6.66%	2.59%	19.88%
Garland - Nicholson	19%	27%	22%	22%	23%	24%	22%	20%	19%	16%	-8.15%	-33.70%	-2.97%	-15.63%
Grand Prairie	10%	8%	11%	13%	13%	14%	12%	13%	14%	14%	0.05%	0.38%	3.71%	37.07%
Irving	10%	10%	12%	11%	13%	13%	13%	13%	13%	12%	-0.61%	-4.71%	2.42%	24.22%
Lewisville	15%	14%	14%	13%	14%	16%	16%	17%	18%	17%	1.59%	10.27%	2.11%	14.07%
McKinney	**17%**	**20%**	**18%**	**17%**	**12%**	**14%**	**13%**	**12%**	**12%**	**12%**	**-2.18%**	**-15.59%**	**-5.21%**	**-30.67%**
Mesquite	11%	11%	9%	11%	11%	12%	11%	12%	12%	6%	-5.64%	-46.93%	-4.62%	-42.04%
Plano	12%	13%	12%	12%	11%	12%	11%	8%	8%	11%	-1.04%	-8.51%	-0.78%	-6.53%

Total Circulation	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	5 yr Difference (2016-20)	5 yr Percentage Difference	10 yr Difference (2011-20)	10 yr Percentage Difference
Allen	794,671	912,246	937,183	984,887	1,027,562	1,096,536	1,145,728	1,179,580	1,466,428	1,040,531	-56,005	-5.11%	245,860	30.94%
Arlington	2,395,397	2,246,128	2,302,277	2,090,581	2,071,658	2,292,266	2,064,233	1,976,944	1,934,201	1,547,584	-744,682	-32.49%	-847,813	-35.39%
Carrollton	746,851	700,947	667,529	630,033	602,349	603,493	643,216	650,873	695,853	558,225	-45,268	-7.50%	-188,626	-25.26%
Denton	1,402,792	1,859,162	1,325,378	1,255,590	1,267,769	1,281,272	1,189,949	1,151,962	1,193,799	880,211	-401,061	-31.30%	-522,581	-37.25%
Frisco	1,266,866	1,593,654	1,346,900	1,410,434	1,788,695	2,425,344	2,322,380	2,493,413	2,658,083	2,006,797	-418,547	-17.26%	739,931	58.41%
Garland - Nicholson	1,549,358	1,569,059	1,524,365	1,516,250	1,398,209	1,290,241	1,169,855	1,102,390	1,114,789	848,917	-441,324	-34.20%	-700,441	-45.21%
Grand Prairie	372,299	336,239	310,831	258,865	297,598	298,798	358,801	342,828	349,789	289,847	-8,951	-3.00%	-82,452	-22.15%
Irving	1,413,919	2,267,128	1,324,410	1,284,678	1,337,988	1,409,960	1,353,157	1,284,003	1,247,069	818,273	-591,687	-41.96%	-595,646	-42.13%
Lewisville	692,066	685,534	637,396	600,175	602,891	612,259	612,781	620,597	622,137	422,042	-190,217	-31.07%	-270,024	-39.02%
McKinney	**1,095,739**	**1,179,539**	**1,234,275**	**1,198,400**	**1,397,687**	**1,546,902**	**1,741,330**	**1,820,255**	**1,870,119**	**1,221,067**	**-325,835**	**-21.06%**	**125,328**	**11.44%**
Mesquite	390,645	368,851	345,828	323,257	328,728	300,937	278,132	320,260	342,805	226,782	-74,155	-24.64%	-163,863	-41.95%
Plano	3,444,837	3,909,121	3,880,988	3,844,477	4,239,804	4,754,343	4,710,851	4,799,156	3,915,897	3,471,426	-1,282,917	-26.98%	26,589	0.77%

Total Paid Staff	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	5 yr Difference (2016-20)	5 yr Percentage Difference	10 yr Difference (2011-20)	10 yr Percentage Difference
Allen	36.18	36.45	36.45	36.6	36.63	37.79	37.79	37.79	37.79	37.79	0.00	0.00%	1.61	4.45%
Arlington	102.6	106.8	101	91.48	103.05	103.08	85.13	82.43	74.975	69.5	-33.58	-32.58%	-33.10	-32.26%
Carrollton	37.75	37.75	37.25	37.75	37.5	36.4	37.45	36.45	35.75	37.6	1.20	3.30%	-0.15	-0.40%
Denton	47.18	48.1	50.5	50.5	50.5	50.5	46.85	48	49	47	-3.50	-6.93%	-0.18	-0.38%
Frisco	43	44.38	43	44.5	44.5	44.5	44.5	49.08	52.6635	51.88	7.38	16.58%	8.88	20.65%
Garland - Nicholson	37	67	67.1	67.1	67.11	67.11	67.11	67.43	67.43	63.63	-3.48	-5.19%	26.63	71.97%
Grand Prairie	28.5	28	29	31.5	33.5	33	34.5	35.5	35.5	34	1.00	3.03%	5.50	19.30%
Irving	142	77	86.5	84	82.5	84.5	85.5	85.5	84	84	-0.50	-0.59%	-58.00	-40.85%
Lewisville	24.83	24.96	24.91	24.34	24.35	25.56	26.79	28.4	29.9	30.3	4.74	18.54%	5.47	22.03%
McKinney	**37**	**34.15**	**38.8**	**37.68**	**40.13**	**41.5**	**59**	**59**	**49.1**	**43.73**	**2.23**	**5.37%**	**6.73**	**18.19%**
Mesquite	32.6	32.06	32.05	31.67	31.68	31.88	32.16	32.63	32.625	32.63	0.75	2.35%	0.03	0.09%
Plano	153.91	150.5	150	150	147.25	148.25	133.45	154.96	152.375	147.05	-1.20	-0.81%	-6.86	-4.46%

Circulation Per Capita	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	5 yr Difference (2016-20)	5 yr Percentage Difference	10 yr Difference (2011-20)	10 yr Percentage Difference
Allen	8.26	9.23	9.25	9.47	9.63	9.86	10.20	10.34	14.18	9.85	-0.01	-0.13%	1.59	19.27%
Arlington	6.55	6.01	6.13	5.51	5.41	5.91	5.26	4.99	4.86	3.88	-2.03	-34.30%	-2.67	-40.76%
Carrollton	5.61	5.10	4.46	4.26	3.93	3.81	4.04	4.01	4.24	3.33	-0.47	-12.46%	-2.28	-40.58%
Denton	12.37	15.86	10.94	10.20	9.89	9.78	8.89	8.45	8.62	6.22	-3.56	-36.40%	-6.15	-49.73%
Frisco	9.30	11.34	10.51	10.31	12.33	15.71	14.19	14.06	14.13	10.01	-5.70	-36.28%	0.71	7.63%
Garland - Nicholson	6.83	6.78	6.53	6.49	5.94	5.45	4.98	4.63	4.60	3.54	-1.91	-35.00%	-3.29	-48.17%
Grand Prairie	2.12	1.88	1.71	1.41	1.60	1.59	1.88	1.77	1.80	1.49	-0.10	-6.35%	-0.63	-29.72%
Irving	6.54	10.27	5.88	5.62	5.76	5.96	5.68	5.34	5.15	3.41	-2.55	-42.74%	-3.13	-47.82%
Lewisville	6.05	5.77	4.82	4.62	4.42	4.46	4.42	4.40	4.37	2.89	-1.57	-35.23%	-3.16	-52.28%
McKinney	**7.32**	**7.67**	**7.63**	**7.14**	**7.87**	**9.50**	**10.11**	**10.04**	**9.76**	**6.13**	**-3.37**	**-35.44%**	**-1.19**	**-16.25%**
Mesquite	2.79	2.59	2.42	2.25	2.28	2.08	1.94	2.22	2.40	1.61	-0.47	-22.58%	-1.18	-42.33%
Plano	11.60	14.49	14.26	14.01	15.22	16.77	16.47	16.77	13.59	12.07	-4.70	-28.03%	0.47	4.03%

Total Collection	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	5 yr Difference (2016-20)	5 yr Percentage Difference	10 yr Difference (2011-20)	10 yr Percentage Difference
Allen	122,530	126,442	127,294	132,463	137,867	142,846	147,127	145,496	154,221	151,512	8,666	6.07%	28,982	23.65%
Arlington	575,388	612,223	642,115	659,938	615,595	589,540	573,841	555,688	562,028	549,570	-39,970	-6.78%	-25,818	-4.49%
Carrollton	179,893	188,364	206,613	194,101	197,306	193,251	266,519	296,363	314,760	343,936	150,685	77.97%	164,043	91.19%
Denton	255,093	260,471	251,683	256,750	256,338	260,549	261,628	256,972	249,405	252,578	-7,971	-3.06%	-2,515	-0.99%
Frisco	176,242	178,862	182,592	193,111	198,383	197,775	228,880	223,480	237,642	236,841	39,066	19.75%	60,599	34.38%
Garland - Nicholson	344,842	346,108	342,826	363,784	361,733	361,277	357,672	377,345	412,086	366,532	5,255	1.45%	21,690	6.29%
Grand Prairie	224,293	223,032	224,681	166,721	139,154	149,030	200,112	207,001	161,549	176,650	27,620	18.53%	-47,643	-21.24%
Irving	589,423	572,203	539,307	549,612	688,006	683,093	677,863	600,536	556,196	494,686	-188,407	-27.58%	-94,737	-16.07%
Lewisville	180,420	177,068	207,962	205,565	192,983	176,210	196,341	223,321	240,041	257,575	81,365	46.18%	77,155	42.76%
McKinney	**219,710**	**233,660**	**232,636**	**238,028**	**202,612**	**218,438**	**213,221**	**205,189**	**221,266**	**230,720**	**12,282**	**5.62%**	**11,010**	**5.01%**
Mesquite	222,075	222,067	214,405	225,290	237,319	222,843	226,538	222,142	234,461	238,194	15,351	6.89%	16,119	7.26%
Plano	799,343	788,560	790,000	787,984	797,431	792,866	763,702	758,533	734,463	739,184	-53,682	-6.77%	-60,159	-7.53%

Total Collection Per Capita	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	5 yr Difference (2016-20)	5 yr Percentage Difference	10 yr Difference (2011-20)	10 yr Percentage Difference
Allen	1.27	1.28	1.26	1.27	1.29	1.29	1.31	1.28	1.49	1.43	0.15	11.63%	0.16	12.95%
Arlington	1.57	1.64	1.71	1.74	1.61	1.52	1.46	1.40	1.41	1.38	-0.14	-9.29%	-0.19	-12.24%
Carrollton	1.35	1.37	1.38	1.31	1.29	1.22	1.67	1.83	1.92	2.05	0.83	68.44%	0.70	52.15%
Denton	2.25	2.22	2.08	2.09	2.00	1.99	1.96	1.89	1.80	1.78	-0.20	-10.25%	-0.47	-20.69%
Frisco	1.29	1.27	1.42	1.41	1.37	1.28	1.40	1.26	1.26	1.18	-0.10	-7.77%	-0.11	-8.43%
Garland - Nicholson	1.52	1.49	1.47	1.55	1.54	1.53	1.52	1.59	1.70	1.53	0.00	0.23%	0.01	0.56%
Grand Prairie	1.28	1.25	1.24	0.91	0.75	0.79	1.05	1.07	0.83	0.91	0.11	14.43%	-0.37	-29.06%
Irving	2.73	2.56	2.39	2.40	2.96	2.89	2.84	2.50	2.30	2.06	-0.82	-28.55%	-0.67	-24.43%
Lewisville	1.58	1.49	1.57	1.58	1.41	1.28	1.42	1.58	1.69	1.76	0.48	37.35%	0.18	11.53%
McKinney	**1.47**	**1.52**	**1.44**	**1.42**	**1.14**	**1.34**	**1.24**	**1.13**	**1.15**	**1.16**	**-0.18**	**-13.62%**	**-0.31**	**-21.20%**

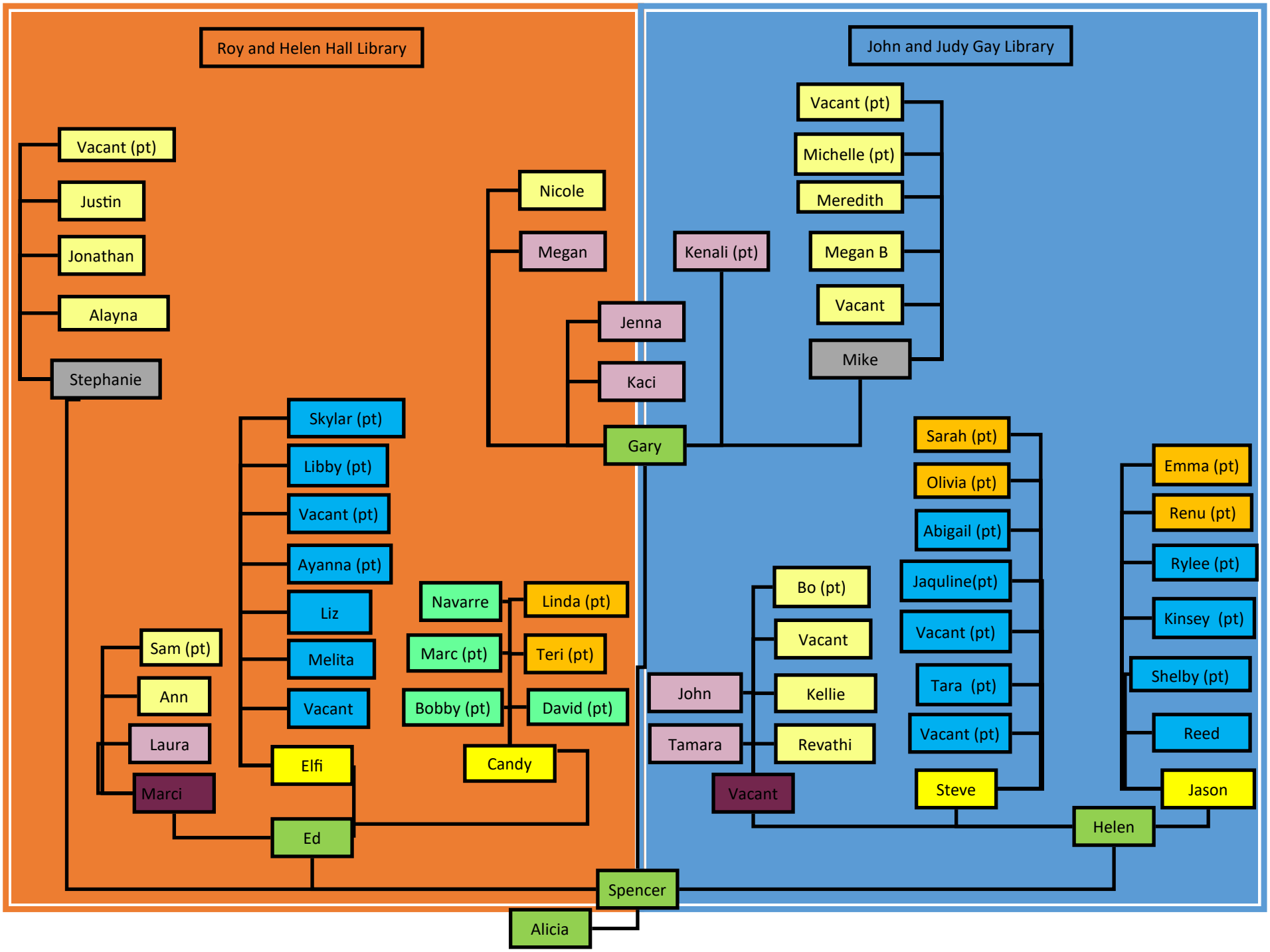
Mesquite	1.59	1.56	1.50	1.57	1.64	1.54	1.58	1.54	1.64	1.69	0.15	9.81%	0.10	6.29%
Plano	2.69	2.92	2.90	2.87	2.86	2.80	2.67	2.65	2.55	2.57	-0.23	-8.11%	-0.12	-4.48%

2018 staff levels

	RHH	JJG	Total
Staff			
Director	1		1
Manager	1	2	3
Admin	1		1
Marketing			
Lib Sup	1	1	2
Lib 2	1	1	2
Lib 1	2	3	5
Sen Tech	3	1	4
Tech	7.425	5.475	12.9
assistant	5	2.8	7.8
shelver	0.7	1.05	1.75
courier	0.8		0.8
Totals	**23.925**	**17.325**	**41.25**

2022 Staffing Levels

	RHH	JJG	Total
Staff			
Director	1		1
Manager	1	2	3
Admin	1		1
Marketing	1		
Lib Sup	1	1	2
Lib 2	1	1	2
Lib 1	3	3.75	6.75
Sen Tech	2	2	4
Tech	6	7.5	13.5
assistant	4.6	3.6	8.2
shelver	0.7	1.4	2.1
courier	1.05		1.05
Totals	**23.35**	**22.25**	**45.6**
Change	**-0.575**	**4.925**	**4.35**


Roy and Helen Hall Library
John and Judy Gay Library
Vacant (pt)
Justin
Jonathan
Alayna
Stephanie
Nicole
Megan
Jenna
Kaci
Gary
Kenali (pt)
Vacant (pt)
Michelle (pt)
Meredith
Megan B
Vacant
Mike
Skylar (pt)
Libby (pt)
Vacant (pt)
Ayanna (pt)
Liz
Melita
Vacant
Elfi
Sam (pt)
Ann
Laura
Marci
Navarre
Marc (pt)
Bobby (pt)
Linda (pt)
Teri (pt)
David (pt)
Candy
Ed
Bo (pt)
Vacant
Kellie
Revathi
John
Tamara
Vacant
Sarah (pt)
Olivia (pt)
Abigail (pt)
Jaquline(pt)
Vacant (pt)
Tara (pt)
Vacant (pt)
Steve
Emma (pt)
Renu (pt)
Rylee (pt)
Kinsey (pt)
Shelby (pt)
Reed
Jason
Helen
Spencer
Alicia

McKINNEY FIRST

FY22
CITY COUNCIL GOALS & STRATEGIES

(October 1, 2021 – September 30, 2022)

DIRECTION FOR STRATEGIC & ECONOMIC GROWTH

OPERATIONAL EXCELLENCE

MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT

FINANCIALLY SOUND GOVERNMENT

ENHANCE THE QUALITY OF LIFE IN MCKINNEY

SAFE & SECURE COMMUNITY

McKINNEY TEXAS
Unique by nature.

CITY OF McKINNEY
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