

Long Range Plan - McKinney Public Library

1. Introduction

Need for a Long Range Plan

The Texas State Library requires that each public library applying for membership in the Texas Library System must 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. In addition, the Long Range Plan communicates clearly to the public how the library proposes to serve the citizens of McKinney and determining the allocation of available resources and is a measuring stick against which we evaluate success over the years.

Goals of this Long Range Plan

The Long Range Plan from 2018 set forward set of target goals to be accomplished by the end of Fiscal Year 22. While staff accomplished many of the goals set forth in the document, many other goals were discovered to be beyond control of staff or became irrelevant in the subsequent years. The goals listed in this document are designed to be SMART Goals (Specific, Measurable, Achievable, Relevant, and Time Bound) to prevent the likelihood that they are not accomplished due to unforeseen externalities. The five-year goals in this plan are aligned with library Mission, Vision, and the McKinney City Council goals.

Outline of the Plan

1. Introduction (Overview and philosophy behind the Long Range Plan)
2. The Library Today (Library history, community snapshot, state standards. library accomplishments)
3. Collection Development (Developing collections responsive to patron needs)
4. Library Services (Existing services and proposal of new areas of focus)
5. Information Technology (Upgrades, digital resources, desired innovations)
6. Review of Goals

Also included are the following informational appendices:

- a. Population/Demographics
- b. Statistics 2005-2020
- c. Peer Library Comparison, 2011-2020
- d. City Council Goals

The design of the long-range plan utilizes the strengths and expertise of library staff, relying on real world experience in managing libraries and serving the public, to generate an executable plan that can be fully realized in five years.

2. The Library Today

McKinney Public Library History:

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 will double 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:

- 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.

Usage of the Library

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%

The statistics for 2020 were not used due to pandemic closures and corresponding drop in usage, with overall library use decreasing by 27% during that year.

Peer Comparisons:

The Peer libraries are:

- Allen
- Arlington
- Carrollton
- Denton
- Frisco
- Garland
- Grand Prairie
- Irving
- Lewisville
- Mesquite
- 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.

Decreases in circulation are attributed to pandemic impact.

State Public Library Standards:

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

Library Accomplishments

- John and Judy Gay Library expansion and renovation opened in June 2020.
- Meeting room and study room spaces are reservable online.
- 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 has increased eBook and digital audiobook availability to over 400,000 items.
- The library has implemented a discovery layer to facilitate better discovery of library materials.

3. 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 four 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 collection development goals in this plan focus on: 1) improving discoverability through an 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 collections by 25% by FY 2025.
 - Create a plan to evaluate and update existing materials within picture book collections (favorite characters, ABC, etc.) annually by October 2022.
 - Identify and create 3 additional picture book collections to better facilitate browsing and discovery by October 2022.
- 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.
 - Create a juvenile nonfiction DVD/Blu-ray collection by May 2022.
- Evaluate usage and scope of Adult Fiction genres (mystery, romance, inspirational, etc.) and propose adjustments and changes annually- first proposal due September 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 by May 2022.

2) Curate a collection that matches the needs of 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 library materials to 10 checkouts per year by FY 2027.
 - 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.

Long Range Plan 2022-27

4. Library Programming and Marketing

Introduction

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 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.

- All programs provide experiences that are not easily duplicated elsewhere.
- All programs have stated learning outcomes that will 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 programs align with City Council Goals.
- 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. Community 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 that synthesizes information from other city departments and partner organizations with library data to identify underserved segments of the community in order to better serve non library users.
- Develop and improved volunteer program by the end of September 2023 that will provide an objective measure of value provided to the community through 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 to hold the library accountable to being a valued community partner by January 2026.
- 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 (historical, business related, environmental, etc.).

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 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.
- All library staff receive quarterly training on planning, presentation, and performance skills to create more effective events and programs.
- 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 by October 2023.
- All staff participate in at least 1 outreach event with a partner organization annually.

4. Library Marketing

McKinney Public Library's return on investment is structured such that the value increased 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.

5. Library Services

Introduction

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.
- Various other services through organizational partnerships.

McKinney Public Library System services directly support our mission to serve our community by providing access to experiences that educate, inform, and entertain. These services aim to eliminate physical, social, and financial barriers to impact lives through discovery, learning, and fun. Library staff continuously evaluates existing and new proposed services through the lens of our mission and vision.

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

1. Increased Library 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, in depth, 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 and 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.

6. Information Technology

The McKinney Public Library System is committed to providing robust, up-to-date technology for all customers 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 of providing access to materials and experiences that educate, inform, and entertain. 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.
 - Engage the community to provide public item contributions to expand digital exhibits
 - Partner with outside groups to highlight non-library local heritage projects.

Date**Goal**

5/1/2022	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
9/1/2022	Evaluate usage and scope of Adult Fiction genres (mystery, romance, inspirational, etc.) and propose adjustments and changes annually
10/1/2022	Identify and create 3 additional picture book collections to better facilitate browsing and discovery
10/1/2022	Create a plan to evaluate and update existing materials within picture book collections (favorite characters, ABC, etc.) 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
1/1/2023	Create a data driven plan for improved distribution of foreign language materials between library locations.
1/1/2023	Create a detailed and sustainable plan for ongoing staff technology training to improve customer support for all library technologies
5/1/2023	Create 4 additional digital local history exhibits
6/1/2023	Provide an option for pick up and check out of reserved materials outside of library operating hours
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	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
10/1/2023	Create a comprehensive and data driven Outreach Services Strategic Plan by 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
10/1/2023	Create a foreign language collection plan that will identify at least 1 new potential foreign language collection.
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	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
10/1/2023	Create a comprehensive and data driven Outreach Services Strategic Plan by that synthesizes information from other city departments and partner organizations with library data to identify underserved segments of the community in order to better serve non library users.
10/1/2023	Expand the use of digital signage and mobile friendly access points throughout the library locations to facilitate browsing

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
9/1/2024	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
10/1/2024	Develop “McKinney Public Library System” brand standards for all internal and external marketing and communications
10/1/2024	In partnership with City of McKinney Communications and Marketing Department, create a comprehensive library marketing plan by, including an objective metric on Marketing ROI.
10/1/2024	Expand non-English language access to the library website and catalog services, informed by the materials collection foreign language plan
1/1/2025	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
1/1/2025	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
1/1/2025	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
1/1/2026	Establish transparent deliverables with each partner organization to hold the library accountable to being a valued community partner
10/1/2026	Host a minimum of 4 town hall style library programming and services feedback meetings 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	Present a plan for automated, fixed route materials delivery between libraries to shorten transit time and reduce staff time needed to transport materials

10/1/2027	Improve the average circulation of library materials to 10 checkouts per year by: 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% and
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	All staff participate in at least 1 outreach event with a partner organization
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 (historical, business related, environmental, etc.).
Quarterly	All library staff receive quarterly training on planning, presentation, and performance skills to create more effective events and programs.