

McKINNEY

Texas

PUBLIC LIBRARY SYSTEM 5-YEAR PLAN



www.McKinneyPublicLibrary.org

Letter from The Director of Libraries

I am excited to present the 2018-2022 Long Range Plan for the McKinney Public Library System. This ambitious, achievable plan provides a clear roadmap for the library as we continue to work toward fulfilling the mission of enriching the lives of the McKinney community.

The Long Range Plan will serve as an effective tool for the Library Advisory Board and library staff to guide policy change, creation, and strategic planning. Keeping the continued evolution of the McKinney community in mind, driven by rapid population growth and the increasing demands on public resources, the plan is designed forecast and meet these demands and increase the library's position as a valued public service organization. The plan also helps to keep the importance of strategically lean operations that will allow us to continue to focus on providing the best value for services.

With this mindset, library staff began by revisiting the previous 10-year Long Range Plan, published in 2005. Staff studied areas that failed to realistically account for the evolving needs of the McKinney community, and began to craft a new plan utilizing in-house assessments of community needs, community feedback, demographic analysis, review of industry trends and best practices, and comparisons with benchmark city library services. This plan included a heavy emphasis on realistic, achievable, and measurable outcomes.

The McKinney Public Library System understands the importance of being aligned with the stated City Council Goals and library staff have worked with these goals in mind, as well, when crafting the plan; specifically the goals of Operational Excellence and Enhance the Quality of Life in McKinney.

I would like to thank the library staff for their diligence and hard work in crafting this plan from the ground up. This plan relies heavily on their expertise in research and as library professionals. A large majority of library staff provided input and support throughout the creation process. The result is a thoughtful, data driven, and collaborative effort and the resulting plan is something that serves as a point of pride for the McKinney Public Library System.

Sincerely,



Spencer Smith

Director of Libraries

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 a achievable roadmap to where we want to be. In addition, the Long Range Plan communicates clearly and transparently to the public how the library proposes to serve the citizens of McKinney and how it will allocate available resources.

Goals of this Long Range Plan

While the last Long Range Plan from 2005 attempted to forecast needs and implement goals through the year 2015, library staff have found that ongoing technological and social changes, as well as evolving considerations about how libraries can function effectively in their communities, mandate a more frequent approach that continues to embody McKinney's core values while simultaneously offering a flexible path to future services. These five-year goals are designed to be realistic and are aligned with McKinney City Council goals, specifically, under the heading 'Operational Excellence,' to "balance available resources to accommodate the growth and maintenance needs of the city."

Outline of the Plan

1. Introduction (Overview and philosophy behind the Long Range Plan)
2. The Community (Library history, community snapshot, state standards, library accomplishments)
3. Collection Development (Developing collections responsive to patron needs)
4. Library Services (Activities for McKinney residents, partnerships with area organizations)
5. Information Technology (Upgrades, digital resources, desired innovations)
6. Facilities (Building requirements)
7. Staffing (Staffing to meet patron needs)
8. Budget (Recommended budget)

Also included are the following informational appendices:

- City Council Goals
- a. Population/Demographics
- b. Statistics 2005-2015
- c. Peer Library Comparison, 2011-2015
- d. Library Staffing Plan, 2017-2022
- e. Library User Map

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 Community

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. It has had seven different addresses since it was founded and 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 again in 1938 to the Crouch Building at 120 West Virginia Street where a Library Board was formed. In April 1947, the Fitzgerald residence at 402 W. Louisiana Street became its new home. On December 4, 1968, the library relocated again 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. This phase is expected to be completed late 2018.

McKinney:

- There has been a 143.59% increase in households, from 2000 to 2010, based on the Federal Census projections.
- There has been an estimated 24.23% population growth from 2010 to 2015.
- 76.62% of households are family households.
- Owned housing units are at 65.17%.
- In education, of 18-24 years old, 17.3% have a bachelor's degree or higher. For 25 years and older, 36.8% of the population have a bachelor's degree or higher.

Usage of the Library

A Review of usage statistics, 2005 – 2015, reveals a dramatic increase in usage of the Library:

- Total customer service usage is up 106%
- Total circulation transactions are up 133%
- Juvenile circulation transactions are up 613%
- Reference transactions are up 94%

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 2011 – 2015.

- **Population Growth:** McKinney's population increased 18.58%, only exceeded by Lewisville.
- **Total Circulation:** McKinney is up 27.56%; only Allen and Frisco exceeded McKinney. Eight of the eleven peer libraries had a decrease in circulation.
- **Items per capita:** With a total of 1.14 items per capita in 2015, 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 7.77% in its annual operating expenditure per capita. Only Denton, Frisco, and Plano have seen an increase.
- **Library Space per capita:** With the increase in population, only Plano and Frisco have increased their library space per capita. Only Irving and Lewisville have lost more space per capita than McKinney, which is at -14.29%.

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:

- Circulation per capita: McKinney is in the Enhanced level at 7.87. This falls below the exemplary level of 8.25.
- Collection Items per capita: McKinney's Items per capita is 1.14. This falls below the enhanced level of 1.52.
- Materials expenditure per capita: McKinney, at \$2.08, falls slightly below the Enhanced Level of \$2.36.
- Collection Turnover Rate: McKinney has a turnover rate of 5.87. This exceeds the State Exemplary Level of 4.75.

Library Accomplishments

- John and Judy Gay Library, located on the west side of US 75, opened in 2009.
- Meeting room spaces were added for community meetings and library programs.
- Resources have been purchased to better manage collections and technology, e.g. RFID, self-check-out, computer access and print management software.
- Computers are offered with high speed and wireless capabilities.
- Library literature is available in both English and Spanish.
- Quiet study rooms have been added to the library.
- Information about the community and its activities are now shared through the City of McKinney's website.
- Signage has been added to the libraries to make the facilities more user friendly.
- Downloadable eBook and eAudiobook collections have been created.
- Voly.org has been adopted by the City of McKinney for volunteers to create an account and specify what kind of volunteering they would like to do.

Library Goals

- Acquire an outreach vehicle to make library services accessible to all members of the community.
- Organize and rearrange library to make more user friendly and increase efficiency in use of space.
- Provide small business resource centers located in city departments.

3. Collection Development

The collection at the McKinney Public Library System aims to encourage recreational reading, build literacy skills, provide culturally diverse materials, and fulfill informational interests of the served community through a variety of formats and media. To meet these objectives, collection management activities have been refocused to better meet customer demand by purchasing more copies of popular items, streamlining the customer suggestion-for-purchase process, and maintaining the collection based on turnover rate. Selectors regularly use a compilation of statistical data, both collection-centered and client-centered, for ongoing assessment of the collection development process.

The McKinney Public Library System will continue to use a data-driven approach, based upon customer demand, to guide the selection of new materials. The ongoing collection development goals build upon our current collection strengths and address issues of findability and discoverability, both in the online catalog and in the library buildings. Understanding customer needs and information seeking behaviors are paramount for curating a thoughtful, organized, and discoverable collection. Additionally, the digitization of local historical items will ensure that the library plays a vital role in celebrating McKinney's culturally rich history.

Create and enhance library collections based upon customer needs and information-seeking behaviors.

- Improve the quality of bibliographic records to enhance discoverability.
- Digitize and update the online catalog to include additional local historical items (maps, microfilm holdings, etc.).
- Create a "middle zone" collection to function as a bridge between juvenile and young adult fiction.
- Collocate adult fiction into additional genres based upon customer needs and searching patterns.
- Collocate easy reader fiction and easy reader non-fiction collections to assist beginning readers, and their caregivers, with identifying material appropriate to the child's reading level.
- Create a juvenile DVD non-fiction collection.

Rearrange collections to enhance visibility.

- Move all adult materials to the second floor and all juvenile materials to the first floor at the Roy and Helen Hall Library.
- Relocate all adult audio/visual collections to a single location at the Roy and Helen Hall Library.
- Enhance display furniture and signage to highlight collections and spotlight seasonal and topical displays of material.
- Display highlighted and staff-recommended collections at both libraries.

Create a culturally representative collection that matches the diverse population in McKinney.

- Create a bilingual language collection to assist patrons learning English as well as those learning foreign languages.
- Expand the Spanish language collection at the John and Judy Gay Library
- Consult with professional organizations to ensure our collections meet all of the community's needs.

Timeline for major projects:

- Create bilingual collection by spring 2018.
- Create "middle zone" collection by winter 2018.
- Complete expanded adult fiction genre collections by winter 2019.
- Rearrange Roy and Helen Hall Library collections by spring 2020.
- Collocate easy reader fiction and easy reader non-fiction by winter 2020.
- Digitize local history collections and provide online access by spring 2021.

4. Library Services

Library services are provided to meet the needs of the community. Planning appropriate library services must factor in current and projected customer base, usage, and library trends.

Basis for Recommendations

- The library's mission statement
- Population/demographic projections and analysis
- Technology assessment
- Discussions with library managers and staff
- Current trends

Programming

- Provide quality and inclusive programming for all age groups.
- Recruit a wide variety of program presenters to meet community needs.
- Maintain and evolve the Teen Advisory Board to work with library staff to improve teen services.
- Implement pilot programs to assess community needs and interests.

Partnerships

- Work with educational institutions to promote community-wide library services, including increasing student usage and library membership.
- Develop a relationship with home educators in the community.
- Grow partnerships with other city departments.
- Expand contacts with the community in order to build relationships, increase awareness, participate in city-wide initiatives appropriate to the library's mission, and be a visible presence in local service organizations.
- Expand outreach to underserved communities via outreach vehicle, pop-up library, and participation in community events.

5 Year Goals

- Increase total circulation by 100%.
- Increase all program attendance by 70%.
- Increase juvenile library card holders by 60%.
- Increase circulation of juvenile materials by 80%.
- Increase adult library card holders by 40%.
- Increase circulation of adult materials by 20%.

Summary

These recommendations are focused on strengthening and expanding ties to the community and increasing services to customers. By offering a variety of quality programming that embraces our diverse customer base and creating and sustaining partnerships with community organizations, the McKinney Public Library System will continue to seek excellence as a community resource.

5. Information Technology

The McKinney Public Library System is committed to providing robust, up-to-date technology for all McKinney residents at library facilities throughout the city. Library technology services include existing resources such as the library catalog, databases, digital content including eBooks, eAudiobooks, and eMagazines, as well as emerging technologies which complement the library's mission of promoting lifelong learning and providing open access to a wide variety of informational resources. The information technology plan places top priority on customer service and community needs, with the goal of exceeding customer expectations of library technology.

Upgrade Existing Technology

- Address the library's technology plan on an annual basis to keep up with a fast-changing, dynamic environment.
- Obtain reliable and flexible technology for both patrons and staff. Coordinate with the IT department for fast and efficient support of the library's technology mission. Work with IT to determine the most advantageous security solutions.
- Replace desktop computers with leading-edge devices on a regular schedule to keep pace with heavy community use. Implement regular software updates of public and staff computers.
- Implement color printing as well as frequently requested services such as legal size and duplex printing.
- Reduce waiting times for scanning/faxing/emailing/printing.
- Monitor the frequency of lab computer reservation requests as an indicator of future expansion needs.
- Ensure multilingual and ADA complaint access to all technology services.
- Implement testing procedures to ensure acceptable WiFi speeds throughout library buildings.
- Implement a replacement schedule for worn/obsolete equipment such as tablets, eReaders, etc.

Increase and Enhance Use of Digital Resources

- Increase access to digital resources via a discovery service that searches all the library's resources in one interface.
- Re-evaluate existing resources and add new resources to meet community needs. Resource focus should include the areas of continuing education, software training, business, eBooks, eAudiobooks, eMagazines, genealogical resources, reader's advisory, language learning, literature, art, and science.
- Train staff in the detailed use of library digital resources for the best possible customer experience.

Upgrade Facilities to Accommodate Technological Changes

- Configure library buildings in more flexible arrangements in order to freely redesign library functions.
- Install charging stations for patrons and increase the number of electrical outlets.
- Investigate and expand digital signage to promote events and guide patrons to resources.

Expand and Improve the Library Web Presence

- Continually upgrade and improve the end user's website experience.
- Create a library website distinct from, though tied into, the city's main site, and which is easily edited and modified by library staff.
- Create a streamlined method for engaging social media to promote library programs and enhance the library's web presence.
- Leverage the staff intranet, wiki, or other collaborative software for efficient access to policies and procedures.

Innovate and Experiment

- Provide access to emerging technologies for both staff and patrons.
- Give library staff greater ability to install equipment and software, and to experiment.

- Provide automatic cloud storage and email address with new library accounts.
- Experiment with other types of services including virtual reality, 3-D printing, maker spaces, and interactive kiosks.
- Create in-house solutions to meet instances of greater demand, for instance, adaptation of existing workstations to become self-check machines during busy summer months.
- Interface with Teen Advisory Boards and teen/tween patrons to discover what technologies they're interested in. Learn new resources from them and implement projects and programs of interest to this age group.

Recommended Timeline

- Implement color printing for lab patrons as well as frequently requested services such as legal size and duplex printing by spring of 2018.
- Expand digital signage, including interactive signage, to promote events and guide customers to resources by end of FY 2019.
- Increase access to digital resources via a discovery service that searches all the library's resources in one interface by end of FY 2020.
- Provide automatic cloud storage and email address with new library accounts by end of FY 2021.

6. Facilities

Public Library Space Needs

The need to increase the public library space for McKinney is significant given that the population will continue to grow and that, historically, library growth has not kept pace. Standards from the Texas State Library do not require a specific square foot (SF) per capita ratio; however, if we target the 50th percentile of our comparison libraries (0.46 SF), McKinney currently requires approximately 81,000 SF of space. Therefore, to be at the 50th percentile of our comparison libraries by the end of Fiscal Year 2022, given a historically conservative estimated growth of 4,000 people per year, McKinney Public Library System needs to add approximately 40,200 SF of space over the next 5 years. However, utilizing technology and an efficient deployment of resources could limit the space needed to adequately deliver services to an additional 29,500 SF. This projection would allow for approximately .42 SF per capita.

Comparison Libraries

Cities were chosen due to their previous selection as comparisons in the city-wide compensation study in 2016, their proximity to McKinney, and similarities in service populations. The size, services, and quality of these libraries are also the benchmark used by our citizens to evaluate McKinney libraries.

Of our comparison city libraries, only Irving and Lewisville had greater percentage losses of SF per capita than McKinney from 2011 to 2015, and both currently maintain a significantly higher ratio of SF per capita than McKinney. Still, other libraries that have faced a reduction in this ratio due to rapid population growth still maintain a higher ratio than McKinney. Only two of the comparison city libraries have a SF per capita ratio lower than McKinney's current rate of 0.3.

Plano and Frisco have seen the greatest increases in SF per capita, with a .04 and .01 SF per capita increase, respectively, since 2011. McKinney's ratio has decreased by .05 SF per capita in that same timeframe.

Arlington, Carrollton, Denton, Garland, Grand Prairie, Irving, Mesquite, and Plano all have library systems with multiple branches. Mesquite and Carrollton each have two locations, while the other systems have between four and eight locations.

Recommendations

Staff recommend a target of .42 SF per capita by the end of 2022, spread over four locations and supplemented with an outreach services vehicle, totaling approximately 81,000 SF. Staff also recommend that any future planned Parks and Recreation facilities consider the inclusion of a space for library services, given the success of the John and Judy Gay facility located inside Gabe Nesbit Park. Additionally, staff recommend an inclusion of a library small business services center.

- The Roy and Helen Hall Memorial Library, approximately 33,000 SF, would continue to serve the community around the downtown area and our population east of US 75, housing the majority of the Spanish language collection, along with the genealogy/regional history center.
- The John and Judy Gay Branch Library, expanded to approximately 32,000 SF, would expand its collection of foreign language materials, youth and young adult collection, and increase study and meeting room space.
- The Storefront Branch, approximately 7,000 SF, would be located in a lease space along the US 380 corridor. This facility would operate 24 hours a day, utilizing technology to allow for minimal staffing while still providing top level customer service. This would function as a popular materials library with meeting space, but without the program offerings at the Roy and Helen Hall Memorial and John and Judy Gay Branch Libraries.
- Construction of secondary storefront branch located in either a to-be-built City Hall or Parks and Recreation facility. In the event of a City Hall facility, the branch would serve the small business reference needs for the city and would be staffed with a specialist librarian, reference materials, and a business technology center that would all help support the McKinney business community. In the

event of a new Parks and Recreation facility, the branch would mirror services offered at Roy and Helen Hall and John and Judy Gay libraries, on a smaller scale.

Justifications:

- The distribution of buildings would allow for a minimal increase in annual operating costs.
- A storefront location along the US 380 corridor would provide easy access to a rapid growth area of McKinney, while the technology included will allow the library to serve citizens' needs that fall outside of regular operating hours, such as students, shift, and healthcare workers.
- The implementation of cutting edge technology would allow for limited increase in staff, serving as a potential model for increased services at all locations without a corresponding increase in staffing levels.
- The addition of a business services branch would create a hub for support of McKinney's small business community as the city continues to grow.

Recommended Timeline

- Use mobile "pop up library" for outreach services in underserved communities by end of FY 2017.
- New 19,000 SF expansion of John and Judy Gay Library, to be completed by first quarter of FY 2019.
- Leasing of 7,000 SF, 24-hour storefront space in the US 380 corridor, to be completed and open by the end of FY 2020.
- A 3,500 SF Small Business Reference Library at City Hall, to be open in the event of a new City Hall construction.

7. Staffing

The quality of service provided by McKinney Public Library System relies on the quality of library staff. McKinney has a healthy staffing level for the current service population but as the city continues to see sustained levels of population growth, the library must add staff in order to maintain current service levels. Staffing levels must keep pace with facility expansions to meet and exceed customer's expectations.

As referenced in the Library Staffing Plan, appendix D, the plan calls for staffing levels at the 50th percentile of our comparison libraries, or a total of 18.575 additional full-time equivalent (FTE) employees by the end of 2022.

Staff Increase Factors

- Expansion of John and Judy Gay Library
- A 2022 city population of approximately 196,000
- Addition of a 24-hour store front location
- More technology to supplement staff
- Addition of a Business Library in a future City Hall
- Larger collections of library materials
- Increased use of the library by the public
- Increased library outreach

The additional positions planned would be added coinciding with the timeline goals mentioned in the Facilities section of this plan. The additional planned positions are:

Roy and Helen Hall Memorial Library

Total 0.4 additional FTE:

- 0.4 FTE additional Courier position

John and Judy Gay Branch Library

Total 7.325 additional FTE:

- 2.725 FTE additional Public Services Librarian 1 positions
- 1 FTE additional Youth Services Librarian 1 position
- 0.475 FTE additional Public Services Library Technician position
- 1.475 FTE additional Youth Services Library Technician positions
- 0.6 FTE additional Public Services Library Assistant position
- 1.05 FTE additional Shelver positions

Storefront Library (24 Hours)

Total 8.55 additional FTE:

- 1 FTE additional Library Branch Manager
- 2 FTE additional Public Services Librarian 1 positions
- 2 FTE additional Outreach Services Librarian 1 positions
- 2 FTE additional Public Services Library Technician positions
- 1.2 FTE additional Public Services Library Assistant positions
- 0.35 FTE additional Shelver position

Business Library

Total 2.3 additional FTE:

- 1 FTE additional Public Services Librarian II position
- 0.95 FTE additional Public Services Library Technician position
- 0.35 FTE additional Shelver position

8. Budget

As the City of McKinney grows, maintaining and improving library services will require an increase in the operating budget. Staff presents its recommendations for the library's annual operating budget for the life of this long range plan – from FY18 through FY22. Not included in the plan are capital funds for expanded or new facilities. For reference, as shown in Appendix C, the 50th percentile of per capita library expenditures in of our comparison libraries in FY 2015 was \$23.64. Of our comparison libraries, Allen, Denton, Frisco, and Plano all saw per capita expenditures at a rate higher than average. McKinney in FY17 had per capita expenditures of approximately \$19.63.

Influencing Factors

- Increasing population leading to increasing usage
- Growth of city requiring additional library facilities and library materials
- Increasing usage of technology
- Increased staff as outlined in the Staffing section of the plan

The budget projections include funds for the opening day collections for new facilities and an approximate annual lease cost for a storefront location.

Annual Budget Summary

<i>Fiscal Year</i>	<i>Personnel*</i>	<i>Library Materials*</i>	<i>Other*</i>	<i>Total*</i>
18	\$2631	\$427	\$366	\$3,424
19	3770	450	375	4,595
20	3870	455	390	4,715
21	4317	505	500	5,322
22	4443	565	510	5,518

* In thousands (000)

Recommended Per Capita Budget

On the basis of a population of 196,000 by 2022, staff recommend the following per capita operating budget for the McKinney Memorial Public Library:

<i>Fiscal Year</i>	<i>Population</i>	<i>Total Expenditures</i>	<i>Expenditures Per Capita</i>
18	178,000	\$3,424,323	\$19.24
19	182,000	4,595,227	25.25
20	186,000	4,715,444	25.35
21	191,000	5,332,491	27.92
22	196,000	5,518,072	28.15

City Council Goals

McKinney First

City Council Goals and Strategies

Direction for Strategic & Economic Growth

- Establish regional and infrastructure incentives to increase economic growth
- Develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining and shopping options
- Provide a strong city economy by facilitating a balance between industrial, commercial, residential and open space

Operational Excellence

- Establish a timeline for a Municipal Facility / Downtown Parking
- Implement performance management practices that include developing and training staff and Board and Commission members
- Balance available resources to accommodate the growth and maintenance needs of the city
- Identify opportunities for internal efficiencies through recurring analyses and continuous improvement

Maximize the Development Potential of the McKinney National Airport

- Implement initiatives and strategies to attract and expand corporate and commercial aviation
- Identify and implement land use regulations and policies which preserve and expand long-term operational success
- Improve communication and marketing the value of the McKinney National Airport to the city and region
- Continually maintain national recognition for excellence in Fixed Base Operations

Financially Sound Government

- Provide funding and organizational frameworks to ensure continual economic improvements
- Balance resources generated by property taxes, sales taxes and fees
- Pursue and maintain an AAA Bond Rating with S&P and Moody's
- Create financial plans for future growth as well as future maintenance

Enhance the Quality of Life in McKinney

- Create affordable and accessible cultural arts activities and quality-of-life resources for all ages throughout the city
- Maximize public / private partnerships
- Develop Parks strategy to preserve green space for future park land
- Continue to market and highlight Downtown McKinney as a unique destination for residents and visitors alike

Safe & Secure Community

- Maintain performance measures that set McKinney apart from other cities
- Pursue and maintain the highest Insurance Service Office (ISO) fire protection classification
- Pursue and maintain low crime rates in comparison to other communities
- Continually increase operational efficiency in public safety departments

from City of McKinney web page <http://www.mckinneytexas.org/201/Goals>, 7/23/17

Population

2010 Census	131,117
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Estimates as of July 1, 2015

2011 Estimate	137,954
2012 Estimate	143,469
2013 Estimate	149,160
2014 Estimate	156,898
2015 Estimate	162,898

Median Age (2010 Census)

Total Median Age	32.7
Male Median Age	31.8
Female Median Age	33.5

Total Population by Age (2010 Census)

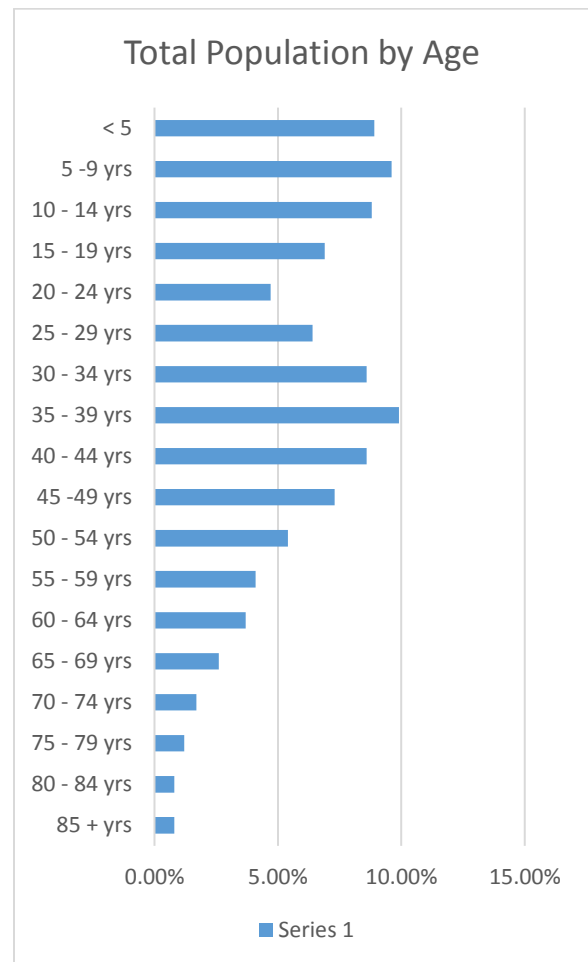
< 5 yrs	11,684	8.9%
5 - 9 yrs	12,579	9.6%
10 - 14 yrs	11,497	8.8%
15 - 19 yrs	9,109	6.9%
20 - 24 yrs	6,205	4.7%
25 - 29 yrs	8,437	6.4%
30 - 34 yrs	11,274	8.6%
35 - 39 yrs	12,958	9.9%
40 - 44 yrs	11,291	8.6%
45 - 49 yrs	9,583	7.3%
50 - 54 yrs	7,053	5.4%
55 - 59 yrs	5,382	4.1%
60 - 64 yrs	4,843	3.7%
65 - 69 yrs	3,344	2.6%
70 - 74 yrs	2,224	1.7%
75 - 79 yrs	1,545	1.2%
80 - 84 yrs	1,055	0.8%
85 + yrs	1,054	0.8%

Households (2010 Census)

2000 Census	18,208
2010 Census	44,353
10 Year Change	+143.59% +26,145
Average Household Size	2.91
Average Family Size	3.34

Gender Breakdown (2010 Census)

Men	64,434	49.1%
Women	66,683	50.9%



Detailed Gender Breakdown**Male Population (2010 Census)**

< 5 yrs	6,040	4.6%
5 - 9 yrs	6,458	4.9%
10 - 14 yrs	5,867	4.5%
15 - 19 yrs	4,752	3.6%
20 - 24 yrs	3,195	2.4%
25 – 29 yrs	4,019	3.1%
30 – 34 yrs	5,323	4.1%
35 – 39 yrs	6,278	4.8%
40 – 45 yrs	5,636	4.3%
45 – 49 yrs	4,873	3.7%
50 – 54 yrs	3,457	2.6%
55 – 59 yrs	2,497	1.9%
60 – 64 yrs	2,176	1.7%
65 – 69 yrs	1,537	1.2%
70 – 74 yrs	987	0.8%
75 – 79 yrs	656	0.5%
80 – 84 yrs	368	0.3%
85 + yrs	315	0.2%

Male Population Cont.

16 Years +	44,958	34.3%
18 Years +	42,885	32.7%
21 Years +	40,648	31.0%
62 Years +	5,137	3.9%
65 Years +	3,863	2.9%

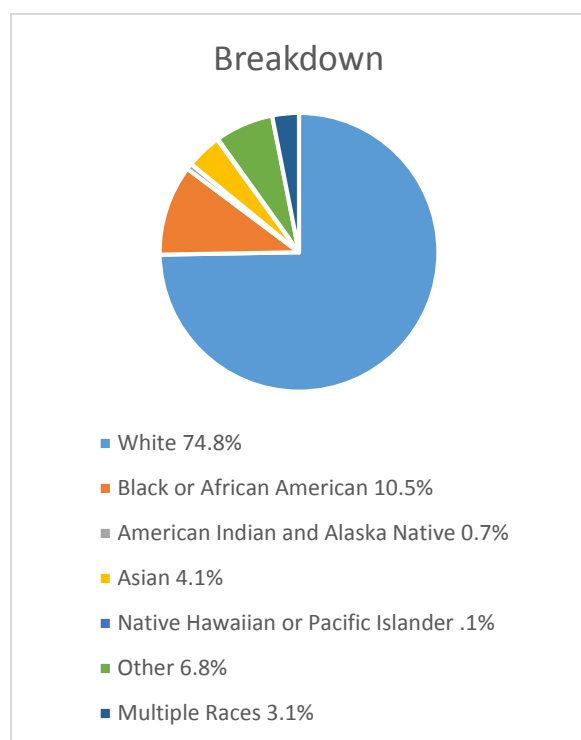
Detailed Gender Breakdown**Female Population (2010 Census)**

< 5 yrs	5,644	4.3%
5 - 9 yrs	6,121	4.7%
10 - 14 yrs	5,630	4.3%
15 - 19 yrs	4,357	3.3%
20 - 24 yrs	3,010	2.3%
25 – 29 yrs	4,418	3.4%
30 – 34 yrs	5,951	4.5%
35 – 39 yrs	6,680	5.1%
40 – 45 yrs	5,655	4.3%
45 – 49 yrs	4,710	3.6%
50 – 54 yrs	3,596	2.7%
55 – 59 yrs	2,885	2.2%
60 – 64 yrs	2,667	2.0%
65 – 69 yrs	1,807	1.4%
70 – 74 yrs	1,237	0.9%
75 – 79 yrs	889	0.7%
80 – 84 yrs	687	0.5%
85 + yrs	739	0.6%

Female Population Cont.

16 Years +	48,241	36.8%
18 Years +	46,326	35.3%
21 Years +	44,333	33.8%
62 Years +	6,943	5.3%
65 Years +	5,359	4.1%

Race/Ethnicity (2010 Census)

**Total Population 131,117**

White	98,090	74.8%
Black	13,751	10.5%
AI/AN	930	0.7%
Asian	5,325	4.1%
PI	95	0.1%
Other	8,851	6.8%
Multiple Race	4,075	3.1%

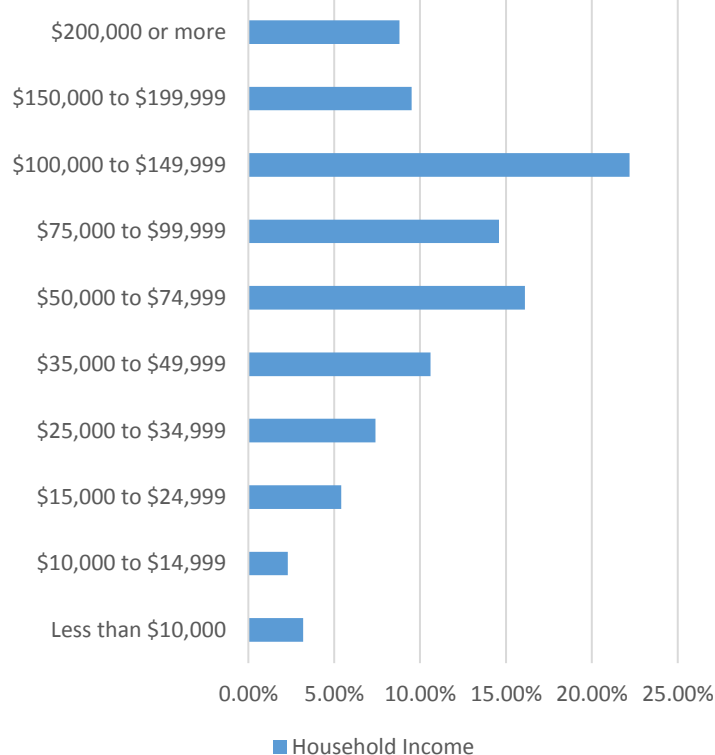
Detailed Race Breakdown

Asian Total	5,325	4.1%
Asian Indian	1,287	1.0%
Chinese	975	0.7%
Filipino	887	0.7%
Japanese	124	0.1%
Korean	526	0.4%
Vietnamese	620	0.5%
Other	906	0.7%

Hispanic Total	24,406	18.6%
Mexican	18,917	14.4%
Puerto Rican	839	0.6%
Salvadorian	578	0.4%
Spaniard	362	0.3%
Colombian	359	0.3%
Cuban	290	0.2%
Honduran	286	0.2%
Spanish	270	0.2%
Peruvian	212	0.2%
Guatemalan	178	0.1%
Venezuelan	166	0.1%
Ecuadorian	114	0.1%
Panamanian	106	0.1%
Dominican	103	0.1%
Nicaraguan	88	0.1%
Argentinean	63	0.0%
Chilean	46	0.0%
Bolivian	43	0.0%
Costa Rican	26	0.0%
Other S.A	27	0.0%
Uruguayan	18	0.0%
Spanish Amer.	8	0.0%
Paraguayan	6	0.0%
All Other	1,293	1.0%

Income**(2014 American Community Survey 5-Year Estimates)****Median Household Income: \$82,988****Mean Household Income: \$100,452****Total Households 47,490**

Less than \$10,000	3.2%
\$10,000 to \$14,999	2.3%
\$15,000 to \$24,999	5.4%
\$25,000 to \$34,999	7.4%
\$35,000 to \$49,999	10.6%
\$50,000 to \$74,999	16.1%
\$75,000 to \$99,999	14.6%
\$100,000 to \$149,999	22.2%
\$150,000 to \$199,999	9.5%
\$200,000 or more	8.8%

Household Income**Education (American Community Survey 2014)****Population 18 to 24 years**

Less than high school graduate	10.8%
High school graduate (includes equivalency)	23%
Some college or associate's degree	48.8%
Bachelor's degree or higher	17.3%

Population 25 years and over

Less than 9th grade	1.6%
9th to 12th grade, no diploma	2.1%
High school graduate (includes equivalency)	12.2%
Some college, no degree	21.8%
Associate's degree	8.5%
Bachelor's degree	36.8%
Graduate or professional degree	16.9%

[illegible]

**McKinney Public Library
System**
Long Range Plan

Peer Comparisons 2011-2015

Appendix C

State Assigned Population	2011	2012	2013	2014	2015	Number Difference	Percentage Difference
Allen	96,214	98,802	101,291	104,035	106,670	10,456	10.87%
Arlington	365,438	373,698	375,600	379,577	383,204	17,766	4.86%
Carrollton	133,187	137,388	149,768	148,062	153,198	20,011	15.02%
Denton	113,383	117,187	121,123	123,099	128,205	14,822	13.07%
Frisco	136,277	140,545	128,176	136,791	145,035	8,758	6.43%
Garland	226,876	231,517	233,564	234,566	235,501	8,625	3.80%
Grand Prairie	175,396	179,100	181,824	183,372	185,453	10,057	5.73%
Irving	216,290	220,702	225,427	228,653	232,406	16,116	7.45%
Lewisville	114,372	118,709	132,137	129,851	136,484	22,112	19.33%
McKinney	149,744	153,689	161,838	167,956	177,560	27,816	18.58%
Mesquite	139,824	142,674	143,195	143,484	144,416	4,592	3.28%
Plano	297,074	269,776	272,068	274,409	278,480	-18,594	-6.26%

Total Operating Expenditures	2011	2012	2013	2014	2015	Number Difference	Percentage Difference
Allen	2,577,843	2,559,940	2,480,632	2,531,588	2,598,024	20,181	0.78%
Arlington	7,524,800	7,556,597	7,615,337	7,650,349	7,745,407	220,607	2.93%
Carrollton	3,624,359	3,566,791	3,406,820	3,499,966	3,590,713	33,646	0.93%
Denton	4,754,785	4,994,659	5,254,102	5,508,432	5,672,431	917,646	19.30%
Frisco	3,275,390	3,568,246	3,234,733	3,706,249	3,813,305	537,915	16.42%
Garland	5,031,370	5,077,821	4,919,384	5,153,498	5,159,193	127,823	2.54%
Grand Prairie	2,396,079	2,331,079	2,334,645	2,344,524	2,338,639	-57,440	-2.40%
Irving	6,200,251	5,882,377	5,808,120	6,185,840	6,538,535	338,284	5.46%
Lewisville	1,770,877	1,795,667	1,903,172	2,031,358	1,974,485	203,608	11.50%
McKinney	2,813,729	2,671,564	2,844,663	2,900,473	3,077,613	263,884	9.38%
Mesquite	2,065,595	1,927,098	1,981,227	1,993,808	2,006,085	-59,510	-2.88%
Plano	10,325,115	10,248,196	10,209,172	10,826,158	10,686,388	361,273	3.50%

Materials Expenditures	2011	2012	2013	2014	2015	Number Difference	Percentage Difference
Allen	267,998	253,265	261,374	298,107	302,779	34,781	12.98%
Arlington	729,572	1,096,491	939,226	937,833	989,171	259,599	35.58%
Carrollton	301,265	320,327	441,049	396,508	425,395	124,130	41.20%
Denton	617,757	607,179	574,537	572,204	611,998	-5,759	-0.93%
Frisco	450,000	663,493	580,195	619,307	629,868	179,868	39.97%
Garland	970,096	1,367,904	1,060,165	1,151,814	1,174,100	204,004	21.03%
Grand Prairie	233,574	188,601	259,401	305,213	308,554	74,980	32.10%
Irving	596,327	616,400	681,900	680,008	847,450	251,123	42.11%
Lewisville	258,338	243,046	264,112	264,362	277,618	19,280	7.46%
McKinney	479,679	523,673	514,992	488,185	362,951	-116,728	-24.33%
Mesquite	230,011	206,970	186,923	221,694	222,278	-7,733	-3.36%
Plano	1,211,669	1,289,489	1,246,012	1,284,500	1,218,899	7,230	0.60%

Expenditures Per Capita	2011	2012	2013	2014	2015	Number Difference	Percentage Difference
Allen	26.79	25.91	24.49	24.33	24.36	-2.43	-9.07%
Arlington	20.59	20.22	20.28	20.15	20.21	-0.38	-1.85%
Carrollton	27.21	25.96	22.75	23.64	23.44	-3.77	-13.86%
Denton	42.34	42.62	43.38	44.75	44.25	1.91	4.51%
Frisco	24.06	25.39	25.24	27.09	26.29	2.23	9.27%
Garland	22.18	21.93	21.06	21.97	21.91	-0.27	-1.22%
Grand Prairie	13.66	13.02	12.84	12.79	12.61	-1.05	-7.69%
Irving	28.67	26.65	25.76	27.05	28.13	-0.54	-1.88%
Lewisville	15.69	15.13	14.4	15.64	14.47	-1.22	-7.78%
McKinney	18.79	17.38	17.58	17.27	17.33	-1.46	-7.77%
Mesquite	14.94	13.51	13.84	13.9	13.89	-1.05	-7.03%
Plano	35.17	37.99	37.52	39.45	38.37	3.2	9.10%

Expenditures for Materials as Percent of Total	2011	2012	2013	2014	2015	Number Difference	Percentage Difference
Allen	10%	10%	11%	12%	12%	2%	20.00%
Arlington	10%	15%	12%	12%	13%	3%	30.00%
Carrollton	8%	9%	13%	11%	12%	4%	50.00%
Denton	13%	12%	11%	10%	11%	-2%	-15.38%
Frisco	13%	19%	18%	17%	17%	4%	30.77%
Garland	19%	27%	22%	22%	23%	4%	21.05%
Grand Prairie	10%	8%	11%	13%	13%	3%	30.00%
Irving	10%	10%	12%	11%	13%	3%	30.00%
Lewisville	15%	14%	14%	13%	14%	-1%	-6.67%
McKinney	17%	20%	18%	17%	12%	-5%	-29.41%
Mesquite	11%	11%	9%	11%	11%	0%	0.00%
Plano	12%	13%	12%	12%	11%	-1%	-8.33%

Total Circulation	2011	2012	2013	2014	2015	Number Difference	Percentage Difference
Allen	794,671	912,246	937,183	984,887	1,027,562	232,891	29.31%
Arlington	2,395,397	2,246,128	2,302,277	2,090,581	2,071,658	-323,739	-13.52%
Carrollton	746,851	700,947	667,529	630,033	602,349	-144,502	-19.35%
Denton	1,402,792	1,859,162	1,325,378	1,255,590	1,267,769	-135,023	-9.63%
Frisco	1,266,866	1,593,654	1,346,900	1,410,434	1,788,695	521,829	41.19%
Garland	1,549,358	1,569,059	1,524,365	1,516,250	1,398,209	-151,149	-9.76%
Grand Prairie	372,299	336,239	310,831	258,865	297,598	-74,701	-20.06%
Irving	1,413,919	2,267,128	1,324,410	1,284,678	1,337,988	-75,931	-5.37%
Lewisville	692,066	685,534	637,396	600,175	602,891	-89,175	-12.89%
McKinney	1,095,739	1,179,539	1,234,275	1,198,400	1,397,687	301,948	27.56%
Mesquite	390,645	368,851	345,828	323,257	328,728	-61,917	-15.85%
Plano	3,444,837	3,909,121	3,880,988	3,844,477	4,239,804	794,967	23.08%

Appendix C

Library Space (SF) Per Capita	2011	2012	2013	2014	2015	Number Difference	Percentage Difference
Allen	0.55	0.54	0.52	0.51	0.5	-0.05	-9.09%
Arlington	0.35	0.34	0.34	0.34	0.33	-0.02	-5.71%
Carrollton	0.59	0.58	0.53	0.53	0.52	-0.07	-11.86%
Denton	0.69	0.66	0.64	0.63	0.61	-0.08	-11.59%
Frisco	0.37	0.36	0.39	0.4	0.38	0.01	2.70%
Garland	0.53	0.52	0.52	0.52	0.51	-0.02	-3.77%
Grand Prairie	0.3	0.29	0.29	0.29	0.28	-0.02	-6.67%
Irving	0.64	0.63	0.62	0.61	0.47	-0.17	-26.56%
Lewisville	0.68	0.66	0.59	0.6	0.57	-0.11	-16.18%
McKinney	0.35	0.34	0.33	0.32	0.3	-0.05	-14.29%
Mesquite	0.26	0.25	0.25	0.25	0.25	-0.01	-3.85%
Plano	0.57	0.63	0.62	0.62	0.61	0.04	7.02%

Total Collection	2011	2012	2013	2014	2015	Number Difference	Percentage Difference
Allen	122,530	126,442	127,294	132,463	137,867	15,337	12.52%
Arlington	575,388	612,223	642,115	659,938	615,595	40,207	6.99%
Carrollton	179,893	188,364	206,613	194,101	197,306	17,413	9.68%
Denton	255,093	260,471	251,683	256,750	256,338	1,245	0.49%
Frisco	176,242	178,862	182,592	193,111	198,383	22,141	12.56%
Garland	344,842	346,108	342,826	363,784	361,733	16,891	4.90%
Grand Prairie	224,293	223,032	224,681	166,721	139,154	-85,139	-37.96%
Irving	589,423	572,203	539,307	549,612	688,006	98,583	16.73%
Lewisville	180,420	177,068	207,962	205,565	192,983	12,563	6.96%
McKinney	219,710	233,660	232,636	238,028	202,612	-17,098	-7.78%
Mesquite	222,075	222,067	214,405	225,290	237,319	15,244	6.86%
Plano	799,343	788,560	790,000	787,984	797,431	-1,912	-0.24%

Total Collection Per Capita	2011	2012	2013	2014	2015	Number Difference	Percentage Difference
Allen	1.27	1.28	1.26	1.27	1.29	0.02	1.57%
Arlington	1.57	1.64	1.71	1.74	1.61	0.04	2.55%
Carrollton	1.35	1.37	1.38	1.31	1.29	-0.06	-4.44%
Denton	2.25	2.22	2.08	2.09	2	-0.25	-11.11%
Frisco	1.29	1.27	1.42	1.41	1.37	0.08	6.20%
Garland	1.52	1.49	1.47	1.55	1.54	0.02	1.32%
Grand Prairie	1.28	1.25	1.24	0.91	0.75	-0.53	-41.41%
Irving	2.73	2.56	2.39	2.4	2.96	0.23	8.42%
Lewisville	1.58	1.49	1.57	1.58	1.41	-0.17	-10.76%
McKinney	1.47	1.52	1.44	1.42	1.14	-0.33	-22.45%
Mesquite	1.59	1.56	1.5	1.57	1.64	0.05	3.14%
Plano	2.69	2.92	2.9	2.87	2.86	0.17	6.32%

Total Paid Staff	2011	2012	2013	2014	2015	Number Difference	Percentage Difference
Allen	36.18	36.45	36.45	36.6	36.63	0.45	1.24%
Arlington	102.6	106.8	101	91.48	103.05	0.45	0.44%
Carrollton	37.75	37.75	37.25	37.75	37.5	-0.25	-0.66%
Denton	47.18	48.1	50.5	50.5	50.5	3.32	7.04%
Frisco	43	44.38	43	44.5	44.5	1.5	3.49%
Garland	37	67	67.1	67.1	67.11	30.11	81.38%
Grand Prairie	28.5	28	29	31.5	33.5	5	17.54%
Irving	142	77	86.5	84	82.5	-59.5	-41.90%
Lewisville	24.83	24.96	24.91	24.34	24.35	-0.48	-1.93%
McKinney	37	34.15	38.8	37.68	40.13	3.13	8.46%
Mesquite	32.6	32.06	32.05	31.67	31.68	-0.92	-2.82%
Plano	153.91	150.5	150	150	147.25	-6.66	-4.33%

Circulation Per Capita	2011	2012	2013	2014	2015	Number Difference	Percentage Difference
Allen	8.26	9.23	9.25	9.47	9.63	1.37	16.59%
Arlington	6.55	6.01	6.13	5.51	5.41	-1.14	-17.40%
Carrollton	5.61	5.1	4.46	4.26	3.93	-1.68	-29.95%
Denton	12.37	15.86	10.94	10.2	9.89	-2.48	-20.05%
Frisco	9.3	11.34	10.51	10.31	12.33	3.03	32.58%
Garland	6.83	6.78	6.53	6.49	5.94	-0.89	-13.03%
Grand Prairie	2.12	1.88	1.71	1.41	1.6	-0.52	-24.53%
Irving	6.54	10.27	5.88	5.62	5.76	-0.78	-11.93%
Lewisville	6.05	5.77	4.82	4.62	4.42	-1.63	-26.94%
McKinney	7.32	7.67	7.63	7.14	7.87	0.55	7.51%
Mesquite	2.79	2.59	2.42	2.25	2.28	-0.51	-18.28%
Plano	11.6	14.49	14.26	14.01	15.22	3.62	31.21%

McKinney Public Library System

Long Range Plan

Staffing Levels 2015

FTE per 1,000 Population	2015	50th Percentile	New FTE Needed by 2022
Allen	0.34		
Arlington	0.27		
Carrollton	0.24		
Denton	0.39		
Frisco	0.31		
Garland	0.28		
Grand Prairie	0.18		
Irving	0.35		
Lewisville	0.18		
McKinney	0.23	0.30	19.00
Mesquite	0.22		
Plano	0.53		

MCKINNEY MEMORIAL PUBLIC LIBRARY				
LONG RANGE PLAN 2017-2022 / STAFFING PLAN *				
<i>Position</i>	<i>RHH</i>	<i>JJGL</i>	<i>Storefront</i>	<i>Business</i>
	<i>Library</i>	<i>Library</i>	<i>Library</i>	<i>Library</i>
Library Staff				
Library Director	1			
Manager	1	2	1	
Administrative Assistant	1			
Librarian Supervisor	1	1		
Librarian II	1	1		1
Librarian I Public Services		3.725	2	
Librarian I Tech Services	1			
Librarian I Youth Services	1	2		
Librarian I Outreach Services			2	
Senior Library Technician	3	1		
Library Technician Public Services	2	3.95	2	0.95
Library Technician Tech Services	2.95			
Library Technician Youth Services	2.475	3.475		
Library Assistant	5	3.4	1.2	
Library Shelver	0.7	2.1	0.35	0.35
Library Courier	1.2			
TOTAL NUMBER OF FTE POSITIONS	24.325	23.65	8.55	2.3
GRAND TOTAL ALL POSITIONS	58.825			

MCKINNEY MEMORIAL PUBLIC LIBRARY				
Current Staff Level				
<i>Position</i>	<i>RHH</i>	<i>JJGL</i>	<i>Storefront</i>	<i>Business</i>
	<i>Library</i>	<i>Library</i>	<i>Library</i>	<i>Library</i>
Library Staff				
Library Director	1			
Manager	1	2		
Administrative Assistant	1			
Librarian Supervisor	1	1		
Librarian II	1	1		
Librarian I Public Services		1		
Librarian I Tech Services	1			
Librarian I Youth Services	1	1		
Librarian I Outreach Services				
Senior Library Technician	3	1		
Library Technician Public Services	2	3.475		
Library Technician Tech Services	2.95			
Library Technician Youth Services	2.475	2		
Library Assistant	5	2.8		
Library Shelver	0.7	1.05		
Library Courier	0.8			
TOTAL NUMBER OF FTE POSITIONS	23.925	16.325	0	0
GRAND TOTAL ALL POSITIONS	40.25			

Roy & Helen Hall and John & Judy Gay Public Library users

