



Strategic Plan 2015

Final Report: September 2019



Sue Ridnour, Director of Library Services
Jennie Evans, Assistant Director / Technical Services Manager
Heather Botelho, Library Youth Services Manager
Lynne Craddock, Library Adult Services Manager
Tanya Underwood, Library Circulation Services Supervisor

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Introduction

The Library's 2015 Strategic plan was developed using the Public Library Association workbook *Strategic Planning for Results* by Sandra Nelson (American Library Association, 2008.) Based on demographic information, a community profile, the Library's 2012 Facilities Master Plan, the Texas State Library standards, and other data, the Library management team identified eight goals that applied to Flower Mound, from those listed in the workbook describing the roles of public libraries in the United States. Objectives were then identified to meet each goal. The plan was intended to stretch the Library mission to the limit of possibilities, with the knowledge that some objectives would change or be dropped, for various reasons.

Over the course of five years, some of the objectives were revised due to shifting priorities, budget constraints and other factors. Some were given extended deadlines, some were slightly reworked, one was added and two were dropped entirely. Progress has been made on all of the items with extended deadlines; these are categorized as "Ongoing" in the summary on page 5. Items that had no progress but will be carried forward into the next Strategic Plan are categorized as "No Progress."

Review of the Planning Process and Results

The Library's first attempt to create a comprehensive Strategic Plan based on community needs can be deemed a success, if viewed in terms of how much progress was made, rather than a simple measure of objectives completed. In retrospect, the plan was perhaps a bit over-ambitious, but we wanted it to be a challenge. Of 23 total objectives (discounting two that were dropped), five were completed, and another 13 realized substantial progress. The remaining five will be carried over in some form to the 2020 Strategic Plan.

Two factors had a significant impact on completion of goals: migration to a new Integrated Library System (ILS), and high-level staffing changes. Preparation for the implementation of the new ILS computer system consumed significant staff time in FY2016. In preparation for this change, Library patron accounts that were inactive for longer than three years were deleted. Approximately 7,000 inactive accounts were purged, which caused a reduction in the percentage of Flower Mound residents who have Library accounts, as targeted by Goal 1, Objective C. This percentage, which had been at the 40% goal, dropped to 32%. The target was revised to 35%.

The Library's Adult Services Manager resigned in January of 2016. The position was filled externally. The Technical Services Manager retired in December of 2018. The position was filled internally by promoting the Youth Services Manager to the newly created position Technical Services Manager/Assistant Director. The Youth Services Manager vacancy thereby created was also filled by internal promotion. These changes in key management staff resulted in some delay in progress on the Library's Strategic Plan.

Over the course of five years, circumstances and priorities changed, which impacted the plan. Further investigation of LISD curriculum and strategic goals revealed that the Reading is Fundamental (RIF) resources were no longer a focus. Therefore, Goal 3, Objective A was dropped. Based on a deeper understanding of strategies employed by the school district to teach reading, as well as numerous parent requests, a new objective, 2D, was added. This objective will provide a system for leveling the Library's Beginner Reader collection. Goal 3A, Objective B (understanding of TEKS objectives), was also dropped as it proved impractical to implement.

Funding was requested in FY2016-17 to add staff to realize Goal 1, Objective B (extend Thursday hours) but this request was denied. Funding was requested again in FY2017-18 and was granted. Additional staff was hired, and extended hours began in September of 2018.

Significant progress was made on several objectives which are listed as "ongoing" in the Summary on page 4. These objectives have either had a change in focus, or in some cases, were discovered to be in continual revision; in other words, they will never be considered to be completed.

Given the difficulties of a five-year long-range planning cycle, the Library will change to an annual strategic planning process going forward. It is possible that some objectives will be listed that will take longer than one year to complete, but these can be identified as such, with progress noted at each annual review. The planning process will consider feedback from an annual patron survey, to be completed in the fall, so that the information can be considered as annual budget preparation begins. Any suggestions that can be implemented without additional budget may be undertaken as time permits, but in general this input will be implemented, if funded, in the following fiscal year.

Summary of Final Status of Objectives

	Brief description	Deadline	Status
Goal 1, Obj. A	Information needs survey	10/16	No progress; will be carried forward
Goal 1, Obj. B	Mobile app target	10/15	Completed
Goal 1, Obj. C	Library card target	10/17	Completed
Goal 2, Obj. A	Books lists for 0-5	01/15	Ongoing
Goal2, Obj. B	Storytime survey	09/15	Completed
Goal 2, Obj. C	Increase BEG holdings	08/16	Completed
Goal 2, Obj. D	Level BEG holdings	03/17	Completed
Goal 3, Obj. A	RIF resources	12/15	Dropped
Goal 3, Obj. B	TEKS knowledge	05/15	Dropped
Goal 3, Obj. C	LISD resource awareness	12/15	No progress; will be carried forward
Goal 4, Obj. A	Survey program ideas	01/15	Ongoing
Goal 4, Obj. B	Review partnership ideas	09/15	Ongoing
Goal 4, Obj. C	Programming cycle	09/16	Ongoing
Goal 5, Obj. A	Collection Development plan	12/14	Ongoing
Goal 5, Obj. B	Reading recommendations	05/15	Ongoing
Goal 5, Obj. C	Survey re: needs met	06/16	Combined with 1A
Goal 5, Obj. D	Author visits	09/16	Ongoing
Goal 6, Obj. A	Cultural programming	09/16	Ongoing
Goal 6, Obj. B	CJK collection	09/16	Completed
Goal 6, Obj. C	Hindi DVD survey	09/16	No progress; will be carried forward
Goal 7, Obj. A	Writer resources	09/16	Ongoing
Goal 7, Obj. B	Digital Maker Space	09/17	Ongoing
Goal 8, Obj. A	Drive-through Pick-up window	09/17	Completed
Goal 8, Obj. B	Extend Thursday hours	10/17	Completed
Goal 8, Obj. C	Facility satisfaction survey	10/19	No progress; will be carried forward

Total Objectives	Number completed or ongoing	Number dropped	Number carried over (no progress)	Percent completed or ongoing (excluding dropped)
25	18	2	5	78%

Library Goals

SUPPORT for EDUCATION of FLOWER MOUND RESIDENTS:

Goal 1

Residents will have the knowledge and skills to search for, locate, evaluate and effectively use information to meet their needs.

Goal 2

Children from birth to five will have programs and services designed to ensure they will enter school ready to learn to read, write and listen.

Goal 3

Students in kindergarten through Grade 12 will have the resources they need to succeed in school.

Goal 4

Teens and Adults will have the resources they need to explore topics of personal interest and to continue learning throughout their lives.

SUPPORT for QUALITY OF LIFE for FLOWER MOUND RESIDENTS:

Goal 5

Residents will find the books, movies and other materials they want to enhance their leisure time and will have assistance in making choices.

Goal 6

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

Goal 7

Residents will have the services and support they need to express themselves by creating original content in a variety of formats.

Goal 8

Residents will have safe and welcoming physical places to meet and interact with others as well as quiet spaces to read or study and will have spaces that support their technology needs.

Goals, Objectives and Tasks

(Revised and updated, January 2017)

SUPPORT for EDUCATION of FLOWER MOUND RESIDENTS

Goal 1

Residents will have the knowledge and skills to search for, locate, evaluate and effectively use information to meet their needs.

Objectives:

- A. By March 2017, 90% of respondents to an annual rolling survey will answer “yes” to the question “Did the library meet your information needs?” **CARRIED FORWARD**

Tasks:

Design ongoing customer satisfaction survey and add link to annual card renewal email.

- B. By October 2015, 10% of Library card holders will have downloaded the Library mobile app. **COMPLETED**

- C. By October 2017, 35% of Town residents will have a Flower Mound Public Library card. **COMPLETED**

Tasks:

Research and select four library card outreach events, at least two of which are to be in partnership with an LISD event.

Goal 2

Children from birth to five will have programs and services designed to ensure they will enter school ready to learn to read, write and listen.

Objectives:

- A. By March 2017, recommended book lists for ages 0-5 will be up to date and five additional lists will be added. **ONGOING**

Tasks:

- 1. Update existing recommended lists.*
- 2. Investigate options for professional printing.*
- 3. Select topics and create new lists.*
- 4. Add tags and lists on Koha*

- B. By May 2017, 80% of parents whose children attended preschool story time programs will indicate on a survey that they believe library story times contributed to their child's kindergarten readiness. **COMPLETED**

Tasks:

Design a survey which can be implemented both online and in paper format and a plan for distribution to story time parents.

- C. By August 2016, the Beginner Reader collection will be increased to 4,500 items that are in good or excellent condition. Of these, 75% will meet criteria for facilitating the acquisition of reading skills. **COMPLETED**

- D. By March 2017, all books in the Beginner Reader collection will be assigned a "level" and marked accordingly, to assist parents, caregivers and teachers in finding books that are at the appropriate reading level for their beginning reader. **COMPLETED**

Goal 3

Students in kindergarten through Grade 12 will have the resources they need to succeed in school.

Objectives:

- A. By December 2014, the Reading is Fundamental (RIF) resources on the LISD website under “Reading to Your Child” will be available in the Library in both print format and linked from the Library website, and Library Youth Services staff will be able to explain their use to parents and caregivers. **DROPPED**

- B. By May 2017, Library Adult and Youth Services staff will be familiar with the Texas Essential Knowledge and Skills by Grade Level (Elementary) for each grade level and be able to assist parents and caregivers with finding materials to work on any particular area of knowledge or skill with their child. **DROPPED**

Tasks:

Hold training for staff, either taught by or designed in conjunction with LISD staff.

- C. By May 2017, 80% of LISD and area school librarians and department heads surveyed will be aware of databases available to their students through the Flower Mound Public Library, as well as the availability of reading level information in the Flower Mound Public Library catalog. **CARRIED FORWARD**

Tasks:

- 1. Design, implement and analyze a pre-test.*
- 2. Design an awareness campaign based on survey results.*
- 3. Design and implement a post-test at conclusion of awareness campaign.*

Goal 4

Teens and Adults will have the resources they need to explore topics of personal interest and to continue learning throughout their lives.

Objectives:

- A. By March 2017, separate surveys of teens and adults will be conducted to solicit suggestions for program ideas and determine their popularity, as well as most convenient times for programming. The survey will also look at the need for materials for independent study. **ONGOING**

Tasks:

- 1. Design, implement and analyze surveys for teens.*
- 2. Incorporate survey results into Collection Development Plan for nonfiction topics for teen/adult-level books and other materials.*

- B. By December 2015, a review of area nonprofit, educational and government agencies and institutions will be completed to determine possible program partnerships. **ONGOING**

Tasks:

- 1. Compile comprehensive list of possible partner agencies and institutions.*
- 2. Contact possible partners to determine interest and explore partnership options.*

- C. By December 2016, a balanced program cycle will be established with offerings for the most popular topics. **ONGOING**

Tasks:

- 1. Design a matrix for use in scheduling teen/adult programs to ensure a diversity of topics over programming cycle. Determine whether to use a one-year or two-year cycle.*

SUPPORT for QUALITY OF LIFE for FLOWER MOUND RESIDENTS

Goal 5

Residents will find the books, movies and other materials they want to enhance their leisure time and will have assistance in making choices.

Objectives:

- A. By December 2014, an updated Collection Development Plan will identify collection strengths and outline steps to remedy deficiencies. **ONGOING**

Tasks:

Review weaknesses as identified in patron survey (below) and incorporate into revisions of policy.

- B. By May 2015, the Library will implement personalized reading recommendations through email and social media. **ONGOING**

Tasks:

1. *Design, implement and promote an email recommendation process, including evaluation.*
2. *Investigate methods for facilitating book recommendations or discussions on Goodreads, Facebook and other social media.*

- C. By June 2016, 80% of respondents to an annual rolling survey will answer “yes” to the question “Did the Library meet your needs for materials for recreational reading, viewing and listening?” **COMBINED WITH 1A**

Tasks:

Design ongoing customer satisfaction survey and add link to annual card renewal email.

- D. By September 2016, a schedule of author visits, either in person or via Skype, will be presented to enhance patrons’ leisure reading experience. **ONGOING**

Tasks:

1. *Contact major publishers to ascertain author availability.*
2. *Schedule, plan, promote and evaluate events.*

Goal 6

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

- A. By September 2016, the Library will offer three all-ages programs with a focus on a culture that is strongly represented in our community. **ONGOING**

Tasks:

Schedule, plan, present and evaluate programs.

- B. By June of 2017, the Library will offer a CJK (Chinese/Japanese/Korean) language collection with 500 items, to include children's materials and to the extent possible, items first published in that language. **COMPLETED**

Tasks:

- 1. Complete ordering and processing of collection.*
- 2. Promote collection.*

- C. By March of 2017, 80% of residents who speak Hindi will indicate on a survey that they are very satisfied or satisfied with the quantity and quality of Hindi language DVDs in the Library's collection. **CARRIED FORWARD**

Tasks:

- 1. Identify patrons to be included in the survey.*
- 2. Design, implement and analyze survey.*

Goal 7

Residents will have the services and support they need to express themselves by creating original content in a variety of formats.

Objectives:

- A. By September 2016, the Library will offer resources for aspiring writers. **ONGOING**

Tasks:

Compile a list of print and online resources and publish as print brochure, website document with links, or both.

- B. By May 2019, the Library will offer a Maker Space as part of its services. **ONGOING**

Tasks:

1. Survey community to determine what type(s) of resources are desired.
2. Inventory available funding and space.
3. Research and prepare proposal to meet resident preferences with available resources.

Goal 8

Residents will have safe and welcoming physical places to meet and interact with others as well as quiet spaces to read or study and will have spaces that support their technology needs.

Objectives:

- A. By January 2017, the Library will provide drive-up pick-up service that will be used for 10% of holds pick-up transactions. **COMPLETED**

- B. By January 2018, the Library will be open until 9:00 on Thursday evenings, for a total of 64 open hours per week. **COMPLETED**

Tasks:

*Design a work plan to accommodate added hours.
Request additional staff in FY2017-18 budget process.*

- C. By October 2019, 80% of residents surveyed will indicate that the Library's physical space meets their needs for quiet study, interaction and technology. **CARRIED FORWARD**

Tasks:

1. *Design a pre-test to update data from 2012 Library Master Plan.*
2. *Obtain approval and funding to build addition to library.*
3. *If a library addition is not approved, determine what renovations or reconfigurations to the existing space could address at least some of the issues.*
4. *Design a post-test to determine if Library renovations meet resident needs.*