Strategic Plan

2020

Sue Ridnour, Director of Library Services
Jennie Evans, Library 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 Flower Mound Public Library staff develops a Strategic Plan each year. The planning process relies on the book *Strategic Planning for Results* by Sandra Nelson (American Library Association, 2008.) The book sets out 18 roles, or service responses, that encompass all possible services provided by public libraries in the United States. During the 2015 planning process, eight responses were identified that meet the needs of the residents of Flower Mound and the surrounding area, and which the Library is positioned to provide. These responses have been translated into the goals of the strategic plan.

The goals chosen for the Library fit under two broad categories: ***Support for Education*** and ***Support for Quality of Life***. Using surveys and other sources of community input, Library staff annually identifies objectives under each of the eight goals to be met in coming year.

Community Profile

The Town of Flower Mound is located in the Dallas/Fort Worth Metroplex in southern Denton County. It encompasses approximately 45 square miles. The population in 2019 was 76,030. A master-planned community incorporated in 1961, Flower Mound is 28 miles northwest of Dallas, 25 miles northeast of Fort Worth and three miles north of the Dallas/Fort Worth International Airport. The Town is uniquely located between two large lakes; Lake Grapevine at the southern border and Lake Lewisville to the north.

Flower Mound derives its name from the historical site located near the intersection of FM 2499 and FM 3040. This site, known as The Mound, rises nearly 50 feet above the plains and is home to more than 500 different varieties of wildflowers and native prairie grasses. In the early 1800s, Wichita Indians were the main inhabitants of the area.

Demographics

The estimated number of households in Flower Mound in 2019 was 25,859. The median home value was $336,294. The median income for a household was $129,357. The racial makeup of the town is 78.8% White, 11.8% Asian, 4.2% African American, 0.5% Native American, 0.1% Pacific Islander, and 4.6% other. Hispanic or Latino of any race make up 9.7% of the population.

Residents under age 18 constituted 26.6% of the population in 2019, and those over age 65 made up 9.7%. The median age was 39.6. The most number of residents, 16.5%, are employed in the Service sector, followed by 11.6% in Finance, Insurance and Real Estate; 9.5% in Retail; 9.1% in Manufacturing, and 8.1 in Transportation and Utilities.

A little more than 16% of Flower Mound residents speak a language other than English.

Government

Incorporated in 1961, the Town of Flower Mound has a Council-Manager form of government. A Mayor heads a Council of five members who are elected at large and serve staggered three-year terms. (The voters amended the Town Charter on November 8, 2016 to transition from two-year, to three-year terms; the transition will be complete in 2025.) The Flower Mound Public Library is a Town Department. It is advised by the Cultural Arts Commission, and the Director of Library Services reports to the Deputy Town Manager.

Lifestyle of Residents

The Town regularly receives various livability awards. In 2019, these included "Most Livable Small City in the U.S. by *SmartAsset*, an online personal finance company; "Best City to Live in Texas" by ChamberofCommerce.org; and "Safest City in Texas" by SafeHome, a research organization which studies home security equipment and monitoring plans, using FBI crime data.

The Parks and Recreation Division maintains more than 1,052 acres of parkland. This includes approximately 59 miles of eight-foot multi-purpose trails that link parks, neighborhoods, schools and businesses, and two miles of equestrian trails. A new 3.3-acre memorial park which is located adjacent to the Library is currently under design.

Three large development projects are currently in progress. Lakeside DFW is a large, mixed-use development that will have more than one million square feet of restaurant and retail space, and a mix of single-family, multi-family and condominium residences. The River Walk, a one-mile river currently under construction with a variety of residential, retail, office, eateries, and entertainment, is nearing completion. In the western part of Town, Canyon Falls is a large master-planned community that will have commercial components and homes along a soon-to-be six-lane FM 1171. All of these projects will bring additional population to the Flower Mound Library service area.

Education

More than 85 percent of the adult population of Flower Mound over age 25 has had at least some post-secondary education. The majority of Flower Mound is served by the Lewisville Independent School District (LISD). LISD encompasses 127 square miles and serves 13 communities. Flower Mound is also served by Northwest, Argyle, Denton and Grapevine-Colleyville School Districts. Within the Flower Mound Public Library immediate service area, there are 17 LISD elementary schools, six middle schools, two ninth-grade campuses and two high schools, along with numerous private schools and preschool programs. The Town is also served by satellite campuses of NCTC (North Central Texas College) and Midwestern State University (MSU). NCTC's current enrollment is over 2,000 and MSU's is approximately 350 and growing.

Cultural Arts in Flower Mound

In the fall of 2018, the Town of Flower Mound adopted a Cultural Arts Master Plan to guide the growth of the arts and culture sector in the town, with the stated goal of preserving and celebrating the Town's history, while planning for its future. The Library had an integral part in this planning process, as the Library Director served on the Planning Committee and functioned as a liaison to the consultants hired to help research and write the plan. The Library is expected to play a role in the four goals identified by the plan:

Goal 1: Augment Town Infrastructure and Support Systems for Cultural Development
Goal 2: Build a Vibrant Town
Goal 3: Create an Inclusive Arts and Cultural Environment
Goal 4: Enhance Economic Development through the Cultural Arts

The Library staff will be working closely with the newly created position of Community and Cultural Arts Program Coordinator to contribute to the realization of these goals, in particular Goal Number 3.

Library Profile

History
Flower Mound Public Library opened to the public in November 1985. The first facility was a 1,500 square-foot house which was later expanded to 2,000 square feet. In 1993 the Library moved to a 4,000 square-foot space in the new Town Hall. A bond election in 1994 for a new library failed but a second election in 1997 passed. Construction began in 1998 on a 25,000 square-foot facility which opened to the public in February 2000.

Library Statistics
The Flower Mound Public Library serves the residents of Flower Mound, as well as residents of Denton County through an Interlocal Agreement. At the end of FY2019, Flower Mound residents holding library cards totaled 24,826 (34% of the population) and just over 10,000 Denton County residents living outside the Town limits had Flower Mound library cards. During FY2019, the Library had 175,584 visits. Programs offered totaled 530, attended by almost 17,000 residents. The Library owned 96,184 physical items (1.32 per capita) at the end of FY2019, and checked out 454,719 items (6.22 items per capita) during FY2019. The Library offers four e-content platforms to its cardholders. Circulation of e-content constituted 16% of total circulation in FY2019.

The Library is open seven days a week for a total of 64 hours. The Library has 26 staff members (21 FTEs.) Nine positions require a Master of Library Science degree.

Funding and Expenditures
The Library receives funding from the Town of Flower Mound. The budget for FY2020 is $1,822,733. Personnel costs comprise approximately $1,406,698 of this amount. The Library budget for books and media is $110,000, with an additional $194,375 for non-capital content and associated platforms, including e-content, subscriptions and databases. Donations from The Friends of the Flower Mound Public Library, a non-profit support organization, as well as from other sources, add up to between $10,000 and $25,000 annually.

Services
The Library offers eight weekly programs for young children, as well as numerous monthly and annual programs and outreach events for school age children and teens. A monthly book club and occasional programs on topics of interest are offered for adults, and a monthly gaming program is open to all ages. The Library has 15 public Internet access computers and a wireless network that provides free internet access for mobile devices. Three private study rooms and a meeting room are available for use by the public. The Library also provides Interlibrary Loan services, TexShare Cards and TexShare databases through the Texas State Library. Three services desks – Circulation Services, Adult Services and Youth Services – are staffed to provide assistance at all times that the library is open.

Library Expansion

Planning for Expansion

In June of 2012, the Town approved "A Library Master Plan for the Town of Flower Mound Public Library" prepared by consultants Dewberry Architects, Inc. The consultants were hired to produce a master plan that would:

- address what the town expects from the library
- look to the future and plan for ten years with a five year update
- address the size and location(s) of the library
- plan for a build-out population of 90,000

Through a six-month process of site visits, data collection, peer review and community input, the consultants produced a master plan, summarized below:

Excerpt from "A Library Master Plan for the Town of Flower Mound Public Library":
(View the full plan at: http://www.flower-mound.com/DocumentCenter/View/4815)

The Library's Long Range Plan as approved contains four goals:

Goal 1: Modern, accessible library
Goal 2: Qualified, friendly, team-oriented staff
Goal 3: Variety of programming
Goal 4: Sufficient funding

In The Town of Flower Mound 2012 Strategic Plan, the vision for 2020 is supported by the Library role and vision in many ways, including:

- *A recognized destination for those seeking a higher quality of life in north Texas with the following features:*
  - *Community activities that promote a healthy lifestyle*
  - *Environmentally sustainable practices*
  - *A gathering place for people in the area*
- *Entertainment opportunities targeted to our residents and community needs*
- *A focus on well-executed sustainable Town services*

The current library is well loved and well used by the residents of Flower Mound; however, in the 2012 resident survey, the library was one of the few Town services that was rated on par but not much better than the national comparison. The library currently meets the Texas

Library State standards at the "basic level". To meet the community's expectations we recommend the following improvements to the library:

Spaces: The Flower Mound Public Library is a beautiful open space but is often considered noisy. Every focus group identified a need for an enclosed quiet reading room as its top priority, followed by spaces such as adult program rooms (including a large multi-purpose room similar to what is currently in the library), to a mid- sized flexible multi-purpose room and smaller group study rooms. Teens also requested the quiet reading room, multi-purpose program rooms as well as group study/collaboration rooms for working on group projects. The additional meeting spaces support the goals providing gathering spaces as part of the Town's strategic plan.

Size: The existing library is approximately 25,000 SF. The preliminary building program identifies the need for a 40,300 SF Library. This is .62 SF/capita based on the current population of 65,060. This is well below the state recommendation of .75 SF/capita; however, we feel this can provide the Town with an exceptional library within a reasonable square footage. The fact that the Town has a highly educated population and an efficient and service oriented staff, and the overarching increase of use of mobile devices such as e-readers, tablets and smart phones all suggests that the Library should focus less on growing collections, and more on creating spaces for its community.

Location: The existing location is centrally located, but somewhat difficult to find. Improving the signage in the area to direct individuals from the major streets, and possibly adding a digital sign at the corner to promote upcoming programs at the library, would help with way-finding for new customers.

The site, although a short driving distance to the Lewisville library, is an even shorter drive for the majority of the residents of Flower Mound and all of the attendees of the community sessions felt that the existing site was the best location for the library.

Expanded/Replaced/Branch: The recommended preliminary building program is for a 40,300 SF Library, which falls within the recommended size for a one story library with optimized staffing. Community travel times and distances do not warrant another facility within the Town; therefore we recommend a one story 40,300 SF Library.

The existing library is a relatively new building, which has been maintained well and has many of the spaces needed for the expanded library program. The most cost effective solution will be to expand the current library. The existing site has some challenges such as utility easements along the western property line, the location of the majority of the parking and the vehicular access through the site, which will make the expansion somewhat challenging and will require the purchase of a minimum half acre of land to the west of the library. Additional land would enable outdoor programming and the potential for a neighborhood park.

Expansion and Renovation Project

Based on the Library Master Plan, the Library is currently undergoing an expansion and renovation project. Design work on the project began in January of 2018, and the work is currently scheduled to be completed in late 2020. The expansion will increase the Library square footage from 25,000 to 40,000. This will result in an increase of square footage per capita from 0.34 to approximately 0.55. This number is more in line with the statewide average of 0.47 square footage per capita for Texas libraries serving populations of 50,000-99,999, and the overall statewide average of 1.06.

The budget for this project is $12,500,000, which is being funded by $10,900,000 in TIRZ funds; $1,500,000 in Town of Flower Mound General Revenue funds; and $100,000 in Town of Flower Mound Tree Preservation Funds. The architect is Komatsu Architecture.

Features to be added by the expansion include:

- a dedicated children's storytime room
- Creation Lab, featuring no- and low-tech equipment and digital content creation tools, as selected with input from residents
- teen area with a lounge and separate shelving for the teen collections
- family restroom
- three additional study rooms, bringing the total to seven
- additional multipurpose room
- additional seating throughout
- quiet reading room for adults
- small vending area with indoor and outdoor seating
- reading patios overlooking the new Peter's Colony park to the west
- expanded parking

Library Goals

SUPPORT 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.

CONTRIBUTE TO 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.

2020 Strategic Plan Objectives:

Goal	Objective	Target Date
Support Education of Flower Mound Residents		
1. Residents will have the knowledge and skills to search for, locate, evaluate and effectively use information to meet their needs.	a. Implement annual patron satisfaction survey.	November 2019
	b. Evaluate library's mobile device access options and consider any needed changes or upgrades.	September 2020
	c. Implement Savannah data integration and marketing platform.	March 2020
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.	a. Align all programs and services for children from birth to age five to the standards of Every Child Ready to Read, and ensure that these standards are evident to caregivers.	August 2020
3. Students in kindergarten through Grade 12 will have the resources they need to succeed in school.	a. Design an awareness campaign for EBSCO Discovery Service, targeted toward school librarians and teachers.	July 2020
	b. Create a Teen Nonfiction section, and reclassify all materials deemed appropriate for this section that are currently categorized as either Adult or Juvenile.	May 2020
4. Teens and Adults will have the resources they need to explore topics of personal interest and to continue learning throughout their lives.	a. Complete Edge 2.0 Assessment Action Plans for highest priority areas under the following benchmarks: (1) Digital Skills, (6) Community and User Engagement, and (10) Staff Digital Knowledge.	March 2020
	b. Complete inventory of all collections.	January 2020

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2020 Strategic Plan Objectives, continued:

Goal	Objective	Target Date
Contribute to Quality of Life for Flower Mound Residents		
5. Residents will find the books, movies and other materials they want to enhance their leisure time and will have assistance in making choices.	a. Survey Bollywood fans and implement suggestions.	November 2019
	b. Create marketing plan for Hoopla streaming service.	December 2019
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. Research possibility of adding Indian language(s) collection.	November 2019
	b. With Community and Cultural Arts Program Coordinator, investigate Library role(s) in possible cultural celebrations and festivals.	August 2020
7. Residents will have the services and support they need to express themselves by creating original content in a variety of formats.	a. Design Creation Lab, including hardware and software selections, policies, programming and staffing.	April 2020
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.	a. Obtain KultureCity Sensory Inclusive Certification.	May 2020
	b. Update Emergency Response Manual.	December 2019
	c. Design and Implement staff cross-training plan.	September 2020

Appendix A: Strategic Plan Objectives in Target Date Order:

Objective	Target Date	FY Quarter
1.a. Implement annual patron satisfaction survey.	November 2019	1
5.a. Survey Bollywood fans and implement suggestions	November 2019	1
6.a. Research possibility of adding Indian language(s) collection.	November 2019	1
5.b. Create marketing plan for Hoopla streaming service.	December 2019	1
8.b. Update Emergency Response Manual.	December 2019	1
4.b. Complete inventory of all collections.	January 2020	2
4.a. Complete Edge 2.0 Assessment Action Plans for highest priority areas under the following benchmarks: (1) Digital Skills, (6) Community and User Engagement, and (10) Staff Digital Knowledge.	March 2020	2
1.c. Implement Savannah data integration and marketing platform.	March 2020	2
7.a. Design Creation Lab, including hardware and software selections, policies, programming and staffing.	April 2020	3
8.a. Obtain KultureCity Sensory Inclusive Certification.	May 2020	3
3.b. Create a Teen Nonfiction section, and reclassify all materials deemed appropriate for this section that are currently categorized as either Adult or Juvenile.	May 2020	3
3.a. Design an awareness campaign for EBSCO Discovery Service, targeted toward school librarians and teachers.	July 2020	4
2.a. Align all programs and services for children from birth to age five to the standards of Every Child Ready to Read, and ensure that these standards are evident to caregivers.	August 2020	4
6.b. With Community and Cultural Arts Program Coordinator, investigate Library role(s) in possible cultural celebrations and festivals.	August 2020	4
1.b. Evaluate library's mobile device access options and consider any needed changes or upgrades	September 2020	4
8.c. Design and Implement staff cross-training plan.	September 2020	4

Appendix B: Sources

American FactFinder (United States Census Bureau)
www.census.org

Texas State Library and Archives Commission
www.tsl.texas.gov

Town of Flower Mound
www.flower-mound.com