



GROWING CITY, GROWING LIBRARY

FRISCO PUBLIC LIBRARY MASTER PLAN
2015 - 2025



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FROM THE LIBRARY DIRECTOR

It is an exciting time for the City of Frisco and the Library. There is progress and optimism at every turn; Frisco is being shaped by a growing aspirational population and ever-evolving opportunities. Its future has never been brighter.

The Frisco Public Library is proud to be an important part of the community. Our mission is to support self-directed education, provide educational assistance, and offer enlightening experiences. With a collection of physical and electronic materials, staff ready to assist, classes for all ages, and quiet and not so quiet spaces, the Library provides immersive experiences and educational opportunities that enhance the lives of Frisco residents.

For the past year it has been our privilege and honor to focus our attention on learning more about Frisco and its residents. We are eager to share what we've learned and how we intend to apply those lessons to further improve library service. The document that follows is the Library's Master Plan. Entitled "Growing City, Growing Library," it is a guide to sustaining a responsive and agile library organization that meets the needs and expectations of Frisco residents into the future.

I would like to express my gratitude to all those who have participated in this project, especially the hundreds of Frisco residents who took the time to participate in surveys, attend focus group meetings, email, call, or stop by the Library. Your response was inspiring and we value your comments, ideas, and suggestions. I would also like to thank the Library Board, the Friends of the Library, Library staff, and City and community leaders for their time and effort toward the development of this plan. The resulting Master Plan is a collaborative effort reflecting the community that the Library serves.

Sincerely,



Shelley Holley, Library Director
Frisco Public Library



EXECUTIVE SUMMARY

The Master Plan outlines the Library's strategy for community-centric service delivery in 21st-century facilities to best serve Frisco residents and position the Library as a significant, high-achieving, and valued organization.

In 2013, the Frisco City Council charged the Library with analyzing the community's need for library service, assessing the current services and facilities, outlining any need for expansion, evaluating potential solutions for cost-effectiveness, and making recommendations regarding future services and facilities.

The Library hired a consultant group consisting of Florence Mason and Associates, Ivy Library, Carson Block Consulting, and 720 design to undertake this work and deliver an engaging and inspiring Master Plan. The Master Plan is intended to serve as a management tool for making strategic decisions and identifying actions. The process was organized into four stages: Planning and Research, Needs Assessment, Facilities Planning, and Branding and Communications.

The Planning and Research Stage involved a thorough review of Library and City-specific documents, as well as research on current trends and best practices in public librarianship. This background study provided a general context for both Frisco and the field of public librarianship.

The Needs Assessment Stage involved gathering quantitative and qualitative data about and from Frisco residents. Extensive data gathering in this stage allowed a clear picture to develop of the Library's current strengths and weaknesses, as well as the gap between the

Library's current services and what residents clearly state they expect.

Informed by the Needs Assessment data and direction from the City Council regarding the importance of cost-effective solutions, the Facilities Planning Stage researched and analyzed facility options to meet service needs. Potential solutions were evaluated on three primary criteria: the ability to address current shortcomings in library services, the ability to meet future library service needs for a rapidly growing population, and long-term cost-effectiveness.

The Branding and Communications Stage evaluated the Library's effectiveness in creating awareness about services and resources. Methods for clarifying and communicating the Library's brand to current and likely users were developed.



Given persistent societal conversation regarding the continuing relevance of libraries in a world of digital information, the most time, attention, and resources were spent on the Needs Assessment Stage. This allowed for a full evaluation regarding whether library services will be needed in the future and inform about their nature. A market segmentation study and statistically valid Telephone Survey generated quantitative information about the population. Focus group meetings, interviews, and an Online Survey gave residents the opportunity to share how the Library impacts their quality of life.

“The Frisco Public Library represents the corner stone that serves the public and helps make the city of Frisco a wonderful place to live. No other public facility in our great city impacts more people in a positive manner daily.” — Carl

Residents agree that Frisco Library is a friendly and indispensable community asset. Those who know and use the Library love it. This positive image is certainly bolstered by Library staff whose stellar courtesy, competence, and professionalism are universally praised -- generating the highest satisfaction ratings in surveys. When asked to select attributes that best describe the Library, users and non-users alike chose “valuable,” “useful,” and “welcoming.”

To an exceptional degree, Library staff has ensured that the collection’s quality, age, and distribution of subject matter is excellent. Efficiently managed and data-driven, the circulation of library items has increased 1142% in ten years (2003-2013). The staff continually re-allocates funds based upon analysis of collection utilization patterns, identifies overused items to consider for additional purchase and underused

items to remove, and tracks experiments to improve utilization and access. This dynamic assessment of collection activity allows staff to improve collection performance and results in highly effective collection planning and high utilization rates by users.

With an exceptional focus on ensuring that public funds allocated for library purposes are carefully distributed to maximize private benefits for residents, Library staff excels in producing resource efficiency – offering high levels of service through the effective use of revenues and inputs. The collection figures, transactional figures, output measures, and satisfaction scores on surveys all indicate that Frisco Library is able to produce far more service outputs per dollar expended than comparable peer libraries, both regionally and nationally.

Given a list of six words to choose among, Telephone Survey respondents were most likely to describe the Library as “valuable.” Seventy-nine percent (79%) completely agreed with the statement, “The Frisco Public Library plays an important role in our community.” These findings are in line with the predictions of futurists,¹ some of whom explain the public library’s role in providing information access more articulately than libraries do.

American society understands the brand of public libraries as “books.” As a result, when new technologies emerge to change the way information is preserved and transmitted (from print on paper to pixels on screens, for example), questions arise about the future relevance of libraries. In fact, the true brand of American public libraries is not a single format (books), but an opportunity – access² to information in all formats.

Though always not stated using the exact term, “access” was certainly a primary theme in

comments and requests from residents. While “more” literally means “in greater quantities” it can also be interpreted to mean “managed in such a way to provide convenient availability at the point of need.” In another word, “access.”

Comments from residents were consistent across each of the communication channels offered as part of the Needs Assessment Stage. Because it used a statistically valid method of sampling Frisco residents, the Telephone Survey provides a useful data set for analyzing overall community needs and preferences. Fully 46% of the qualitative comments from the Telephone Survey, which were recorded verbatim, included the word “more.”

Quality programming is a core library service. And programs, particularly for children, are highly valued in the child-centric Frisco culture. The Library adds new programs annually, yet 76% of the programming-related comments gathered by the Telephone Survey requested “more.” During periods of peak use, library staff record “turn-aways” as well as the number served through Story Time and Elementary programming. There is no indication that digital access to information is eroding the desire for library programs and classes. On the contrary, they are valued for their educational content as well as the sense of community built through shared experiences.

Developing a collection of materials and resources for use by the community is the most universally recognized traditional library service — and the most highly valued service Frisco Library provides. Respondents to the Telephone Survey who use the Library chose collections (specifically books/magazines, materials for a child, and eBooks/eAudiobooks) as the top three reasons for using the Library. Of the collections-related comments, 51% were requests for more physical materials (primarily

books and audiobooks) and another 34% were requests for more eBooks. This is one of several indications from the Needs Assessment that residents continue to value access to library collections, but also expect them to integrate seamlessly with current technology.

Technological advances allow libraries to adapt traditional services to meet changing community expectations about access. Unfortunately, technology integration is an area of weakness for the Library. Only 24% (by far the lowest percentage) of respondents to the Telephone Survey chose the term “Hi-Tech” to describe the Library. While the majority of comments regarding programming and collections focused on an increased quantity, the comments regarding technology predominantly (72%) requested improved quality of experience with faster connection speeds, updated software, and seamless user experiences across multiple platforms being mentioned. Accessing library services through



current technology is obviously an expectation of Frisco residents.

The socio-economic status of most Frisco residents also leads to high consumer expectations. Frisco Library staff meets these expectations with excellent customer service. Eighty-seven percent (87%) of Telephone surveyed library patrons report they are “extremely satisfied” with staff courtesy, competence, and professionalism. Qualitative comments related to customer service do not reveal any specific problem areas, but generally speak to residents’ expectations for convenient, comprehensive, and personalized library service.

It is not only the Library’s collections and services that residents desire greater access to. The facility itself is cause for comment. Less than half (48%) of library patrons who participated in the Telephone Survey describe the Library’s location as “convenient.” Nineteen percent (19%) of the total responses to the Telephone Survey question, “If you could change just one thing about the Frisco Public Library, what would that thing be?” were requests for additional

locations. If the requests for a new location (or multiple new locations) are combined with those for more space in the current facility, expanded library facility space is the most frequently requested aspect of library service, with a larger collection coming in a close second.

In stark contrast to claims of coming obsolescence, Frisco’s residents clearly articulate their need for, and expect to use, library services well into the future.

The consultants identified the four “Next Steps” the Library needs to take to effectively meet the changing needs of Frisco’s growing community.

1. Continue to Improve in Service Areas Valued by the Community

Traditional library services (collections, programs, and classes), technology, and customer service are valued by residents. Library resources and staff must keep pace with population growth and technological change in order to provide the level of service expected by the community.

2. Improve Awareness of Library Services

While those who know and use the Library love it, the Library’s failure to effectively communicate the quality of its services and collections has resulted in a relatively high percentage of the community being unaware of the full breadth of library services. Rebranding and making an ongoing commitment to raising awareness will maximize the benefit of the citizens’ investment in library services.

3. Expand Services to Meet Current and Future Population Needs

Like all City of Frisco departments, the Library faces the challenge of trying to keep pace with a rapidly growing population. Current



collections and services need to expand proportionately to meet demand. In addition, demographic changes require re-evaluating and adding services to meet the needs of new population groups.

4. **Strengthen Organizational Health for Improved Fiscal Flexibility**

City of Frisco officials take great pride in both their fiscally conservative approach to government and their offering of high quality City services. In order to maintain this tradition, the Library must strengthen its support organizations and develop non-governmental sources of revenue.

In order to follow through on two of these steps (Continue to Improve in Service Areas Valued by the Community and Expand Services to Meet Current and Future Population Needs), the Library requires additional facility space.

In fact, the single, key issue limiting the Library's ability to provide not only the collection size, but also the programs, classes, and technology services expected by residents, is inadequate space. Resource limitation and expanding demand have reached a critical juncture. Without further investment in library service infrastructure, the City's return on services provided in relation to budget spent will begin to decline.

In order to meet the documented need for current and future library services in Frisco, the Master Plan recommends a strategy for expanded library service developed specifically to exemplify and embody the City's unique culture.

The shining star of the phased plan is a 66,000-76,000 square foot "Frisco Library and Information Center." This new approach – providing city-wide service in a few,

comprehensive library facilities – takes advantage of the relative youth of the City to meet both residents' demand for comprehensive, convenient service and City leadership's directive of cost-effective solutions.

This new facility will supplement the existing "Frisco Library at Frisco Square" which, with some renovations to improve efficiency and enhance customer service, will remain a source of pride in the community – the North Star guiding residents to the heart of Frisco.

Completing the constellation of library facilities is a Children's-Focused Mall Location. Children are the "stars" in Frisco and a library facility dedicated to their specific needs and interests is certain to prove popular.

In order to address the Library's immediate space needs, a temporary Transitional Off-Site Storage facility will provide space for collection expansion at minimum expense while the Frisco Library and Information Center is designed and built.

The City of Frisco is at a critical, but exciting, juncture for library services. The Library is poised to leverage its strengths of data-based decision making, innovation, and customer service to redefine the future of library service.

¹<http://www.wfs.org/content/futurist-interviews-librarian-futurist-david-lankes>
<http://www.davinciinstitute.com/papers/future-libraries-nerve-center-of-the-community/>

²http://www.infotoday.com/mls/nov13/Staley--How-To-Prove-a-Librarys-Relevance.shtml?goback=.gde_3959297_member_5805786784142995456&utm_content=bufferf131d&utm_source=buffer&utm_medium=twitter&utm_campaign=Buffer

KEY RESEARCH FINDINGS

Community Profile

Market segmentation groups potential customers into segments based on shared attributes such as age, gender, income, geography, and characteristics relating to consumer behavior. Buxton integrates Mosaic® lifestyle segmentation data, demographics, mapping technology, and library use patterns. Using this information, the Library can attract users most likely to be interested in existing services, introduce new services to specific audiences within the community, and improve

customer service by better matching the known needs, interests, and preferences of the community.

While the Buxton study in Frisco identified 43 different market segments, it also revealed a high level of homogeny. Seven segments each account for more than 5% of Frisco's population and, combined, make up 54.6% of the total population. The top ten market segments (shown below) account for 68.1% of Frisco's population.



TOP 10 MARKET SEGMENTATION CHARACTERISTICS

	Babies and Bliss	Couples with Clout	Wired for Success	Fast Track Couples	Cul de Sac Diversity
Percent of Frisco Households	12.4%	9.7%	7.1%	7.0%	6.8%
Household Type	Middle-aged couples with large families	Middle-aged childless couples	Young mid-scale singles and couples	Couples and families	Middle-aged families
Lifestyle	Upscale	Upscale Global travelers	Frequent travelers		Internet convenience
Education	Well	Highly	Well	Well	Well
Financial Status	Wealthy	Wealthy	Middle Income	Middle Income	Middle Income
Worldview	Conservative	Moderate	Liberal	Moderate	Moderate
Shopping Habits	Price sensitive Power shoppers		Status seekers Conspicuous consumption	Status conscious Active credit users	Main stream brands
Digital/Online Habits		Online receptivity	Digital media gurus	Technology adopters	Internet friendly
Sports/ Fitness	Athletic activities	Extreme sports	Energetic	Sports-oriented activities	Children's team sports
Neighborhood / Housing Type	Affluent suburbia	Affluent metro areas	Socially-active city lives	Suburban	New suburban neighborhoods

Kids and Cabernet	Generational Soup	Everyday Moderates	Sports Utility Families	Families Matter Most	
5.8%	5.8%	4.6%	4.5%	4.4%	Percent of Frisco Households
Middle-aged married couples with children	Couples and multi-generational families	Couples and families	Middle-aged couples with school-aged children	Families	Household Type
Family-focused Theme park trips	Family centric Seasoned travelers	Casual Unpretentious	Upscale Kid centered	Casual perspective Conformist	Lifestyle
Well	Well	Well	Well	Well/Low	Education
Wealthy	Wealthy	Middle Income	Wealthy	Middle Income	Financial Status
Conservative	Conservative	Moderate	Conservative	Conservative	Worldview
Brand conscious	Online shoppers	Coupon-centered Value-oriented	Online shoppers	Price sensitive	Shopping Habits
	Tech-savvy	Active internet users	Electronics adopters		Digital/Online Habits
	Aerobic sports		Team sports fans	Team sport activities	Sports/ Fitness
Affluent suburbs	Suburbia	Mid-tier metro suburban settings	Outlying suburbs	Scenic suburbs	Neighborhood / Housing Type

The most reasonable approach for the Library to take in developing and marketing services is to identify commonalities among the segments and design strategies that address shared needs, behaviors, and preferences. This methodology works particularly well in Frisco because, in spite of the fact that the City is home to over 40 lifestyle segments, overall residents are more alike than different – relatively affluent, family-oriented, and mobile.

Population Trends and Projections

The Frisco Comprehensive Plan finds the City's future population is likely to be impacted by the following trends: more urban growth, more multifamily units, more residents likely to "age in place," and seniors making up more of the Frisco population.¹ Millennials will be willing to rent if desired amenities are conveniently

FRISCO POPULATION PROJECTIONS			
PROJECTIONS ARE FOR END-OF-YEAR COUNTS	ANNUAL GROWTH RATE ASSUMPTION		
YEAR	3%	5%	7%
2014	141,450	144,197	146,943
2015	145,693	151,406	157,229
2016	150,064	158,977	168,235
2017	154,566	166,925	180,012
2018	159,203	175,272	192,612
2019	163,979	184,035	206,095
2020	168,899	193,237	220,522
2021	173,966	202,899	235,959
2022	179,185	213,044	252,476
2023	184,560	223,696	270,149
2024	190,097	234,881	289,059
2025	195,800	246,625	309,293
2026	201,674	258,956	330,944
2027	207,724	271,904	354,110
2028	213,956	285,499	378,898
2029	220,374	299,774	405,421
2030	226,986	314,763	433,800

located. Frisco may add more vertical, urban living housing with adjacent supporting retail. As of January 2014, the Frisco population was estimated at 137,450.² Current population estimates for the year 2020 range from 168,899 (3% growth rate) to 220,522 (7% growth rate). Build out population projections range from 330,000 to over 450,000, depending on Comprehensive Plan assumptions.³

Education is valued by the community and the highly rated schools serve as a significant draw, bringing new families to Frisco. Kid-friendly lifestyles dominate Frisco's population and Library penetration is greatest among families with young children. Therefore, the Library should continue to give priority to meeting the needs of this demographic group.

As Frisco's population grows, it is also growing in cultural diversity—and many in these communities speak languages other than English at home. Demand from this market should be expected to increase.

Like young families, seniors are heavy users of libraries. As the Frisco population grows, the number of seniors will increase. Library services for this population should be evaluated periodically to ensure needs are being met.

Given current facility limitations, Frisco Library is challenged to provide services to the City's current population. Continuing rapid growth in Frisco will result in the Library becoming increasingly incapable of meeting the needs of Frisco's residents.

Service and Space Requirements

Frisco's predominant demographic characteristics — high percentage of college educated individuals, high income, and higher than normal presence of children in the

household — are all factors that correlate to library use.

These demographic characteristics are present not only in the existing population, but also among new residents to the City. While the rapid population growth puts pressure on all City services to keep pace with steadily increasing demand, both the growth and the consistent demographic characteristics of Frisco's population predict continued high demand for library service.

In order to provide public library service efficiently, a sufficient amount of space must be available for the public and the staff. Public spaces in libraries are primarily used for shelving collections and providing seating for individual, group, and technology-dependent work.

A study performed in August 2014 by library staff sought to determine the extent to which the building is "at capacity" for collections. With few exceptions, the Library is at 90+% of total shelf capacity even though, on average, 31% of the Library's collection is checked out at all times.⁴ The building's multiple floor configuration leads to additional shelving constraints. Though the Library has theoretical room for limited collection growth, in practical terms, the current facility has reached capacity.

The Library currently has 276 reader and 82 technology seats for a total of 358 public seats. Based on a guideline of 5 seats per 1,000 population, Frisco's January 2014 population of 137,450⁵ needs 687 public seats. Based on this standard, the current facility has only 52% of the needed seats.

Library staff workspace is limited and inefficient; nevertheless, the staff manages to deliver excellent service despite increasingly cramped working conditions.

SPACE NEEDS FOR CITY OF FRISCO LIBRARY SERVICE

LIBRARY SERVICE		SQUARE FEET REQUIRED
Collections	283,714 Physical Items	35,464
Public Seating	1197 Seats	35,895
Technology		Included in Public Seating
Meeting Room Space	Based on Building Code*	8,200
Staff	25% of Functional Square Feet	17,839
Non Assignable	25% of Gross Square Feet	22,299
TOTAL SF REQUIRED		119,697
[Existing Space]		[43,300]
[Proposed Annexation of Additional 3rd Floor Space]		[8,000]
[Proposed Children's Mall Location]		[2,500]
TOTAL ADDITIONAL SF		65,897 – 76,397**

* The building code dictates 15 SF per seat for meeting spaces. The 8,200 SF includes space for storage and/or kitchenettes to support those spaces.

** Final space requirements for the Frisco Library and Information Center depend on the implementation of other Master Plan recommendations.

The Library is experiencing problems of resource limitations and expanding demand. The collection size has outpaced the capacity of the available shelving. The public find seating, program, and study space severely limited and inadequate to meet their needs. Staff efficiency is undermined by inadequate, inefficient space.

The current library facility is too small for the demands being placed on it. Continued population growth will exacerbate the Library's space issues, leading to a deterioration of library services.

Community Needs and Preferences

The City of Frisco identifies as a unique, high-quality lifestyle community with well-maintained residential and business environments. The residents' socioeconomic status exceeds those of peer Texas cities.⁶ The high education levels, high median income, high real estate values, and high consumer expectations of Frisco residents underscore a population that is highly discriminating and competitive.

Residents bring their high consumer expectations to City services as well as retail establishments. City departments and staff strive to use good planning to provide innovative, quality services while valuing fiscal efficiency in service delivery. Focus group participants recognized the City as being well managed in terms of the tax base and quality of services. They also emphasized the importance of convenient access to City facilities and cited the services such as parks, the Library, and Fire Department accreditation as important amenities.

When the 259 qualitative comments and suggestions from Telephone Survey participants were organized by topic, three topics accounted

for 58% of all responses to the question, "If you could change just one thing about the Frisco Public Library, what would that thing be?" Twenty-two percent (22%) of responses were about collections (primarily requests to expand particular areas of the collection), 19% were about location (the vast majority requests for more locations), and 17% were about the current facility (mostly commenting on the inconvenience of parking or lack of seating inside the building). The next most commented-on topic was Technology at 8% of responses. Frisco residents clearly desire access to comprehensive library services (including a larger collection of materials) in a conveniently located, easily accessible facility.

Library Service Awareness

While there are many points of consensus regarding Frisco Library's role in the constellation of public services, it is clear from the research that the Library has not effectively communicated its range of services and depth of collection. The Telephone Survey, executive interviews with City leaders, and focus group meetings with community leaders and residents all reveal that many in Frisco are ill-informed regarding the Library's programs, services, and resources.

Two primary causes contribute to the disparity between the high quality of the Library's service offerings and their relatively low level of use. One is the Library's limited external communications. The second is a discrepancy between the memory ("knowledge") of old library service models held by non-library patrons and the current reality of public library services. Many are completely unaware of the plethora of resources, services, and technology available at the Library and therefore do not take advantage of library services due to lack of understanding rather than an informed choice.

It is clear that consistent, targeted marketing is needed to both build brand equity for the Library and ensure the community receives best value for its tax dollars.

Relevance

As society changes, libraries adapt to meet changing needs. This is not a new development, but a core element of what libraries have been and still are.

Metaphors describing the role of the library have changed over time, reflecting both cultural shifts and advances in technology. At different times, libraries have been viewed as book warehouses, community centers, cultural hubs, community living rooms, and educational support centers. Each of these elements speak to a role that the library plays in the community and together begin to form the gestalt of public librarianship.

Re-visioning of libraries continues today, most commonly with the metaphor of the library as “collaboratory.” The relentless pace of technological change inspires nostalgia for the familiar. The continuing trend of technology-mediated relationships creates a longing for

safe face-to-face interaction. Combined, these create a vision of the library in which traditional services (books, comfortable reading areas, quiet study spaces) and contemporary technology integrate seamlessly.

These generalities are particularly apt for Frisco. As an educated, affluent City, the rate of technology adoption is high. Recent Pew Research not only shows a correlation between higher education and income levels and eBook readership,⁷ but also that those who already have extensive access to economic, social, technological, and cultural resources are more likely to use and value libraries.⁸ This was born out by Buxton Research data on Frisco demonstrating that the wealthiest households in Frisco have the highest rates of library membership.

¹Interview with John Lettlier.

²<http://friscotexas.gov/departments/planningDevelopment/comprehensiveplanning/Pages/Population.aspx>

³City of Frisco Comprehensive Plan

⁴31% is the average amount of the collection checked out from Frisco Library during the 2013/14 fiscal year. Frisco Library’s percentage of checked out items during that time ranged from 25% to 40%. Anecdotes from other libraries suggest that 10% is a more common percentage of checked out items.

⁵<http://friscotexas.gov/departments/planningDevelopment/comprehensiveplanning/Pages/Population.aspx>

⁶<http://www.friscotexas.gov/departments/planningDevelopment/comprehensiveplanning/Pages/Demographics.aspx>

⁷<http://libraries.pewinternet.org/2012/12/27/e-book-reading-jumps-print-book-reading-declines/>

⁸Pew Research. Internet Project. March 13, 2014.



NEXT STEPS

Continue to Improve in Service Areas Valued by the Community

Based on their consumer experiences, Frisco residents have high expectations for library services – highly valuing traditional library services while also expecting seamless access via current technology. Conditions including the rapid growth of the Frisco population, a decrease in funding for library services, increased demand by the public, and crowded physical conditions have led to the Library facing increasing challenges meeting those expectations.

A good working relationship with the City IT Department will be a critical success factor in ensuring the capacity and capability of the Library's technology platform and services.

Goal: Continue to Satisfy Public Demand and Meet Customer Expectations

- Develop a regular schedule of collecting data from customer groups for incorporation into future services planning.
- Assess activities to reduce clerical and routine duties. Implement the recommendations developed with Lean consultant John Huber during 2014.
- Maintain high-level organizational development practices to achieve the Master Plan study goals.
- Examine circulation policies in order to accommodate the efficient, consolidated circulation of library materials.

Goal: Continue to Improve Traditional Services

- Set a minimum collection size goal of 1.52 items per capita.
- Add more materials to meet customer demands.
- Examine methods to anticipate demand and reduce hold times.
- If necessary, continue to update the Library's collection development plan to reflect the increasingly important role of non-book and digital materials.

Goal: Continue to Focus on Youth as a Critical Customer Group

- Increase the number of elementary and secondary students visiting the Library during the school term.
- In cooperation with the school district, attempt to identify whether there are means to serve at-risk children and a



way to cost-effectively “credential” these children to receive library cards and encourage library use.

- Define methods to develop systematic outreach into the community, particularly to work with caregivers, institutions, and organizations whose mission is to serve the same populations targeted by the Library.
- Within library policy guidelines, investigate whether there are the means (and possible best practices developed with other libraries) to connect the home-school population with library materials and services.

Goal: Ensure the Library has a Current and Efficacious Technology Platform

- Create a consistent meeting for the Library and City IT to discuss emerging technology needs, check on the status of current technology projects, and review support managed by the City.
- Work with City IT to identify, pursue, and obtain viable win-win alternatives (including outsourcing) for the Library to pursue when technology needs are outside of the scope or capacity of the City IT Department to provide.
- Record State-required metrics around technology-related services as an essential activity.
- Pursue technology-driven patron services.

Goal: Continue to Pursue Leading Edge Service Opportunities

- Implement one or more “Maker Spaces” in the Library.
- Invest in a mobile-responsive “virtual branch.”
- Investigate opportunities for innovative services to small businesses and startups.

Improve Awareness of Library Services

A public awareness program will motivate the community to take greater advantage of the array of services and resources available at the Library. Increasing Frisco Library’s “marketing-savvy” will also reinforce the Library’s value as a trustworthy resource to educational institutions and their students, businesses, non-profits, the media, community leaders, and the community at large.

Goal: Make Marketing and Awareness of the Library an Ongoing Commitment

- Close the knowledge gap about the Library by identifying audiences, repositioning the Library more advantageously, refining the



communications platform, and launching a dynamic, cost-effective, and sustainable marketing program.

- Improve user tracking methods.
- Promote library services to newcomers on an ongoing basis.
- Promote online 24/7 resources, especially educational resources and homework support, to time-starved families that value convenience.
- Consider developing some specialized collections based on market segmentation analysis.

Goal: Create a New Brand Mark that Accommodates a Secondary Line of Text

- Use a tagline or sub-brand product groupings.
- Make the tagline pithy, memorable, focused on quality and benefits, and, above all, authentic to the brand.
- Encourage use of social media for experience sharing and community building.
- Develop outreach and marketing methods to reach less affluent and second-language households.

Expand Services to Meet Current and Future Population Needs

The City's rapid growth calls for enhanced access to collections, services, technology, and facilities, particularly for underserved and growing demographic groups. To meet demand in a fiscally conservative environment, the Library will customize collections and services strategically, based on market segmentation analysis, and form partnerships with retail and/or private sector establishments to enhance the Library's connection with the business environment.

Goal: Expand Services

- Examine Buxton customer profiles to identify additional potential target groups.
- Develop non-English language collections, ESL instruction, and homework services.
- Build a Spanish-language popular materials collection, family-oriented and cultural programming, Spanish language Internet access workstations, and Spanish language assistance with online employment and government information services.
- Increase patronage from households without children and households where residents "age in place."
- Identify, through Buxton and demographic data, households with individuals over age 55 and retirement communities.
- Expand adult-centered programs and marketing materials.
- Identify local experts—some of whom may be at or near retirement age—who can present programs in their areas of expertise.
- Reach English-language learners and households speaking a language other than English at home by bundling, sub-branding, and cross-promoting services for new English language learners (ESL classes, ASVAB test prep, Spanish language materials, Mango, and Muzzy).
- Educate the Spanish-speaking community about library services by means of PSAs and collaborative promotions on Spanish language radio.

Goal: Reach Different Segments of the Community

- Build program subscription series that feature high-profile, nationally known individuals.
- Bundle cultural and arts programs into themed series.
- Promote Library resources to special interest groups (chess, investment, gardening, cooking, etc.) and hobbyists.
- Create community conversations series and social and networking opportunities to attract people with shared interests.
- Offer instruction in gadget management (e.g. DVRs, digital cameras, smart phones, tablets, etc.) and social media.
- Promote genealogical and historical research resources.
- Collaborate with higher educational institutions to develop lifelong learning programs or serve as a distance learning center.
- Sponsor trips to nearby cultural events and promote them as fundraisers.
- Package and cross-promote volunteer opportunities at the Library and membership in the Friends.
- Implement the report's "messaging" recommendations.

Goal: Create Partnerships with Key City and Regional Agencies

- Cultivate partnerships with the Dallas Cowboys and other sports teams to promote library services at sporting events, in sports venues, and at in-library programs and events.
- Collaborate with athletic departments of the Frisco ISD to create a campaign of student athletes using and promoting the value of the Library.
- Co-market programs and services with the Parks and Recreation department to attract active, sports-minded segments of the population.
- Develop a relationship with Collin College to explore opportunities for partnership, particularly in the areas of small business services, new business start-ups, and cooperative funding for the acquisition and use of specialized online databases.

Strengthen Organizational Health for Improved Fiscal Flexibility

The health of the Library organization is critical to the success of the Library. No less important than staff members engaged in keeping pace with continual change in the community are dedicated, energetic support organizations that leverage their skills for the fiscal benefit of the Library.

Goal: Promote Ongoing Organizational Health

- Review the Library's organizational structure and job descriptions to ensure they accurately describe roles and expectations.
- Take into account the changing demographic profile of the community when hiring new staff.
- Provide continuing education to develop and build staff skills, particularly in the areas of technology and technology tools.

Goal: Strengthen the Library's Support Organizations

- Clarify the role of the Foundation.
- Re-focus the primary responsibilities of Foundation trustees to include planning, guiding, and participating in the process of raising funds while continuing to steward financial resources.
- Ensure the Foundation is capable of recruiting and establishing funds or endowments. Ensure the capability to receive a variety of asset types for endowment programs, capital improvement programs, and other dedicated purposes.
- Clarify the role of the Friends of the Library.

Goal: Diversify Fundraising Activities

- Establish a culture of philanthropy by conducting an annual giving campaign.
- Make efforts to secure corporate sponsorship.
- Develop an overall fundraising strategy in preparation for a Capital Campaign.

Address Library Service Space Needs

There is a need for both immediate and long-term library space. Analysis of every aspect of library services and collections resulted in this conclusion. The Library has reached its “limit to service” in the current facility. Without expanded facility space, the quality of service provided will begin to suffer.

Frisco citizens expect comprehensive, convenient library service and City leadership mandates high quality services at a cost effective rate. In response, the consultants developed a Frisco-specific concept for comprehensive library service. Comprehensive library service is defined as offering all the collections, services, and technology that a reasonable library patron would expect in fewer, larger facilities.

Goal: Provide Comprehensive, Convenient Library Service in the Most Cost-Effective Manner

- Build a comprehensive “Frisco Library and Information Center.”
- Locate and execute a temporary, transitional off-site storage facility.
- Implement a children’s-focused mall location.
- Renovate the existing “Frisco Library at Frisco Square.”



CITY COUNCIL STRATEGIC FOCUS AREAS

The City of Frisco has developed seven strategic goals to guide City development, prioritize resource allocation, and provide a long-term vision for the community.

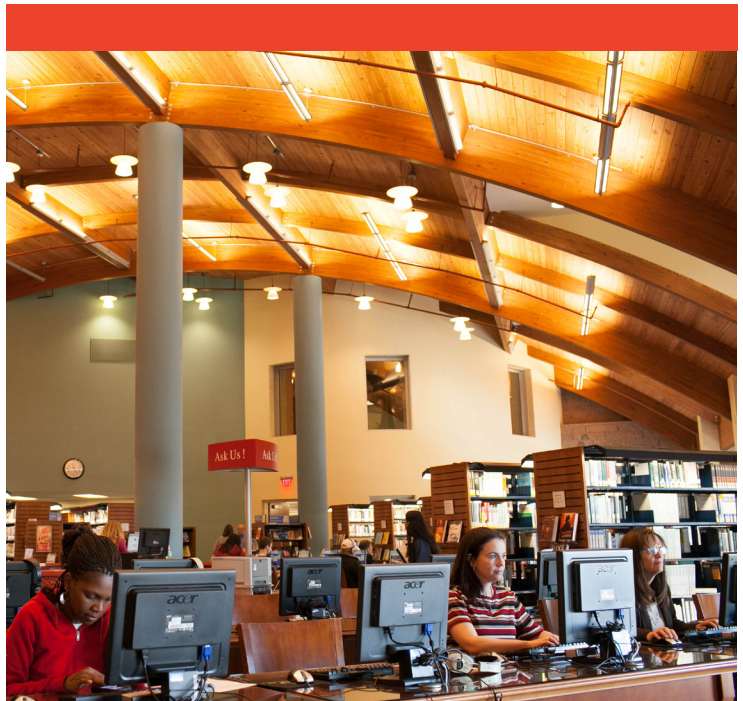
Aligning with the City's Strategic Focus Areas is the Library's mission of "Inspiring intellect, curiosity, and imagination." The Library carries out its mission by providing resources for self-directed education, assisting with research, teaching classes, and hosting instructive and enlightening experiences.

In discussions with library patrons and civic leaders, the consultants found that the Library's patrons and supporters recognize the Library's value and speak eloquently about the quality of library services. They also recognize the Library's responsible stewardship of tax dollars in developing a library with the collections, staff, and programs they need and want to fulfill their goals and build a thriving community.

Libraries, like many service organizations, record service transactions but encounter difficulty in quantifying the long-term impact of their services on individuals. The Frisco Library budget process sets out specific performance indicators to assess and quantify the Library's service program and the immediate (annual) progress toward certain set objectives. On the other hand, library staff also produces service outcomes which are less tangible. One illustration is the difference between a

quantitative goal to increase the number of children who read at least 600 minutes each summer contrasted with a qualitative outcome measure of how many school children become excellent readers, achieve good grades, and attend college after high school.

The following statements, gathered from patrons, demonstrate the Library's success in creating outcomes that align with the City Council's Strategic Focus Areas and enhance the lives of library patrons.



Long-Term Financial Health: *Responsible stewardship of financial resources balancing short and long term needs of the community.*

The collection figures, transactional statistics, output measures, and satisfaction scores on surveys all indicate that the Frisco Library produces far more service outputs with fewer dollars expended than comparable peer libraries, regionally and nationally.

Elected officials indicate they have a positive working relationship with the Library because it is responsibly managed and fiscally prudent.

“We love our library and are so grateful that our tax dollars go to making our library a comfortable, useful and fun place for our family.”

— Ken & Wendy Crow



The Crow family

Public Health & Safety: *Provide programs and services which promote community well being.*

The Frisco Library provides a free, safe public space where residents of the City can meet, learn, and exchange points of view, as well as research a variety of topics and life issues.

The Library provides a variety of services that contribute to individual health. A strong collection of print and digital materials on health, wellness, diet, and exercise is frequently updated to include current research. In addition, the Library offers programs in conjunction with other City departments (“Internet Safety” and “Drug Prevention” for teens, for example) that promote community well being.

“I have lost 45 pounds while listening to your fantastic collection of audio books. Every day I work out at the Frisco Athletic Center while listening to “One Click” or “Overdrive” audio books from your collection. My health thanks you!”

— Scott Ehret

“In these [Babies and Books] classes I learned several pre-reading strategies and sign language basics that I continue to pass on to a preschool church class I teach weekly for a non-profit organization for at risk families....”

— Sarah Yarbrough

The Yarbrough family



Infrastructure: *Develop and maintain transportation systems, utilities and facilities to meet the needs of the community.*

The Municipal Center building and interior library spaces are impressive and attractive, generating a strong sense of pride in their quality and feel among library patrons. The Library has maximized its existing space. This document represents the consultant's evaluation of service models and facilities that will be necessary to provide access to meet library service demands for the current and future population.

“When we moved to Frisco, we were delighted to find such a cozy, well-designed library with enticing spots for adults to savor a book as well as fun places for the kids to explore reading.”

— Anne Wright

“Frisco Library has provided a kind of sanctuary for myself and my boys. All of us like to read and are like kids in a candy store when we get to the Frisco Library. From the awesome and courteous service, to the comfortable environment, the array of books and movies, and access to the computer, Frisco Library is like a safe haven for us.”

— Yemi Akinode



Olivia Wright on the left with her sister, Helena.

Excellence in City Government: *Provide effective and efficient services with integrity in a responsive and fair manner.*

Telephone Survey respondents give the highest satisfaction rating to the library staff, findings borne out by the focus group sessions with community leaders and members. Elected officials report they receive only positive comments, never complaints, about the Library.

Frisco Library's staff is committed to treating all customers in an equitable and nonjudgmental manner. They uphold the concept of the freedom to read and respect the privacy of their patrons. The staff focuses performance measures on improving customer convenience and increasing workflow efficiency.

"...Every time we have had any interaction with the staff at the Frisco Library, they have ALWAYS gone above and beyond to help us. They are always so patient and kind and willing to do what they can to get the books we need. We are so grateful..."

— **Lopez family**



"I will confess that we have been library crashers lately, checking out other library storytimes on "off" days. Wow, does the Frisco Public Library shine brighter than the rest! The other programs could learn A LOT from you all in Frisco. My friends and I have chuckled to each other, "Well, that was an OK storytime, but it was NO Frisco storytime, that's for sure!" The content, media, and program leaders at FPL are top notch. Hands down, Frisco is the best!"

— **Erin Bridgewater**

The Lopez family

Sustainable City: *Promote the continued development of a diverse, unique and enduring city.*

Frisco Library contributes to the positive civic develop of the City by providing residents with inclusive, high-quality library services. Among many other service offerings, the Library serves as an unofficial small business incubator. Not only has the Library built a collection of business resources, including books, databases, and online classes, but the Library also provides a location for those just getting started while they build their business to the next level of success.

“Whatever your task or reason to visit the facility, you will be surprised by the availability of resources and the quality of accessible services. One can literally start and manage a business there. I know, because I did it. I also know of others who have been successful starting their dream business there.”

— Carl Jefferson

“I am constantly telling people to look at the resources available at their libraries and they often report back to me that their library does not have many of these resources available. It is so wonderful to have a library that does offer so much.”

— Jim Farley



Carl Jefferson

Civic Involvement: *Encourage civic pride, community participation and a sense of ownership in our community.*

Frisco Library provides volunteer opportunities that extensively engage teens and adults. In 2013, volunteers donated 5,000 hours to ‘their’ Library. In addition, the high-quality services provided by the excellent staff generate pride in the Library and City.

“We recently had the chance to spend a month in Hawaii.... We enjoyed checking out new books, but it made us appreciate the Frisco library even more. The Frisco facility is clean, has up to date technology... and has a larger variety of resources.”

— **McDowell family**

“The library makes Frisco a community that I’m willing to risk my professional reputation on by promoting FPL as an anchor and Frisco as a place to live.”

— **Mike Kenton**

Friends of the Library member
and volunteer, Judy Clark



Leisure and Culture: *Provide quality entertainment, recreation and cultural development to promote and maintain a strong sense of community.*

Although they offer much more, public libraries may be best known for loaning recreational materials such as books, movies, and music. In surveys, Frisco Library's patrons ranked borrowing materials as the most frequently used service the Library provides – a finding confirmed by annually increasing circulation figures.

However, the Library also serves as a locale for community-building. New residents make joining the Library a priority, new moms (and their babies) make friends at Babies and Books, multi-generational families visit the Library together weekly, community groups meet up at the Library, teachers and students connect outside of the classroom, volunteers enjoy camaraderie... and the list goes on. Through organized programs and by offering a place to connect, the Library contributes to Frisco's unique "city with the heart of a small town" community.

"When this building opened... the library became my home away from home.... We try to attend a lot of the library events, such as the author talks and parenting classes.... I like that there are things that we can do as a family and as individuals."

— Kristien Graffam

"We have... met several friends from going to the library and have formed mom groups out of the babies and books story time."

— Nancy Cole



Kristien Graffam and her son, Koffer

STRATEGIC PLANNING PROCESS

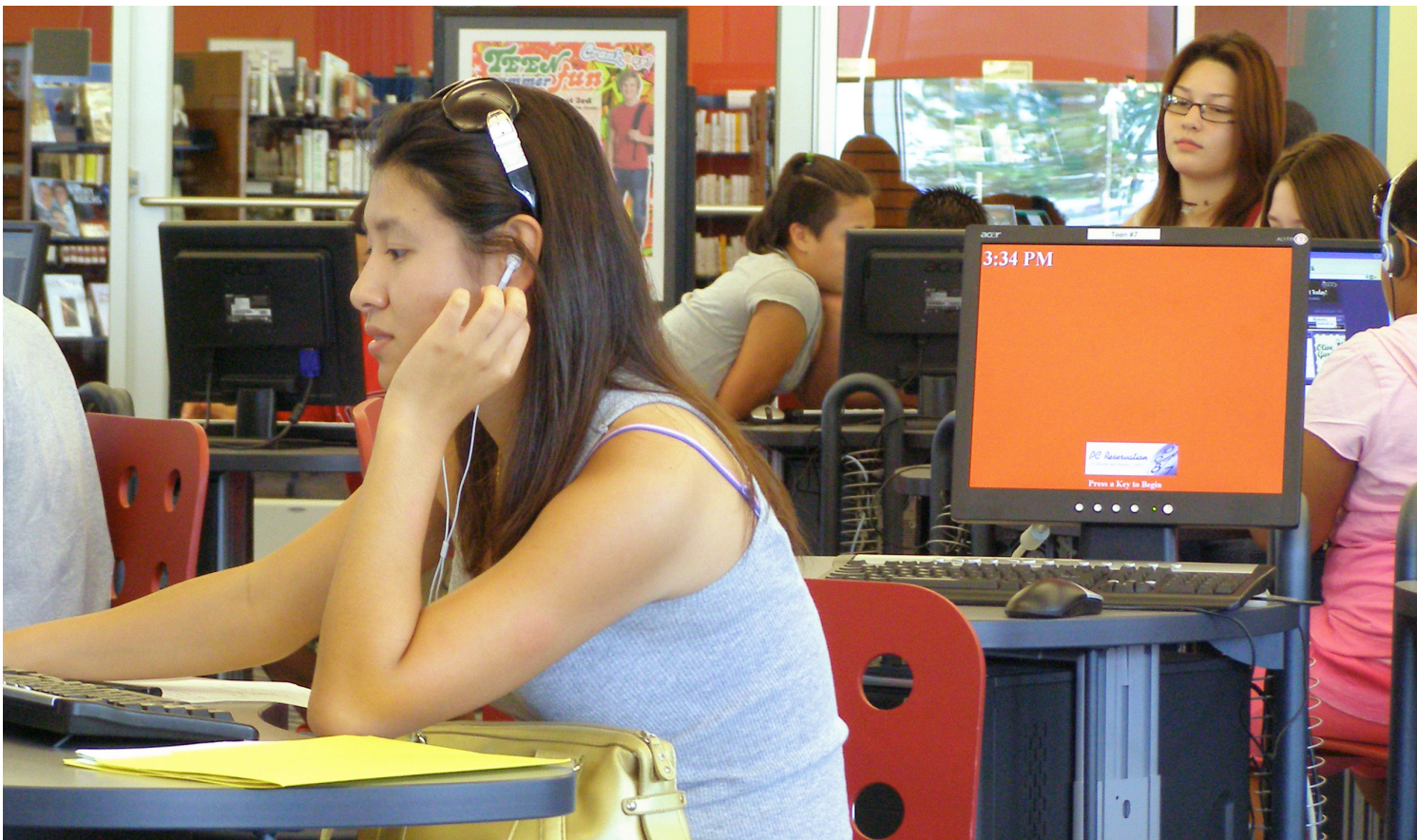
Stage I	Planning and Research	<p>Review of</p> <ul style="list-style-type: none">• Frisco Library's previous Master Plan• City Council Strategic Focus Areas• Frisco's Comprehensive City Plan• Frisco Library's Monthly Reports to City Council• 2013 Library Member Satisfaction Survey• Relevant documents from the City, Library, and Frisco ISD <p>Research trends and best practices in public librarianship</p>
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Stage II	Needs Assessment	<p>Market Segmentation Study</p> <p>Telephone Survey</p> <p>Online Survey with</p> <ul style="list-style-type: none"> • Community members • Staff members <p>Focus groups meetings with</p> <ul style="list-style-type: none"> • Community leaders • Community members • City Department Directors • Library Foundation • Friends of the Library • Staff members <p>Interviews with</p> <ul style="list-style-type: none"> • Mayor and City Council • Frisco ISD Superintendent and Board President • City Management <p>PESTEL environmental scan of the community</p> <p>SWOT analysis</p> <p>Benchmark against</p> <ul style="list-style-type: none"> • Regional peer libraries • National peer libraries • State standards
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Stage III	Facilities Planning	<p>Assessment of current facility</p> <p>Research and analysis of facility options</p> <p>Development of operations projections</p> <p>Analysis of potential locations</p>
Stage IV	Branding and Communications	<p>Assessment of current</p> <ul style="list-style-type: none"> • Marketing materials • Brand identity • Positioning <p>Identification of Current and Likely User Groups</p>



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FRISCO RESIDENTS

The 1,837 residents who “joined the conversation” about library services through the telephone survey, focus groups, online survey, website comments, and email.

FRISCO COMMUNITY LEADERS

Nicole Bursey
Vicky Cardoney
Judy Clark
Wes Cunningham
Tony Felker
Chellette Forbes
Catherine Fowler
Sheryl Holton
Joni Klarin
Rick Mann

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John Mullin
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Art Molinares
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Sharon Roland
Tracie Reveal Shipman
Carl Stuckey
Susan Thomas
Tammie Williams

FRISCO PUBLIC LIBRARY FOUNDATION

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Heather Garavaglia, Vice President
Robert Chambers, Treasurer
Linda Murphy, Secretary

Katie Bernstein
Marlene O’Day
David Schuster

FRIENDS OF THE FRISCO PUBLIC LIBRARY

Katie Bernstein
Lyn Chambers
Judy Clark
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Nancy Werchan
Donna Schmittler

CITY OF FRISCO AND FRISCO ISD LEADERS

Mayor Maher Maso
Councilman Bob Allen
Councilman Jeff Cheney
Councilman John Keating
Councilman Will Sowell
Councilman Scott Johnson
Councilman Tim Nelson

George Purefoy
Henry Hill
Dr. Jeremy Lyon
Renée Ehmke

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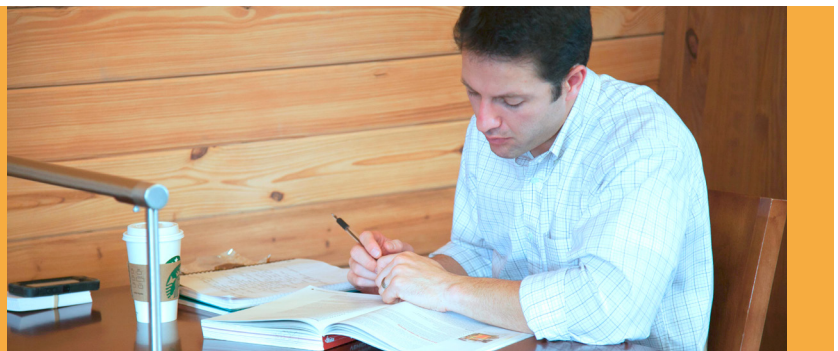
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APPENDIX A **REPORTS**

**SECTION 1: INTRODUCTION,
METHODOLOGY, AND COMMUNITY**

**SECTION 2: ASSESSMENT OF THE CITY,
COMMUNITY, AND LIBRARY**

SECTION 3: SERVICES BENCHMARKING

SECTION 4: MARKETING AND AWARENESS

SECTION 5: TECHNOLOGY SERVICES

**SECTION 6: SUPPORT BODIES, PARTNERSHIPS,
ORGANIZATIONAL HEALTH,
AND FINANCIAL ISSUES**

SECTION 7: SERVICE RECOMMENDATIONS

**SECTION 8: DEVELOPING A STRATEGY FOR FUTURE
SPACE AND FACILITY REQUIREMENTS**

SECTION 1: INTRODUCTION, METHODOLOGY, COMMUNITY



Section One

Introduction, Methodology, and Community

How Libraries are Changing in Response to 21st Century Users

In 1931, S.R. Ranganathan, a mathematician and librarian, proposed five laws of library science:

1. Books are for use.
2. Every reader his [or her] book.
3. Every book its reader.
4. Save the time of the reader.
5. The library is a growing organism.

Simultaneously spare and expansive, these 5 statements form the core foundation of library service and remain, as libraries do, relevant more than 80 years later.

Library materials (and services and staff) are to be used, not protected from use. Libraries have something for everyone. Collections are developed carefully so that items selected meet the needs of the specific community. Services are designed to convenience the users, not staff. And last, but by no means least, the library's collections and services develop and change over time.

As society changes, libraries adapt to meet changing needs. This is not a new development, but a core element of what libraries have been and still are.

Metaphors describing the role of the library have changed over time, reflecting both cultural shifts and advances in technology. At different times, libraries have been viewed as book warehouses, community centers, cultural hubs, community living rooms, and educational support centers. Each of these elements speak to the role that the library plays in the community and together begin to form the gestalt of public librarianship.

Re-visioning of libraries continues today, most commonly with the metaphor of the library as “collaboratory”. The relentless pace of technological change inspires nostalgia for the familiar. The continuing trend of technology-mediated relationships creates a longing for safe face-to-face interaction. Combined, these create a vision of the library in which traditional services (books, comfortable reading areas, quiet study spaces) and contemporary technology integrate seamlessly.

These generalities are particularly apt for Frisco. As an educated, affluent City, the rate of technology adoption is high. Recent Pew Research not only shows a correlation between higher education and income levels and eBook readership¹, but also that those who already have extensive access to economic, social, technological, and cultural resources are more likely to use and value libraries². This was born out by Buxton Research data on Frisco demonstrating that the wealthiest households in Frisco have the highest rates of library membership.

¹ <http://libraries.pewinternet.org/2012/12/27/e-book-reading-jumps-print-book-reading-declines/>

² Pew Research. Internet Project. March 13, 2014.

Given that 91% of Americans have a cell phone, 24% have an eReader, and 35% have a tablet computer³, it is safe to assume that Frisco residents expect contemporary technology as a service itself and a means of convenient 24/7 service delivery to their mobile devices.

And while libraries sometimes struggle to meet the expectations of users who have already adapted the newest technology in their personal lives, and expect the same from the businesses and city services they use, libraries also leverage technology for their own benefit. Technological advances not only allow improvements in staff efficiency, but also allow libraries to adapt traditional services to meet changing community expectations. For example, making eBooks available for download is simply adapting a core library service (providing books) based on a change in technology – the development of eReaders.

Other societal changes impact the physical library building itself. Public libraries have long played a support role for students attending formal educational institutions. A change in educational paradigms, with a shifting emphasis from individual to group work, is driving need for more enclosed study rooms where groups can work together without disrupting others. The core educational support role of the public library remains the same; how it is best accomplished is changing.

What librarians and architects have come to realize is that architectural flexibility is key. Libraries will continue to change with society and technology. Buildings must be designed, to the greatest extent possible, to adapt with that change – to grow with the communities they serve.

Description of the Study Methodology

The Frisco Public Library conducted thorough, data-based, and community-focused research to analyze the City's need for library service.

Planning and Research

As the first step in developing this document, the consultants researched trends and best practices in public librarianship and reviewed extensive documentation about the City and Library, including:

- Frisco Library's previous Master Plan
- City Council Strategic Focus Areas
- Frisco's Comprehensive City Plan
- Frisco Library's Monthly Reports to City Council
- 2013 Library Member Satisfaction Survey
- Relevant documents from City, Library, and Frisco ISD

Frisco-specific documentation was supplemented with research from respected sources such as the Pew Research Center, U.S. Census Bureau, and Journal of Operations Management.

Needs Assessment

³ Pew Research. Internet Project. March 13, 2014.

Next the consultants gathered extensive quantitative and qualitative data. Data gathering and analysis constituted the bulk of the Master Plan process in order to ensure a strong foundation for the final recommendations.

The elements of the Needs Assessment included:

- A Market Segmentation Study from Buxton
- A statistically valid Telephone Survey
- Online Surveys of
 - Community members
 - Library staff
- Focus groups meetings with
 - Community leaders
 - Community members
 - City Department Directors
 - Library Foundation
 - Friends of the Library
 - Library staff
- Interviews with
 - Mayor and City Council
 - Frisco ISD Superintendent and Board of Trustees President
 - City Management
- PESTEL environmental scan of the community
- SWOT analysis
- Benchmarking against
 - Regional peer libraries
 - National peer libraries
 - State standards

A total of 1,837 Frisco residents contributed their voices to the conversation about future library services, participating through the Telephone Survey, focus groups, Online Survey, website comments, and email.

The Telephone Survey interviewed 401 residents (aged 18 or older) and provided results with a margin of error of +/-5% at the 95% confidence level.

The consultants assisted the Library in creating an Online Survey which was widely advertised and open to all residents. 1,118 City of Frisco residents completed the survey.

The Library also created a website to generate conversation with residents by encouraging questions, suggestions, and opinions throughout the Master Plan process. In addition, the Library created a dedicated email address for questions and comments. Feedback from both was forwarded to the consultants to supplement suggestions gathered at the Community Focus Group meetings.

Frisco Library's performance in the areas of collections, services, financials, and personnel were benchmarked against seven regional and six national peer libraries.

Regional, state, and federal guidelines were consulted as a data point in generating recommendations.

Facilities Planning

As part of the Master Plan process, the consultants were charged with providing an assessment of the current facility and outlining any need for expansion or addition. In order to do so, the following steps were undertaken:

- Assessment of current facility
- Research and analysis of facility options
- Development of operations projections
- Analysis of potential locations

Branding and Communications

Additionally, the strength of the Library's marketing was analyzed to determine the Library's brand identity within the community. This was accomplished through:

- Assessment of current
 - Marketing materials
 - Brand identity
 - Positioning
- Identification of Current and Likely User Groups

Master Plan Synthesis

To form the Master Plan recommendations, quantitative data was analyzed to form preliminary recommendations, which were then aligned with qualitative data to ensure the document and recommendations address the specific needs of Frisco.

A Summary of What Patrons Say about Frisco Library Services

All of the methods used to solicit community feedback on library services resulted in similar results.

Civic leaders identify support for education as one of, if not the most, important contribution that the Library makes in the City. Residents share this emphasis on the Library's educational mission.

Both Telephone and Online Survey participants identified elementary, pre-school, and middle and high school students as the top three groups to be served by the Library. In the case of the Online Survey, over 50% of respondents recognized that the Library helped their child become a better reader, boosted a child's confidence, and prepared a child for success in school.

Traditional collection services are also highly valued by the community. Telephone Survey participants reported the three most common reasons for patronizing the Library are to obtain books/magazines for leisure/enrichment, get materials for a child, and download eBooks or eAudiobooks. The Online Survey results show that patrons rate providing fiction and nonfiction materials as "somewhat" and "extremely valuable" services.

Many comments from participants in the Telephone Survey, Online Survey, focus groups, website comments, and email requested that the Library add more items to the collection.

Although all acknowledge that the Library serves the City's children and teens extremely well, the various data gathering methods did find areas where patrons believe services could be improved. A number of focus group participants indicated an interest in having the Library conduct more services and programs attractive to adults and seniors.

Though the Library strives to be technologically innovative and leading edge, resident satisfaction with the quality of the Library's technology platform (Internet speed, website, number of computers, mobile apps) is not as strong as desired and possible. Both Telephone and Online Survey respondents gave a "somewhat satisfied" rating.

The Library has endeavored to provide a program of excellent communication tools to explain its services to the residents, but there is a gap in resident awareness of the Library's services. The results of the Telephone and Online Surveys, the Community Leader focus group, the community focus groups, and the interviews with civic leaders all point to this conclusion.

Residents characterize themselves as "somewhat satisfied" with communications in the Telephone Survey; only 26% percent are extremely satisfied with marketing communications. Community Leaders were especially vocal about their lack of awareness of the extent and range of services currently offered by the Library and worried that the lack of awareness might be an accessibility factor inhibiting those needing services from using them.

Regarding the Library's location, respondent sentiments in the Telephone Survey were mixed and unclear. While 81% said they were extremely satisfied with the Library's location, less than half describe it as "convenient." Focus group participants indicated that some find access to the Library difficult because of the parking arrangement. Also, drive-up services are difficult to access. Focus group participants demonstrated a lack of consensus about a future library facility location, recommending placement in every different quadrant of the City.

Despite these challenges, library patrons are enthusiastic about the quality of service. The Telephone Survey found that respondents give the highest satisfaction rating to library staff and were most satisfied with staff courtesy, competence, and professionalism. Community leaders and focus group participants echoed this sentiment.

Those who know and use it characterize the Library as the best City service, a happy place, and a service that fosters creativity. The Library helps them educate and entertain themselves, get to know the community, create a circle of friends, and avoid extra personal expenditures by borrowing materials.

SECTION 2: ASSESSMENT OF THE CITY, COMMUNITY, AND LIBRARY



Section Two

Assessment of the City, Community, and Library

Introduction

The City of Frisco identifies as a unique, high-quality lifestyle community with well-maintained residential and business environments. The City is seen as having created a vibrant economic climate which values economic diversity. Planners have managed growth successfully by focusing on creating high-quality residential neighborhoods, diversifying retail and business spaces, and attracting businesses and sports facilities to the City. City departments and staff strive to use good planning to deliver innovative, quality services while valuing fiscal efficiency in service delivery. The City is recognized by its citizens as being well managed in terms of tax base, quality of services, and effective city management.

The Frisco Comprehensive Plan finds that Frisco may become more urban in nature. Trends Frisco will face in the future are likely to include: more urban growth, more multifamily units, more residents likely to “age in place,” and seniors making up more of the Frisco population. Millennials will be willing to rent, but will want more amenities. Frisco will be likely to add more vertical urban living types of housing with supporting retail/amenities adjacent to these housing developments.¹

The City’s residents’ socioeconomic status exceeds those of peer Texas cities. Frisco median household income is \$111,690; per capita income is \$42,750.² The City stresses the high education levels, high median income, high real estate values, and high consumer expectations of its residents.

Education is highly valued by the community and the schools are highly rated, both nationally and statewide, for the quality of their programs. Eighty four (84%) percent of the adult population has some education beyond a high school degree. More than one-half of Frisco’s adult population (58.3 percent) hold a bachelor’s degree or higher, higher than the national average of 28.5 percent.³ Ninety (90%) of Frisco high school graduates continue on to higher education opportunities.

Three schools districts serve Frisco: the Frisco ISD and portions of the Lewisville and Prosper ISDs. Frisco ISD is the 23rd largest school district in Texas. Presently, the school facilities include 37 K-5 elementary schools, 13 middle schools, 7 high schools, and 4 special program schools.⁴ The school district covers 74% of the City of Frisco. Parents have high aspirations for their children and wish them to be as successful as they are. Parents expect their children to excel in their schoolwork and go on to higher education and, eventually, well-paying careers. A clear goal identified by residents is to provide their children with the best quality education to ensure their children have the skills levels to compete in school and life.

¹ Interview with John Lettlier.

² <http://www.friscotexas.gov/departments/planningDevelopment/comprehensiveplanning/Pages/Demographics.aspx>

³ <http://www.friscotexas.gov/departments/planningDevelopment/comprehensiveplanning/Pages/Demographics.aspx>

⁴ <http://www.friscoisd.org/ly/about/facts.htm>

Frisco residents overwhelmingly passed a Bond Proposal for \$758 million in Spring 2014 for new school construction. Frisco ISD information released in conjunction with the Bond election campaign stated that demographers project enrollment in Frisco ISD schools will climb to 55,807 students by 2016 and 65,848 students by 2020.⁵ They noted that no school district in the country has grown faster than Frisco ISD from 1990/91 to 2010/11 on a percentage basis and that that enrollment passed 46,000 students in the Fall of 2014. The demographers predict Frisco ISD will have 70,000 to 80,000 students at full build-out.⁶ Currently, the demographic breakdown of the student body is 55.2% white, 14.9% Hispanic, 10.6% African American, 15.4% Asian, and 3.6% other.⁷ While somewhat higher than the U.S. Census data for the Frisco population overall, the Frisco ISD data also reflects the diversity of the Frisco resident population.

Community leaders and residents agree that Frisco is rich in good quality schools providing elementary, middle, and high school education, as well as a campus of the Collin County Community College.

U.S. Census data indicates 62% of Frisco households are comprised of married couples and households with children represent 42.8% of the total households. Frisco households have a larger number of children per household (2.75) than the national average. Recently, Frisco was voted the second best place in the nation for single moms.⁸

As compared with six neighboring cities, Frisco has a higher percentage of single family, owner-occupied households and the second highest median household income.

According to 2012 census data, 72% of the population was employed and a recent study found that employers were satisfied with the quality of their employees' skills. A recent (May 2014) workforce study completed for the Frisco Economic Development Corporation by TIP Strategies⁹, a research firm, found that Frisco has a huge working population to draw upon, estimated at nearly 500,000 people within a 10-mile radius. The workforce characteristics include a high concentration of highly educated, information technology workers, with more than twice the expected number of software developers, computer programmers, systems analysts, and web developers.

Geographically, Frisco is a compact city, comprised of approximately currently 68 square miles which is expected to cover 70 square miles by build out. Business and residential areas are distributed across the City. The Municipal Center, which houses City departments and the Library, is located in the traditional downtown Center City District, the approximate center of the City.

Commuting and transportation, however, are likely to present challenges in the future. Frisco has no public transportation system, residents drive to work and to reach services and businesses. Many residents still commute outside of Frisco to work while 11.5% work from home.¹⁰ Traffic studies

⁵ www.friscoisd.org/bond2014

⁶ www.friscoisd.org/bond2014

⁷ "Frisco ISD by the Numbers". Community Impact Newspaper (Frisco Edition), 2(2) August 7-September 10, 2104, n.p.

⁸ <http://dfw.cbslocal.com/2014/06/27/frisco-listed-as-best-place-for-single-moms/>

⁹ Press Release

¹⁰ U. S. Census Bureau. 2012 American Community Survey.

<http://www.friscotexas.gov/departments/planningDevelopment/comprehensiveplanning/Pages/Demographics.aspx>

estimate the average commuting time as 28 minutes.¹¹ The City is served by major north/south traffic corridors: the North Texas Tollway to the west and Preston Road to the east. East/west traffic is carried on Frisco streets. City comprehensive planning reviews indicate travel times and congestion are currently an issue for residents and will continue to be an issue in the foreseeable future.

Participants said they feel the city is well-planned, friendly, new, vibrant, culturally diverse, and provides convenient access to retail and City facilities. Parks, schools, recreation, and safety are important amenities. Participants also feel the City offers advantages including an accredited Fire Department, early adoption of technology in City departments, city services such as the Library and parks, churches, and medical services. The reputation of the school district attracts many families to Frisco. Seniors locate here because their children and grandchildren live here.

Four colleges and universities have campuses in the City: Amberton University, Collin College, University of Dallas - Frisco, and University of Texas - Arlington. In Frisco, homeschoolers have found a community that values education and supports their homeschooling efforts.

Demographics and Projected Growth

As of January 2014, the Frisco population was estimated at 137,330.¹² Current population estimates for the year 2020 range from 163,730 (3% growth rate) to 205,460 (7% growth rate). “Build out” population projections now range between 330,000 and over 450,000 depending upon density of development.¹³ For the purpose of this study, 350,000 is the estimate used for a “build out” population.

Compared with neighboring cities, Frisco is above average for the percent of the population under 18, below average for the percent of seniors, and somewhat below average in the percent of minority population. The current median age of the Frisco population is 34 years with 33% of the population comprised of school aged (under 18). Seniors (65+) represent 6.2% of the total population and minorities 34.4%. The largest minority populations are Black or African American, Asian, and Hispanic. Fourteen (14%) are foreign born and 22% speak a language other than English in their households.¹⁴

Frisco’s growth pattern is dispersed across the City rather than proceeding in set directions. Previous population growth occurred mainly in the southern sector of the City, and the SE quadrant of the city is undergoing rapid development. More immediate growth is occurring in east and west sectors of the City, but until a major parcel in the NE and other parcels in the NW quadrant come available for development it is unclear how rapidly these areas will fill in. School buildings, recreation facilities, and parks are distributed across the City, most accessible by main thoroughfares.

Conclusions about the Library’s Operating Environment

¹¹ U.S. Census Bureau, 2012 American Community Survey.
<http://www.friscotexas.gov/departments/planningDevelopment/comprehensiveplanning/Pages/Demographics.aspx>.

¹² <http://friscotexas.gov/departments/planningDevelopment/comprehensiveplanning/Pages/Population.aspx>

¹³ City of Frisco Comprehensive Plan

¹⁴ <http://www.areavibes.com/frisco-tx/demographics>

Comments from the community, public focus groups, and Executive Interviews found that city residents agree with the direction in which the City is moving. City Leaders respect the library and see it as well managed. The Library maintains positive relationships with City Leadership and City departments.

The comments from data gathering and quotes from library users indicate the Library contributes to quality of life within the City. The Library provides quantifiable as well as qualitative benefits (outcomes) to individuals through the service they offer, and the Library is aligned with City goals by providing high-quality services to the citizenry. Maintaining the quality of these services will help ensure City residents continue to be satisfied with and willing to make an ongoing commitment to Frisco's future.

The predominant demographic characteristics of the City – high growth, high percentage of college educated individuals, high income, and higher than normal presence of children in the households – foretells a population that remains highly discriminating and competitive. Frisco's future employment needs are likely to require a highly-skilled, highly-educated workforce to maintain the City's character and economic viability. All these factors predict likely future demands for library services.

Children are likely to remain a significant segment of the Library's service population for the foreseeable future. Demographers hired by the Frisco ISD have projected enrollment at build out of between 70,000 and 80,000 students, depending upon development scenarios for currently vacant land. In any case, 2014 projections expect the District to exceed 70,000 students in 2023.¹⁵ With children and youth likely to continue to be a significant sector of the service population into the 2020s, and perhaps beyond, the Library's ability to expand services to meet growing demand will be difficult. The Library has nearly reached capacity.

New needs may develop as the population changes in character. If the Frisco population begins to "age in place," as has been suggested by some, shifting library services to meet the needs of seniors should be part of future service and facility planning. The presence of as many as 26.2% of the population with some form of disability in the City¹⁶ and the lack of public transportation may argue for more outreach services to those for whom physical access to City departments, including the Library, becomes difficult. This argues for planning a more diversified facilities structure across the City.

Census data results indicate that one-third of Frisco's population is categorized as "diverse." This population may grow in absolute numbers. Projecting to a future 2020 population of 183,600, and using a mid range 5% rate of growth, Frisco Library could be serving as many as 62,424 (183,600 x 34%) persons identifying themselves as "minority." The Library may find it will have to diversify and expand its holdings to meet the needs of this population.

Current Library Services Description

The Library is a City department. As Frisco has grown from a small town into a moderately-sized city, the Library's activities have also grown to keep pace with the population expansion. According to the 2014 General Fund Budget for the City of Frisco,¹⁷ "It is the goal of the Library to provide access to innovative programs, current materials, and emerging technology." The Library has also endeavored to

¹⁵ www.friscoisd.com/Bond2015faq#10

¹⁶ U.S. Census Data.

¹⁷ City of Frisco FY 2014 Budget, p. 162. <http://reports.friscotexas.gov/mytaxdollars/BudgetFY2014.pdf>

fulfill its service mission: to provide both traditional and cutting-edge library services, using technology to reach beyond the physical limitations of the Library building.

Organization Structure

The current staff complement consists of 44.5 full time equivalent (FTE) positions. The Library Director reports to the Deputy City Manager. Two line positions, the Assistant Director for Operations and the Assistant Director for Public Services, and an Administrative Assistant report to the Library Director. The Assistant Directors supervise and direct the Library operations.



The Assistant Director for Operations oversees the Circulation Services Manager, Technical Services, and Systems Services. Library technicians in Circulation Services report to the Circulation Services Manager.

The Adult Services Manager and the Youth Services Manager report to the Assistant Director for Public Services. The Adult and Youth Services librarians report to the Adult and the Youth Services Managers, respectively.

FRISCO PUBLIC LIBRARY STATISTICS¹⁸

Statistic	2013¹⁹
Collection Size	182,592
Holdings per capita	1.35
Items checked out	1,346,889
Collection turnover	7.38
Items checked out per capita	9.96
Registered borrowers	58,891
Registered % of population	43.5%

The Library's public services occupy portions of the 1st, 2nd, and 4th floors of the George A. Purefoy Municipal Center. The Library also occupies a portion of the 3rd floor, which houses the Library administrative staff and materials handling functions. The Library also has access to the Vivian McCallum Room for programs and other events.

Collections

As of April 2014, the Library's collection was approaching 195,000 items, of which 170,000 are print and 25,000 are digital. Broken down by format, the collection consists of 25% adult fiction and nonfiction works, 48% youth books, 10% movies, and 14% audio. Using the City of Frisco April 2014 population of 139,020²⁰ this results in a per capita figure of 1.40 items.²¹

The 2014 revised Texas State Library standards identifies two levels of library service; "Enhanced" and "Exemplary."²² Frisco falls below both of these benchmarks. For libraries serving population the size of Frisco, an "Enhanced" level of service is defined as owning 1.52 items per capita. This would result in a collection size of 211,210 items for Frisco. Frisco is 8.3% below this figure. If Frisco were to aspire to an "Exemplary" level of service, which is defined as owning 2.41 items per capita, Frisco would need a collection size of 335,472 items and is presently 72% below this level.

The Library's monthly usage report for April 2014 reported a total of 185,184 circulation transactions. Projections for fiscal year 2013/14 show a 4% increase from fiscal year 2012/13. Using the April 2014 population figure of 139,020, the per capita circulation rate is 8.02 items per capita. The 2012 per capita rate for other Texas libraries was 5.68. Frisco Library has a smaller collection size and a higher

¹⁸ TSLAC Annual Reports.

¹⁹ TSLAC Statistics reported as 2013, are for 2012-2013.

²⁰ City of Frisco. Population Estimates and Projections.

www.friscotexas.gov/departments/planningDevelopment/comprehensiveplanning/Pages/Population.aspx

²¹ As of August 2014 Frisco collection report.

²² TLA ad hoc Committee on Public Library Standards. "Texas Public Library Standards 2014 Revision. n.d.

transaction rate per capita than other libraries in the state. Transaction logs from the Library's online system indicate the Library's minute by minute circulation checkout rates range from 4.7 to a high of 6.9 items per minute.

Circulation Data Fiscal Year to Date (Oct 1 – July 31) 2013 and 2014

	Fiscal Year 2013	Fiscal Year 2014	
Type			Percent Increase
Physical Items	1,038,760	1,068,281	2.84%
eBooks and eAudiobooks	66,179	90,582	36.87%
Combined	1,104,939	1,158,863	4.88%

An analysis of the average age of the collection demonstrates that overall the collection has an average age of less than five years and easily meets and exceeds the Texas Public Library standards in this area.

Collection Composition and Circulation

The staff excels, in the opinion of the consultants, among public libraries in managing the acquisition and de-selection process closely to ensure the collection remains current and relevant. Efficiently managed and data-driven, the circulation of library items has increased 1142% in ten years (2003-2013). The current collection management goal set by the library is to satisfy 69% of the patron searches for materials and, based on comments from the surveys and the focus groups, library users recognize and appreciate the staff efforts to meet their needs.

To an exceptional degree, the staff has ensured that the quality, age, and distribution of subject matter of the collection is excellent through the use of a number of collection management tools. A key collection management tool, collectionHQ (cHQ) allows the staff to make effective collection decisions quickly and efficiently. The staff can identify underused items to remove, overused items to consider for additional copies, and re-allocate funds based upon analysis of collection utilization patterns. Through the use of reports the staff is also able to track experiments with new shelving arrangements and displays to improve utilization and access.

This dynamic assessment of collection activity allows staff to take action to improve collection performance and results in highly effective collection planning and high utilization rates by users.

The following table compares collection size percentages to circulation percentages by format and shows the greater demand pressure on the Youth collection. Youth materials comprise 49.60% of the collection but account for 62.57% of the circulations, whereas adult materials comprise 41.83% of the collection account and account for 30.88% of the circulations.²³

²³ Information provided by Frisco Library

2014 Collection Size by Type

	VOLUMES	% OF COLLECTION	CIRCULATION	% OF CIRCULATION
ADULT AUDIO	3,892	2.02%	19,309	1.44%
ADULT DIGITAL	16,109	8.37%	77,986	5.84%
ADULT FICTION	23,372	12.14%	100,797	7.54%
ADULT SPANISH	1,387	0.72%	2,586	0.19%
ADULT LARGEPRINT	2,286	1.19%	7,402	0.55%
ADULT MOVIES	11,276	5.86%	109,938	8.23%
ADULT MUSIC	4,735	2.46%	26,291	1.97%
ADULT NONFICTION	17,471	9.08%	68,279	5.11%
ADULT TOTAL	80,528	41.83%	412,588	30.88%
YOUNG ADULT AUDIO	331	0.17%	1,498	0.11%
YOUNG ADULT DIGITAL*	2,117	1.10%	12,872	0.96%
YOUNG ADULT FICTION	12,368	6.43%	67,629	5.06%
YOUNG ADULT MOVIES	302	0.16%	909	0.07%
YOUNG ADULT NONFICTION	1,367	0.71%	4,671	0.35%
YOUNG ADULT TOTAL	16,485	8.56%	87,579	6.55%
YOUTH AUDIO	584	0.30%	5,151	0.39%
YOUTH BEGINNING READER	10,858	5.64%	126,719	9.48%
YOUTH BOARDBOOK	2,499	1.30%	30,851	2.31%
YOUTH DIGITAL	6,848	3.56%	14,576	1.09%
YOUTH FICTION	22,549	11.71%	201,124	15.05%
YOUTH SPANISH	1,317	0.68%	4,915	0.37%
YOUTH MOVIES	8,584	4.46%	125,842	9.42%
YOUTH MUSIC	1,141	0.59%	8,628	0.65%
YOUTH NONFICTION	14,195	7.37%	105,206	7.87%
YOUTH PICTUREBOOK	26,903	13.98%	213,116	15.95%
YOUTH TOTAL	95,478	49.60%	836,128	62.57%
CIRCULATING TOTAL	192,491		1,336,295	
NON CIRCULATING	2507			
TOTAL COLLECTION	194,998	100%	1,336,295	100%

* Only available for Overdrive

Note: Digital includes eBooks & eAudiobooks

The composition of the Library's collection is primarily English language materials. The Library currently owns approximately 2,700 Spanish language items in the adult and youth collections. The staff

reported typical requests for materials in languages other than English are for Spanish language materials and films produced in India. In 2013, the Library circulated 1,822 adult and 5,606 juvenile items in Spanish.

If the staff receives requests for materials in other languages, they refer inquiries to an area library with reciprocal borrowing privileges (Allen, McKinney, Plano and The Colony). Of these libraries, however, only Plano has an extensive non-English collection. Richardson Public Library has the largest non-English/non-Spanish language collection in the area, but Frisco residents would pay a non resident fee to use this collection since Frisco does not have a reciprocal agreement with this Library. For patrons wishing to learn a language, staff suggests databases provided by the Library (Mango and Muzzy) and sometimes Duolingo.com, a free online resource.

As Frisco's population grows and possibly continues to be more diverse, the Library staff may need to re-evaluate collection practices around non-English materials.

Future Management and Utilization of the Collection

Despite the best efforts of the staff to effectively manage the collection to maximize utilization, pressure is growing to increase the size of the collection. Data from the Library's integrated library system (ILS) indicates that during 2013/14, 25-40% of library materials were checked out at any given time. As the ratio of volumes to population declines, particularly during summer months when demand for youth materials is the highest, service fulfillments decline.

Peak demand times mean fewer materials on shelves to convert into service transactions. Shelving and space are crowded, reducing the number of volumes that can be stored onsite. The Library requires additional space for collections and storage to hold materials required during peak times.

A number of issues with the collection were noted:

- Digital use is increasing. Patrons want more digital materials, particularly eBooks.
- The demand for electronic materials is rising faster than the ability of the Library to obtain and supply those materials.
- Demographic data indicates the population of non-English speakers will represent a significant proportion of the population and will want more items added to the collection to meet their needs.
- Benchmarks with other libraries indicates Frisco excels in service delivery transactions despite being ranked lower in per capita physical facility and collection size comparisons.

Certain borrowing and "hold" policies and procedures, designed to manage the high demand for materials, create frustration. Patrons frequently find that materials they wish to borrow are already being used by others, meaning they must be placed in a "hold" queue." Holds are symptomatic of the pressure placed on the collection by users. Especially during peak periods, available materials are too few to meet demand and the number of holds increase. Online Survey respondents said that too long holds queues prevent them from borrowing items. Focus group participants wished for changes in

policies governing checkout and hold periods; they want shorter hold times and longer loan periods for both print and online materials.

As discussed elsewhere in this report, an analysis of the current population characteristics, an assessment of the projected population growth over time, and the expected future characteristics of Frisco's population all predict that future demands on the Library's collection will continue.

As the number of items available on a per capita basis has fallen over the past five years, it has become more difficult for the Library to meet user demand for materials. The conclusion is that the Library has insufficient funds to purchase and provide materials in sufficient numbers to meet demand.

Successful programming, such as the Mayor's Summer Reading Challenge, not only brings more visitors to library programs but also produces higher loan volumes. At certain times of year, demand peaks and shelf availability percentages fall, causing holds requests to increase and making patrons less able to obtain materials. The Library appears to have reached the limit of quantity of services provided without compromising quality.

Conclusions Regarding the Collection

The Library's collection management is excellent. The collection is current, well used, and developed appropriately to the needs of the Library's target service populations. The Library is using data from their OPAC system and technology tools to manage the collections closely and effectively as they dynamically monitor and adjust their acquisition patterns based on circulation patterns and use.

The Library's collection development policies and effective management result²⁴ in highly efficient utilization of library resources. The close and ongoing alignment of demand and use results in an efficient process that reduces waste and minimizes underutilized resources.

The staff's skill in providing reader's advisory service supplements the collection management process and produce a high level of customer service and user satisfaction. The staff has the right skills and structure to produce these quality services.

The demand for electronic formats (audiobooks, eBooks) is growing as well. The Library has invested appropriately in eMaterial collections, and in sufficient technology (hardware, software, platforms, and decision support tools) to ensure they are working hard to meet the community's demand for more circulating digital materials. The Library has used technology tools appropriately to support all aspects of their collection development and materials handling operations. They have also kept pace with the changing technology platforms that permit access from a variety of mobile platforms.

The Library and staff face a number of challenges related to the collections/materials handling area:

Although the collection has grown as the population has increased, funding has not been sufficient to keep pace with population growth, so the ratio of items to population is declining.

The Library's ability to supply electronic materials (eBooks) may be crippled by the growing complexity of copyright and license restrictions imposed by third party content providers. Publishers, authors, and aggregators continue to "war" over issues such as copyright restrictions, pricing, and distribution models, all of which have the potential to severely limit the supply of electronic materials available to

²⁴ Frisco Collection Development Policy

http://www.friscolibrary.com/sites/default/files/Friscoservicepolicy_High_Compression.pdf

libraries. Additionally, eBooks routinely carry additional, restrictive borrowing and lending restrictions over which libraries have no policy control.

Public demand for duplicate copies of titles in multiple formats may also exceed funds available from the City budget, preventing the Library from providing the quality of service expected by Frisco residents.

Diversity in the population and the need for more non-English language materials will make further demands of the Library to supply sufficient materials to meet the needs of certain populations.

As discussed elsewhere in this report, aside from the issue of acquiring sufficient funds to add materials, the physical facility is now at full capacity and incapable of housing the necessary increase in collection size.

As shelving and facility space becomes crowded, the amount of materials stored elsewhere is likely to increase. The Library faces an immediate, significant challenge. The collection size needs to increase in order to keep pace with Frisco's population, but the current facility is already at capacity for housing collections. Extra space to house the collection is a critical need in the very near term. While storing items off site from the Library's service location may be necessary in the short term, offsite storage should be considered a temporary solution since this option will have a negative impact on service quality, limiting public access and increasing the amount of time required to deliver materials to patrons.

Adult Services

Adult Services are located on two floors, 1st and 4th. The popular collections are located on the 1st floor and the adult collections and quiet reading area are located on the 4th floor.

The popular collection is located adjacent to the front door and features high interest/high volume items including recent fiction and nonfiction works, audiobooks, magazines, movies, music, and newspapers. Photocopier and printer services are also located in this area.

The 4th floor is identified as the Adult Services areas. Adults find casual seating and Internet and technology resources, along with the majority of the adult fiction and nonfiction collections on this floor. There is a quiet reading area with study desks, casual seating, and a self-service checkout station. The department staff structure consists of 10 FTE employees (7 FT and 6 PT). The Adult Services Manager oversees Senior Librarians, Librarians, and Library Assistants. The 1st floor desk is staffed by two staff members; the 4th floor desk is staffed by one person.

Adult programming is scheduled year-round with a changing calendar of events. The Library also offers a test proctoring service, primarily for adults and some homeschooled teens. The Library charges \$20 for test proctoring and proctors approximately 30 tests a month. This service was offered after patrons requested it and staff research determined that no other organization offered it.

Focus group participants say they use the Library's Adult Services staff for help finding materials and information they are not able to locate on their own. Participants also say they use the Library's resources to help them make consumer decisions, reader's advisory services for help in selecting recommended reading materials, and online databases to support their studies for advanced

educational degrees. They also say they use the Library's online resources to obtain information about technology and legal matters.

Patrons noted the need for more seating on this floor. They also identified the two 4th floor study rooms as valuable and wished more could be made available since the two rooms are frequently occupied.

Youth Services

Located on the 2nd floor, this is a "library within the library," providing children with a variety of materials and experiences. The collection includes age-appropriate reference and circulating materials and online resources. The collection contains the same range of media formats as the adult collection, including audiobooks, movies, and music. The collections are current and in good condition.

The Library supports Frisco ISD assignments based on local and state reading lists by purchasing multiple copies of Texas 2x2, Bluebonnet, and Lone Star titles. There are various digital resources available, including eBooks and databases. The Library offers a number of unique and special collection services including Tumble Books (animated, talking picture books) and DIY Story Time Backpacks on different themes, each including books, songs, rhymes, CDs, and interactive materials.

The department consists of 11 FTE staff (8 FT and 6 PT). The Youth Services Manager oversees Senior Librarians, Librarians, and Library Assistants. The service desk on the 2nd floor is staffed with two staff members; the service desk in the Teen Room is staffed by one person. In the summer of 2014, the Library added 3 part-time summer interns working from May to July. The children's floor has its own self-service checkout desk.

Youth Services staff strives to support exploration, innovation, creativity, and learning, focusing particularly on building strong reading and school achievement skills. Staff introduces children to a range of services, both print and online, and parents are encouraged to engage with their children in these activities. The Library also supports learning in the three schools districts which serve the City of Frisco, and, to a more limited extent, the educational needs of home schooling families.

The Library features space for a Children's Program Room with a puppet theatre. A variety of youth-appropriate programs include Story Time sessions, puppet shows, author visits, arts, crafts, cultural programs, tours, and school visits.

Children's programming is extensive. Story Time programs are available for a range of age groups: birth-18 months, 18 -23 months, 2-3 years old, and 3-5 years old. Programs available to all age groups include Bedtime Story Time in the evening and a Family Story Time on Saturdays. Due to the popularity of the Mayor's Summer Reading Challenge, the Library uses the 1st floor City Council Chambers for Elementary programs and struggles to find space.

Programs for parents include learning activities for young children, apps for best practices on children rearing and support, and support for learning to read programs and activities. The Mayor's Summer Reading Challenge is heavily attended each summer: 6,809 participated in 2014.

More than 25% of the Telephone Survey respondents said their reason for using the Library related to children's and educational purposes. Seventeen (17%) cited obtaining materials for a child as the reason for library use, 6% came for school/coursework, and 5% came to attend a children's program.

Seventy five percent (75%) of all Telephone Survey respondents said it was extremely important for the library to focus on serving elementary (87%), pre-school (76%), and middle and high school students (75%). The Online Survey (n. 835) found that over 50% of respondents recognized that the Library helped their child become a better reader (62.7%), boosted a child's confidence (55.8%), and prepared the child for success in school (54.7%).

Residents believe that the most important market segment for the Library to serve is elementary school aged children. The focus group participants identified many ways the Youth Services supports the educational needs of youth and children. Some homeschoolers use the Interlibrary Loan service to obtain materials for their curricula. Teachers use the Library to supplement teaching materials and prepare ESL lessons. Others come to the library to help their children improve their reading skills, do homework, and ask questions.

Programs and the availability of other services are also important. Story Times are a major, high quality service viewed by participants as instilling in children a love of reading and the Library. Summer reading programs are also highly important and esteemed. In terms of the youth spaces, participants see the Library as an important place for children to study and to get staff assistance with homework.

Young Adult Services

Located in the 1st floor Teen Room, this service area is geared to the informational and social needs of youth grades 6-12. Teen services staff strives to balance the need for guidance with the desire for autonomy by providing a room for the exclusive use of 12-18 year olds. The space includes a movie lounge, Internet computers, and teen-oriented collection materials including fiction and nonfiction, audiobooks, graphic novels, and anime movies.

Administration, Technical Services, and Circulation

The 1st and 3rd floors house spaces for the Administration, Technical Services, and Circulation staff, as well as other "back office" staff and volunteer activities. The Administrative offices on the 3th floor consist of the Director's office, Board Room, Foundation office, Administrative Assistant work area and waiting lounge, mail and photocopy room, and a small storage closet adjacent to the Board room. The Friends maintain workstations and a processing area for donated books which are prepared for sale in the Book Nook, located adjacent to the front door on the 1st floor.

The Operations section of the Library consists of the Technical Services and Circulation Services Departments.

The Technical Services Department has 7 full-time staff. The Assistant Library Director of Operations oversees Senior Librarians, a Library System Specialist, a Library Production Specialist, and a Library Technician. This staff is responsible for project management, budget and financial functions, technology support and purchase, interlibrary loan requests, inbound phone customer service, and graphics design. The division also orders and handles all technical services functions associated with managing the acquisition and provision of library materials in all formats

The Circulation Services Department, located on the 1st floor, manages the movement of library materials. The functions in this area include managing the self-service checkout stations on all floors, the automated materials handler, the self service book drop, and the drive up window of the Library. The department consists of 14.5 FTE employees (8 FT and 13 PT). A Circulation Manager oversees the department which includes Senior Library Technicians, Library Technicians, and Interns. Circulation services staff also processes and organize library holds, issues library cards, and assesses and collects fees and service charges. In addition, library patrons co-produce a number of library services such as applying for cards; checking out and returning materials; renewing items; and placing, retrieving, and checking out holds.

Other Library Services

Reference/Information Services: In house, the service desks provide information and answer questions from the public at the information desks located on the 1st, 2nd, and 4th floors. There are three service desks on the 1st floor: the circulation desk is typically staffed by one staff member with backup as needed; a central information desk, known as “Ask Us,” is staffed by two employees, and a teen desk in the Teen Room is staffed with one. The 2nd floor Ask Us service desk supports Children’s services and is staffed typically by two staff members, three during times of peak demand. The 4th floor Ask Us desk is staffed by one.

Trained professionals, service desk personnel assist the public with directional and informational questions, technology issues, and reader’s advisory guidance. They utilize specialized resources and online services to answer questions during all the hours the library is open. Telephone and email reference services are also available. Adult services include, but are not limited to, assistance with technology tools and job searches, online database use, e-government services, resume preparation, information pertaining to business start-ups, 3D printing, genealogy research, and test preparation.

On the 2nd floor, librarians trained in children’s services and literacy acquisition assist youth and parents in the use of the print and online resources and provide reader’s advisory services. As noted elsewhere, the Youth Services staff supports the educational communities and their needs. The Library provides study areas for students to complete homework, homework resources (both print and online), literacy and language services, technology workstations, test preparation, and resources to promote parenting and literacy.

Outreach Services: Typically in contemporary libraries, outreach activities involve using vans or other vehicles to provide services that reach seniors, non-patrons, and others who are unlikely to find their way to the library facility. Outreach often includes taking or providing services to homebound and mobility impaired individuals at their homes or institutional settings, delivering children’s services to day care centers and Head Start programs, establishing booths at community events, and partnering with other organizations. Technological capabilities have also expanded the possibilities for how outreach services are designed and delivered.

The Library’s outreach services offer in-house Library tours and programs as opposed to programs and services distributed to citywide locations via vans, bookmobiles, or other outreach methods. While the Library staff recognizes the importance of outreach efforts to target service populations in the community, the staff also acknowledges it has been difficult to accomplish due to the high level of patron demands, huge programming loads at the Library facility, and current staffing levels.

Programming

The Library offers a very popular and heavily attended schedule of programs to youth of all ages. Weekly scheduled programs are held in the second floor Children's Program Room for babies, toddlers, 2 to 3-year olds, 3 to 5-year olds, and families. Between June 10 and July 26, 2014, for instance, the Library offered 16 Story Time sessions each week. The most heavily attended session times often result in attendees being turned away due to the lack of space in the Children's Program Room, which seats 125. Elementary school programs typically are held at times when the Frisco Independent School District is on school breaks. Teen and adult programs are also offered throughout the year.

Although Story times have year round attendance figures that are larger than the summer reading program, the Mayor's Summer Reading Challenge is the largest program the Library offers.

2014 Mayor's Summer Reading Challenge Participants

Type of Program	Participants
Early Literacy (birth - 5yr)	1,045
Elementary (K-5 th)	3,155
Teens (6 th -12 th)	1,002
Adults	1,607
Total Registrants	6,809

Overall, a total of 6,809 library patrons signed up for the summer reading program: 5,202 were children. The Youth Services staff also produces a large number of other heavily attended programs and activities.

2013 Youth Program Attendance

	Attendees
Babies & Books	4,645
Toddler Story time	13,202
Preschool Story time	9,202
Elementary Programs (K-5th)	13,132
Teen	700
Bedtime Story time	1,206
Family Story time	1,990
Tours	81
Outreach	1,185
Other	856
Total	46,206

There is no question that youth programs are "first-in-mind" of the focus group participants. Participants feel the emphasis on reading literacy for children is a particular strength and coordinates with parental desires to see children excel in their school work. Participants also indicated that programs provide much needed educational activities for single parent households on a tight budget.

Focus group participants expressed a desire for more social programs for adults. A wide range of adult programming was mentioned, ranging from arts-related events to crafts programs and online education. They asked for more training classes on software and more cultural and consumer information programming.

Seniors are interested in more programming directed to their age group and Frisco demographic data suggests there will be an increase in the number of seniors in the future, which argues for planning additional services to be made available to this population.

Home-schoolers want programs exclusively for their home-schooled children. Specific request included a Legos program, a robotics program, chess competitions, spelling bees, a science contest, and art programming.

Given the business orientation of the City and the competitive “get ahead” sentiment of City residents, it would appear the Library could support residents’ business-related information needs. Participants expressed interest in this type of service and the Library already provides support for those seeking business-related information and services. On the other hand, the Online Survey respondents seem to demonstrate that users have limited awareness of these services, with more than 85% of those responding (n. 437) indicating they had “never” used the Library computer or internet access to job search, fill out a job application, write or update a resume, or seek help from staff to obtain information about running a business. There is additional discussion of this issue under the “Technology Services” section.

The popularity of library programs also results in some difficulties. Focus group participants noted that when the Library offers simultaneous children’s programs, it is difficult to find parking and seats at the program. The staff and the public also say that the high attendance numbers at youth programs causes congestion within the Library and creates spillover noise into both the staff and the adult areas.

Patron Seating and Accommodations

Providing sufficient seating in the public areas, as well as for library programming, is a central and inseparable part of the Library’s service mission. As noted above and elsewhere, the public has expressed concerns regarding the adequacy of the seating and meeting room accommodations presently available. This issue is discussed in greater detail in the “Developing a Strategy for Future Space and Facility Requirements” section of the report.

Currently, the Library provides public seating and workspaces for the public in the form of casual seating, single and group study tables, and at computer workstations.

Current Seating

	Main & Lab	Circulation Workroom	Teen Room	2nd Floor	3rd Floor	4th Floor	1st Floor Total	2 nd – 4 th Floors Total	All Floors
Public Seats (dedicated to library)	37	0	26	67	0	89	63	156	219

Public Seats (shared with city hall)	0	0	0	0	2	40-70	0	2	40-70
Computer/Technology Seats*	21	0	6	14	0	23	27	37	64
Total	59	8	35	98	15	191	102	253	404

Meeting Room Spaces and Seats

Type	# of Rooms	# of Seats	Seating Type/Format
McCallum Room (4 th)	1	40 at tables, 80 seated	Multi-use
Quiet Study (4 th)	1		Casual
Youth Program Room (2 nd)	1		Multi-use
Computer (Lab 1 st)	1	21	Computer chairs at workstations

Public Meeting, Study Rooms, and Gallery/Exhibition Spaces

The Municipal Center meeting room spaces are shared with other City departments. A conference room and the City Council Chambers can be reserved by the Library and other departments, but availability depends on demands of the various departments.

There are two study rooms, located on the 4th floor, under the control of the Library. Heavily used, input from the various public forums and surveys consistently indicated how important these spaces were to users and that they served a variety of purposes including support for small business owners, homework, study, and a range of other uses. Participants from the Telephone Survey, Online Survey, and focus groups all commented on the inadequate number of study rooms and recommended that additional rooms be added.

Conclusions about Programming

The Library does an excellent job supporting the educational attainment expectations of residents, particularly children, through diverse youth programming -- Story Times, the Mayor's Summer Reading Challenge, and other literacy/reading programs.

The high attendance at the youth and summer reading programs, and member satisfaction, indicates the Library is meeting real needs by members. No evidence was found that these programs "competed" with any comparable services offered in the private sector.

Even though youth services are currently a priority, the community clearly continues to desire more youth services for the foreseeable future.

The market analysis (see “Marketing and Awareness”) shows that more outreach services, if offered, may allow the Library to achieve higher levels of market penetration among low-income families and non-English language speakers.

Physical accessibility barriers exist. These include a lack of overall public space, inadequate programming room spaces, and an insufficient number of seats in existing meeting/program rooms to accommodate parents and children for programs.

Knowledge barriers also exist. Based on comments from the community, public focus groups, and Executive Interviews, even regular patrons of the Library do not feel sufficiently informed about the extent of library services offered.

SECTION 3: SERVICES BENCHMARKING



Section Three

Services Benchmarking

FRISCO PUBLIC LIBRARY STATISTICS¹

Statistic	2009	2010	2011	2012	2013 ²	2014 (first 10 months of FY 2013/14)
Collection Size	161,677	166,892	176,302	184,062	182,592	195,400
Holdings per capita	1.52	1.53	1.43	1.43	1.35	1.38
Items checked out	1,127,180	1,195,880	1,311,309	1,510,956	1,346,889	1,158,863
Collection turnover	6.97	7.17	7.44	8.21	7.38	5.93
Items checked per capita	10.3	11.3	9.6	10.7	9.96	8.19
Total expenditures	\$3,403,633	\$2,955,576	\$3,278,315	\$3,568,246	\$3,281,744	\$3,002,814
Annual visits	579,957	571,014	581,158	601,078	548,760	462,282
Registered borrowers	67,873	76,584	81,064	84,255	58,891	62,717
Registered % of population	62.2%	66.2%	59.5%	59.9%	43.5%	44.3%
Staff FTE	39.5	41	41	40	40	41

¹ TSLAC Annual Reports These dates reflect the previous fiscal year's statistics.

² Statistics reported as 2013, report FY 2012/13 data. The decline in numbers reflects a significant reduction in membership due to the change in membership policy for non-Frisco residents.

A review of five years worth of Frisco Public Library statistics shows the following:

Services Utilization

The number of collection items per capita has declined and is now below the average for all Texas libraries.

The number of checkout transactions rose through 2012 and declined in 2013 due to the membership policy change affecting non-Frisco residents. Statistics to date in 2014 show a return to the upward trend.

The Degree of Library Use has Shifted

The percent of registered members to total population has declined.

One reason for a decline in registered members is related to changes affecting libraries statewide. In 2009, the State of Texas began to withdraw funds which subsidized public library use by residents outside of each library's service area.

In addition, the Library reviewed the number of non-Frisco residents with active Frisco Library memberships in Collin and Denton counties in relation to the amount of funding provided by the counties and determined the cost of providing services to county residents far exceeded the funding provided by Collin and Denton Counties. In October 2012, Frisco discontinued accepting county funding, eliminated no-cost memberships to county residents, and implemented a three-tiered membership system:

- Full service, no fee – Frisco residents
- Partial service, no fee – Reciprocal agreement with neighboring libraries offering similar service levels (Allen, McKinney, Plano, The Colony) – no access to eBooks and eAudiobooks; charge for Interlibrary loan
- Partial Service, \$50/year fee – same services as reciprocal member libraries

While check out rates show a slow but steady increase, annual in-person visits to the Library have remained steady since 2010. In 2013, as a result of the membership policy change, Frisco Library experienced a 30% decrease in library membership. Even with a 30% decrease in membership, circulation only decreased 10%, demonstrating an increasing level of demand. The 2014 transaction figures indicate that membership and circulation numbers are again increasing.

Library Resource Deployment

Expenditures and the Library's overall revenues have declined over five years.

Texas Benchmarking

Annual reports submitted to the Texas State Library and Archives Commission were compared to Frisco Public Library's service transactions and output measures. Seven Texas libraries of comparable size and structure were identified by the Frisco Public Library as suitable peer libraries for comparison. These

libraries are the Allen Public Library, Carrollton Public Library, Denton Public Library, McKinney Public Library, Plano Public Library, Richardson Public Library, and Round Rock Public Library. With the exception of Round Rock Public Library, the libraries are located in the North Texas region.

The Texas State Library and Archives Commission provides data comparing public library statistics for fiscal year 2011/12.

	Statewide Average	Frisco	Allen	Carrollton	Denton	Plano	McKinney	Richardson	Round Rock
Circulation Per Capita	5.68	11.34	9.23	5.10	15.86	14.49	7.67	14.27	13.19
Children's Circulation Per Capita	1.84	7.19	5.29	2.85	4.40	8.16	3.30	7.98	4.14
Adult Circulation Per Capita	3.65	3.46	3.66	2.25	11.15	6.24	3.87	6.14	8.90
Collection Turnover	1.54	8.91	7.21	3.72	7.14	4.96	5.05	5.34	6.90
Program Attendance	0.56	0.40	0.45	0.19	0.25	0.39	0.12	0.34	0.33
Operating Revenue Per Capita	\$25.02	26.08	26.55	25.26	44.57	38.27	17.38	33.69	22.27
Operating Expenses Per Capita	\$24.21	25.39	25.91	25.96	42.62	37.99	17.38	32.89	21.96
Material Expenses Per Capita	\$2.87	4.72	2.56	2.33	5.18	4.78	3.41	4.61	4.07
Wages as % of Total Expenses	64%	72%	80%	52%	61%	81%	71%	81%	71%
Visits Per Capita	4.97	4.28	3.37	3.77	4.98	5.50	2.44	4.65	3.06

The following data points are of particular note when evaluating Frisco Library's performance in relation to the seven peer Texas libraries.

Circulation and Collections

- Collection turnover: Frisco Library had the highest rate (8.91) as compared with the peer Texas libraries and has a collection turnover rate of considerably higher than the statewide average of 1.56, which indicates the intensity of the use of the Library's collection.
- Total circulations per capita: Frisco Library circulated 11.34 items per capita. Among the peer Texas Libraries, Frisco had a lower total circulation rate than Denton (15.86), Plano (14.49), Richardson (14.27), and Round Rock (13.19), but a higher rate than the statewide average of 5.48.
- Adult circulation per capita: Frisco Library had the lowest adult circulation per capita rate (3.46) among peer Texas libraries and is below the statewide average of 3.65.
- Children's circulation per capita: Frisco Library circulates 7.19 children's items per capita. Plano (8.16) and Richardson (7.98) exceed Frisco Library's rate, but Frisco exceeds the Texas average of 1.84 children's circulations per capita.

Services

- Program Attendance per Capita: Frisco Library had an average program attendance of 0.40 per capita. Only Allen, with a program attendance of 0.45, was higher for the peer Texas libraries. These attendance figures, however, are lower than the statewide average of 0.56.
- Library visits: Frisco Library had a rate of 4.28 library visits per capita. As compared to the peer Texas libraries, Plano (5.50), Denton (4.98), and Richardson (4.65) had higher per capita library visit rates. The statewide average was (4.97) for library visits per capita.

Financial

- Operating Expenditures: Frisco Library's operating expenditures of \$25.39 were below that of the peer libraries in Denton (\$42.62), Plano (\$37.99), and Richardson (\$32.89) and somewhat higher than the Texas statewide average of \$24.21.
- Library materials expenditures per capita: Frisco Library's expenditure of \$4.72 per capita for materials was somewhat lower than Denton (\$5.18) and Plano (\$4.78) and higher than the statewide average of \$2.87 per capita.

Texas Statewide Comparisons

- Circulations per hour: Frisco Library had a high rate (495) of circulations per hour. The average for all Texas libraries of comparable size to Frisco (serving 100,000-249,000 population size) was 148 and the statewide average is 37 circulations per hour.
- Collections per capita: Frisco Library had a low rate of collections per capita at 1.35 items. The average for all Texas libraries of comparable size to Frisco (serving 100,000-249,000 population size) was 1.69 items and the statewide average is 5.13.
- Staff Levels: Frisco Library has a rate of paid staff per total population of 1/3,166. Plano, Richardson, Allen, and Denton offer more staff coverage per population. The statewide average is 1 staff per 3,531 population.
- Square footage: Frisco Library has 0.36 SF per capita and ranks below the statewide average of 0.51 SF per capita.

National Benchmarking

Looking beyond a library's home state, the most meaningful benchmarking comparisons are made by identifying peer libraries similar in size, population, and finances. Criteria for this study focused on one-outlet libraries with high *per capita* performance, serving a population within +/- 20% of Frisco's population, and with similar demographics such as racial composition, percentage of residents foreign-born, and education level.

Using 2012 data, the most recent information publicly available from the Institute for Museum and Library Services (IMLS) website, the Ivy Group identified four such libraries: Appleton Public Library (WI); Sterling Heights Public Library (MI); Sunnyvale Public Library (CA); and Tempe Public Library (AZ). Frisco Library's planning team selected two additional libraries based on demographics and aspirations to comprise the peer set: Chandler Public Library (AZ) and Naperville Public Library (IL). It should be noted that no peer library communities have a median per capita income close to that of Frisco.

As compared with its nationally-selected peers, Frisco Public Library:

Services

- Ranks first in circulation of children's materials (as a percentage of total circulation);
- Ranks second in program attendance *per capita* and reference transactions *per capita*;
- Ranks third in average number of operating hours, circulation of children's materials, total program attendance, children's program attendance, and reference transactions;
- Ranks sixth in library visits *per capita*;

Collections

- Ranks first in the percentage of budget spent on collections;
- Ranks second in collection turnover rate;
- Ranks last in total holdings, print materials, and audio holdings;

Financials

- Ranks third in both collection expenditures and collection expenditures per *capita*;
- Ranks next-to-last in total operating expenditures.

For more information on national benchmarks, the Ivy Group's full Benchmarking Study can be found in the Appendix B Support Reports.

Conclusions regarding the Library Benchmarks

The Library excels at producing resource efficiency, a key City of Frisco Strategic Goal. The Library has been exceptionally focused on ensuring that public funds set aside for library purposes have been carefully distributed to maximize the private benefits produced for individuals (materials, classes, programs, etc). The collection figures, transactional figures, output measures, and satisfaction scores on surveys all indicate that Frisco Library is able to produce far more service outputs with fewer dollars expended than comparable peer libraries, regionally or nationally.

The benchmark data indicates the Library does more with less. Benchmark data shows Frisco Library has one-third less staff per transaction than other North Texas Library peers. Heavily used, the Library is leanly staffed and, due to budget decreases, has lost approximately 20% of its budget, mainly for materials, since 2009.

Peer comparisons are useful in providing a quantitative method to compare against a mean of "what is." But, being descriptive of the current situation, they cannot provide predictive or prescriptive information to set future direction or strategic goals of what "should be."

The overall message from the benchmarking comparisons is that Frisco Library staff has excelled in creating a library offering high levels of services through the effective use of revenues and inputs received.

SECTION 4: MARKETING AWARENESS



Marketing and Awareness

Throughout the needs assessment, Frisco residents across all sectors expressed a commitment to building a unique, quality, and thriving community. Forward-thinking and fiscally orthodox City leaders value cost-efficient public institutions that collaborate and innovate to provide services that advance City prospects and bolster community aspirations. “Resource efficiency” (one of the City of Frisco Strategic Goals) drives smart, visionary planning.

While there are many points of consensus regarding Frisco Library’s role in the constellation of public services, it is clear from the research that the Library has not effectively communicated its range of services and depth of collection—a deficiency exacerbated, no doubt, by rapid population growth. Even some of the City and elected officials who were interviewed were unaware of all that the Library offers.

The process of developing the Library’s Master Plan provides the opportunity to close this knowledge gap by identifying audiences, repositioning the Library more advantageously, refining the communications platform, and launching a dynamic, cost-effective, and sustainable marketing program.

ABOUT THE LIBRARY

Valued, Over-Extended, Under-Subscribed

There can be no doubt: those who know and use the Library love it. Residents agree that Frisco Library is a friendly and indispensable community asset. When asked to select attributes that best describe the Library, users and non-users alike chose “valuable,” “useful,” and “welcoming.” City leaders interviewed about the Library offered overwhelmingly positive feedback, calling the Library “valued,” “involved,” and “wonderful.” Newcomers to Frisco frequently credit the Library as their first destination, a *locus* for getting to know the community, making new friends, and engaging their children in fun and educational experiences.

This positive image is certainly bolstered by Library staff whose stellar courtesy, competence, and professionalism are universally praised. The all-star staff runs wildly successful programs that have earned the Library a top-three ranking in both total program attendance and children’s program attendance when benchmarked against peer libraries.

High user demand has put the Library's collection under stress. Frisco Library's collection turnover rate is the second highest among peer libraries even though total holdings of books and digital materials rank last.

At the same time, non-users are enthusiastic Library boosters. Residents—including those who do not currently use the Library or even hold a Library card—wholeheartedly endorse City support of Library services. A vast majority of respondents to the Telephone Survey—79%—“completely agree” that the Library plays an important role in the community, while 86% strongly believe that the Library should be sufficiently funded. In an interview, one community leader went as far as to say that the loss of Library services would change the face of Frisco.

Considering its reputation and the breadth, depth, and quality of its services and collection, it is surprising that more Frisco residents don't patronize the Library. The Telephone Survey reveals that 62% of respondents have a Frisco Public Library card. The benchmarking study shows that Frisco Library ranks next-to-last among seven national peer institutions in library visits *per capita*.

This disconnect between the quality and the use of the Library's offerings stems from the Library's limited external communications. Only 26% of Library users report that they are “extremely satisfied” with marketing communications, while 36% of staff members believe that the Library does all it can to reach out to non-users. Both the Telephone Survey and executive interviews with City leaders reveal that many Frisco residents are ill-informed regarding the Library's programs, services, and resources. It is clear that consistent, targeted marketing is needed to both build brand equity for the Library and ensure the community receives best value for its tax dollars.

The effectiveness of the Library's renewed marketing and communications outreach can be tracked by a few key metrics. New card registrations, incremental numbers of program attendees, and other similar standard output measures are the most reliable way to gauge relative progress against current statistics and market penetration baselines.

An Opportunity to Rebrand

Currently, the Library's marketing program consists of flyers and brochures, a website, a series of third party apps, and social media posts. The most frequently-applied version of the logo comprises a graphic representation of an open book and computer screen—images reflecting two dimensions of the twenty-first century library experience. While the tagline, “Inspiring Intellect, Curiosity, and Imagination” is certainly apt, the language is generic enough to describe almost any library in the country. The pastel palette is pleasant, but without character. The header fonts are unprepossessing.

To the Library's credit, staff is enthusiastic about redesigning the logo, upgrading messaging, and aligning marketing with best practices. A redesigned logo will reflect the Library's multi-dimensional contributions to the City's vitality, ascendancy, and preeminent quality of life. A fresh, vibrant palette and contemporary typeface will project dynamism and energy. A new logo can accommodate a secondary line of text—either for a tagline or to sub-brand product groupings, departments, capabilities, or product and service lines. A new pithy, memorable tagline can focus on quality and benefits, and, above all, be authentic to the brand.

Currently, Frisco Library's literature is peppered with abstract nouns such as "advisory" and "involvement." While there are effective calls to action ("connect," "download," "enjoy," and "borrow"), communications tend to focus on products and features, rather than benefits. Messaging is expressed from the librarian's, rather than the customer's, perspective—a not uncommon phenomenon where marketing is *ad hoc* and by committee. From the Library website, for example, "Lending Periods and Limits" could instead be "How long can I borrow a ...?" Under public computers, "We offer public internet access and Microsoft Office Suite" could be replaced with "Get online. Send an email. Write a paper. Your Library computers. Your choice."

To embrace the vitality and energy of the City, key messages should incorporate active, energetic transitive verbs, such as "sparks," "boosts," "energizes," "empowers," "motivates," "strengthens," and "uplifts."

Reflecting the community's affluence and aspirations, the Library may choose to promote certain service lines in terms of ambiance, assets, amenities, and valuable opportunities for self-improvement. Calls to action—"reserve," "triumph," and "fulfill," for example—would imply exclusivity:

Treat yourself to a mind massage at the Library.

Book your next cruise at the Library.

Reflecting the community's competitive spirit and love of sports, language should emphasize advantageous differentiating features. Examples of sports-oriented messaging:

When homework gets tough, the tough go to the Library.

The Library: launch pad for bold adventures.

In less formal publications, keep it light; keep it simple. To move past dated perceptions, the Library can use contemporary slang, sentence fragments, fun puns, and twists on cultural references. (Bravo the *Undead and Unread Book Club*!)

Examples of less formal messaging include:

We are your Library.

Resistance is futile.

Wii are wired!

Read past your bedtime.

To reach culturally diverse populations, messaging should always suggest inclusion, welcome, and opportunity. Benefits of the Library services—second language instruction and collections; access to government services and employment information; family-centered programming; Internet access; homework help; and GED, SAT, and ASFAB test preparation—must always be communicated in grammatically correct Spanish and the languages of East and South Asia, for example, with accompanying English translations.

A Technology Mismatch

Outdated or inadequate technology also impedes optimum market positioning. Even those who frequent Frisco Library are either unaware of or dissatisfied with the Library's technology assets. Web-based library services and access to computers and WiFi are two of the three most important Library offerings as ranked by telephone survey respondents. And yet, library users give low satisfaction ratings to the Library's website, number of computers, Internet speed, and mobile apps; and the Library ranks last among peer institutions for the number of users of electronic resources *per capita*. While the stellar library staff is certainly up to the challenge of serving as tech-savvy ambassadors for the Library's technology assets, 38% of Frisco librarians do not believe that they have been trained adequately to assist customers with technology questions. In a community that highly values convenience, upgrading web-based communications and service delivery is a top priority.

There is general agreement that the Library's current website is unsatisfactory: the user interface is convoluted; browser incompatibilities persist; and the site is not mobile-responsive. Great third party apps are available, but buried. The completion of the Master Plan is an opportune time for the Library to ensure that a new site is developed according to best practices in usability.

A redesign would draw on use cases that track customer pathways to completing tasks and would integrate technologies that personalize the customer experience. Determining the optimum experience architecture, integrating core brand visuals and messages, streamlining functionality, enabling user engagement—these are critical steps in building a customer-oriented, high-functioning “virtual branch” that would significantly upgrade customer service and increase use of Library collections and programs. As Frisco residents rapidly transition toward predominantly digital access to financial, retail, communications, recreational, and information services, a new website is among the most important investments the Library can make.

ABOUT THE MARKETPLACE

Buxton categorizes households by a variety of factors, including income, consumption patterns, social habits, and family structure. Lifestyle classifications (essentially population groupings with fun monikers) are established by aggregating cross-channel variables from a combination of behavioral research with proprietary, public, and third-party data. The result is a very detailed understanding of consumer behaviors and preferences, by segment, that enables pinpoint target marketing.

In general, the people of Frisco are busy, upscale, and lead child-oriented lifestyles. Of the 43 (some miniscule) segments that comprise Frisco’s entire population, over half (54.6%) of the people living in Frisco can be categorized into seven Buxton market segments.

Segment	% of Frisco Households	Opportunity Households	% Library Penetration	Description
Babies and Bliss	12.4	2,304	55.2	Middle-aged couples with large families and active lives in affluent suburbia
Couples with Clout	9.7	2,008	49.8	Middle-aged, childless couples living in affluent metro areas
Wired for Success	7.1	2,101	28.5	Young, mid-scale singles and couples living socially-active city lives
Fast Track Couples	7.0	2,176	25.3	Active, young, upper middle-class suburban couples and families living upwardly-mobile lifestyles
Cul De Sac Diversity	6.8	1,754	37.3	Ethnically-diverse, middle-aged families settled in new suburban neighborhoods
Kids and Cabernet	5.8	1,602	33.2	Prosperous, middle-aged married couples with children living child-focused lives in affluent suburbs
Generational Soup	5.8	1,955	17.8	Affluent couples and multi-generational families living a wide range of lifestyles in suburbia

NOTE: Across all Buxton data charts,

“Opportunity Households” represents Frisco households without a library card.

The next 25% of the population includes:

Segment	% of Frisco Households	Opportunity Households	% Library Penetration	Description
Everyday Moderates	4.6	1,859	3.1	Mid-scale, multi-cultural couples and families living in mid-tier metro suburban settings
Sports Utility Families	4.5	1,861	1.0	Upscale, middle-aged couples with school-aged children living active family lifestyles in outlying suburbs
Families Matter Most	4.4	1,780	3.1	Young, middle-class families in scenic suburbs leading active, family-focused lives
Full Steam Ahead	3.2	820	37.3	Younger and middle-aged singles gravitating to second-tier cities
Family Fun-tastic	3.1	1,267	2.1	Upscale, middle-aged families with older children pursuing busy kid-centered lives in satellite cities
Boomers and Boomerangs	2.6	905	16.1	Baby boomer adults and their teenage/young adult children sharing suburban homes
Destination Recreation	2.5	1,006	0.8	Middle-aged, midscale couples in rural towns and fringe suburbs working to enjoy their active lifestyles

Segmentation by Characteristics in Common

Using segmentation studies pose two challenges to the Library. In the first place, Buxton is a snapshot of the here and now. Given the speed at which Frisco is growing and the fact that families already here will age and children will leave home, a passage of five years may change the complexion of the population. In addition, because Frisco is grouped within the Dallas-Fort Worth-Arlington MSA (Metropolitan Statistical Area), mass media costs, calculated for the combined audience of over 6.8 million people, are very high. The Library has neither the budget, nor the

prospect thereof, to conduct mass campaigns that target any one or even a combination of the multiple population segments—nor would it be appropriate for the Library to expend public monies in this fashion.

The most reasonable approach is to identify commonalities in the aggregate among the segments and develop strategies that address shared needs, behaviors, and preferences. This methodology works particularly well in Frisco because, in spite of the fact that the City is home to over 40 lifestyle segments, overall residents are more alike than different. Many are new to the community (and continued rapid growth will only increase the overall percentage of newcomers). On the whole, Frisco residents are relatively affluent, family-oriented, and mobile. They share a keen focus on sports, travel, and health. Generalities, of course, always bump up against the exceptions, and, indeed, there are Frisco residents whose lifestyles and interests diverge. For example, as Frisco grows in numbers, it is also growing in culturally diversity—and many in these communities speak languages other than English at home. Nevertheless, even when taking these distinctions into account, significant similarities emerge that make cost-effective and targeted messaging and marketing feasible.

Lifestyle*	% Frisco Households	Library Penetration	# Opportunity Households
Sports	71%	28%	21,022
Travel	45%	26%	13,684
Healthy	43%	31%	12,541
Arts & culture	32%	33%	8,867
Upwardly-mobile	21%	19%	7,108
Outdoors	20%	35%	5,274
Leisure	10%	6%	3,874
Philanthropic	7%	12%	2,580

**Lifestyle characteristics are not mutually exclusive.*

Households may be represented in multiple categories.

Wealth and Market Penetration: The Ethical Dilemma

The data shows a direct relationship between wealth and Library penetration: the Library's highest levels of penetration are among wealthier residents. In fact, the discrepancy between penetration levels for the two wealthiest segments indicates that the Library attracts not only well-off households but actually the *wealthiest* households.

Low-income households, on the other hand, have the lowest level of Library penetration by far—8.6% of Frisco’s 742 low-income households. The sheer number of high income households in comparison to the poorest 1.6% of households (2008-2012 American Community Survey) provides the greatest prospective return on investment. But therein lies an ethical dilemma: should not the Library expend more resources to reach those who most need its services?

Financial Status	% Frisco Households	Library Penetration	# Opportunity Households
Wealthy	50.9%	31.4%	14,455
Middle	40.1%	18.8%	13,464
Middle/Low	6.8%	18.8%	2,271
Low	1.6%	8.6%	678
Total	99.4%		

To better communicate with the City’s less affluent and second-language households, the Library should consider the following options.

Apply Buxton data to map outreach services to the City’s poorest and promote second language collections, ESL instruction, and homework help.

Build sizable, second language popular collections to draw new users, especially mothers, and to cross-promote family-oriented and cultural programming, access to the Internet, and employment and government information and services.

Distribute library marketing materials through Head Start, churches, the public health department, and WIC points of distribution.

The Library: Not Just for Kids

Kid-friendly lifestyles dominate the population, and Library penetration is greatest among families with young children. The remaining segments—households with older children or no children—use the Library at a lower rate. The 13,941 households without children (including singles, childless couples, and empty nesters) present the greatest opportunity for the Library to increase patronage as residents age in place: currently, the Library is serving only 10.5% of Frisco households whose children have “flown the coop.”

In addition, 78% of arts and culture “opportunity households” are without children at home. These residents seek outlets for personal creativity and are, therefore, ideal audiences for the cultural and arts dimensions of Library programs and services. Because older residents may be more inclined to have an interest in genealogy and preservation of family mementos, they might also enjoy a makerspace. They could form the nucleus of the Library’s internal prospect list—a first step toward building programs for annual, planned, and major giving.

Family Type*	% Frisco Households	Library Penetration	# Opportunity Households
No Kids	40.3%	22.3%	13,941
Young Kids	42.3%	31.8%	11,969
Older Kids	37.8%	29.9%	10,980

Family Type*	% Frisco Households	Library Penetration	# Opportunity Households
Single	13.0%	25.2%	4,038
No kids	25.3%	28.1%	5,450
Young kids	42.3%	31.8%	11,969
Older kids	37.8%	29.9%	10,980
Empty nest	12.0%	10.5%	4,453

**Family Type characteristics are not mutually exclusive.*

Households may be represented in multiple categories.

Recommendations for childless households and households with older children include the following options.

Apply Buxton data to pinpoint individual over-age-55 households and retirement and leisure communities for targeted mailings and in-house list development.

Track and cultivate relationships with event and program attendees in order to build an in-house database.

Identify local experts—some of whom may be at or near retirement age—who can present programs in their areas of expertise and cross-promote databases and library materials.

Build a program subscription series that features high-profile, nationally known individuals to build an in-house database and cross-promote other library assets and membership in the Friends.

Bundle cultural and arts programs into a themed series to begin to develop a donor prospect database base and cross-promote Library assets and membership in the Friends.

Host hobbyists and special interest groups (chess, investment, gardening, cooking, etc.) and create a community conversations series and social/networking opportunities to attract people with shared interests in order to add names to the prospect database and cross-promote Library assets and membership in the Friends.

Promote the Library's gadget management (e.g. DVRs, digital cameras, smart phones, tablets, etc.) and social media instruction series.

Target promotions of genealogical and historical research resources.

Collaborate with institutions of higher education to develop lifelong learning programs or to serve as a distance learning center.

Sponsor trips to nearby cultural events as initial forays into fundraising.

Cross-promote volunteer opportunities.

THE MARKETING STRATEGY: TARGET THE GREAT UNIFIERS

Sports are very popular in Frisco: for 71% of Frisco residents, playing and watching sports figures prominently among their top lifestyle behaviors. Closely related is the significant percentage of households for which regular exercise, healthy diet, physical activity, and gym membership are important. The Library has reached about 28% of these sports and fitness fans, a comparatively low level of market penetration considering that 72% of sports-centric households have children still at home. With over 21,000 sport-enthusiast households not patronizing the Library, attracting even more sports-loving families should be a top priority.

Love of travel is another common denominator: almost all Frisco residents are on the move, whether piling into the SUV for beach trips or jet-setting to remote corners of the globe. Having captured only 26% of residents with the “travel bug”, the second most popular interest in Frisco, the Library has the opportunity to configure and promote a constellation of travel-related programs and resources.

For price-sensitive households the Library has the opportunity to compile a menu of more modest travel-related programs and promote leisure-related resources that will appeal to the variety of interests while respecting budgets.

Financial Style of Travel-Loving Households	% of Total Opportunity Households	# Opportunity Households
Price-Sensitive	23.0%	3,123
Not Price-Sensitive	77.0%	10,561

Wealthier households, already a higher proportion of Library users, are interested in luxury vacations. They are actively engaged in organizing and planning for the future, whether a dream getaway or the next investment opportunity.

A large share of Frisco households, over 17,500 total, manage their own money and enjoy researching consumer purchases and investment opportunities. The Library has been more successful in serving households that are financially knowledgeable with a penetration level of 37%, but there are still 11,000 opportunity households within reach. Those who manage their own finances generally turn to the Internet to bank, research opportunities, and adjust portfolios. To better serve these motivated “finance hounds”, the Library should look at promoting subscription resources that may otherwise not be available to these individuals.

In addition to the opportunity to connect with financially-savvy residents, there is an opportunity for the Library to increase market penetration with the 12,638 households that are relative financial novices.

Financial Style	% Frisco Households	Library Penetration	# Opportunity Households
Savvy	42.7%	37.0%	11,074
Novice	36.4%	15.7%	12,638

Less established households, particularly those comprised of young couples and singles who may just be beginning to manage their personal finances, seek to learn more about money management, budgeting, investment options, and other market topics. To appeal to these segments, the Library should offer higher level financial literacy programs of interest to younger households and host investment and other similar interest-group meetings.

The Library has low levels of penetration among Frisco residents who are philanthropic and enjoy quiet leisure activities. Although “leisure” and “philanthropy” primarily describe only 9.8% and 7.2% of the Frisco’s population, respectively, Library penetration for these two interest groups should be higher given its non-profit status and significant “leisure” assets. Cultural offerings in Frisco are fairly limited and residents who want to enjoy art, music, and theater often have to go to Dallas. Efforts focused on recruiting the philanthropic and leisure-loving segments of the population could increase Library patronage by as much as 6,454 households, as well as foster a culture of philanthropy that will be advantageous as the Library moves toward increasing its funding base.

Other recommendations include the following options.

Promote online 24/7 resources to time-starved families who value convenience—especially educational resources and homework support.

Cultivate partnerships with the Dallas Cowboys and other sports teams to promote library services at sporting events, in sports venues, and at in-library programs and events.

Collaborate with athletics departments of public school systems to create a campaign of student athletes using and promoting the value of the Library.

Co-market and cross-promote programs and services with Frisco’s Parks and Recreation Department to attract active, sports-minded segments.

Develop and promote (in the same way as a readers’ advisory would) specialized travel collections, travel eResources, and blogs, and cross-promote hosted gatherings centered on travel experiences.

Encourage the use of social media and Instagram for experience-sharing and community-building on the Library's new website.

Develop a relational database that lays the groundwork for targeted marketing and future philanthropic outreach.

Frisco's population is growing in diversity. While many who come to live in the City are well-educated English-language speakers, multi-generational homes include grandparents who have few cultural touchstones within the community. This growing segment will challenge the Library more in years to come.

To reach English-language learners and households speaking a language other than English at home, the Library should consider the following initiatives.

Bundle, subbrand, and cross-promote services for new English-language learners (ESL classes online, ASVAB test prep, Spanish language materials, Mango, and Muzzy).

Educate the Spanish-speaking community about library services with PSAs and promotions in collaboration with other library systems in the greater Dallas metro area on Spanish language radio.

MEDIA OUTLETS

Local media outlets are few, and Dallas is part of a significant (and pricey) Metropolitan Statistical Area (MSA). Overall, advertising in these regional outlets is feasible only if the Library reaches out to its counterparts across Dallas and its suburbs and collaboratively plans media advertising that promotes library use, collections, and services in general.

Print and Social Media

To reach active, family-centric households in Frisco, the Library should be routinely pitching stories and sending media advisories of events to a select number of outlets.

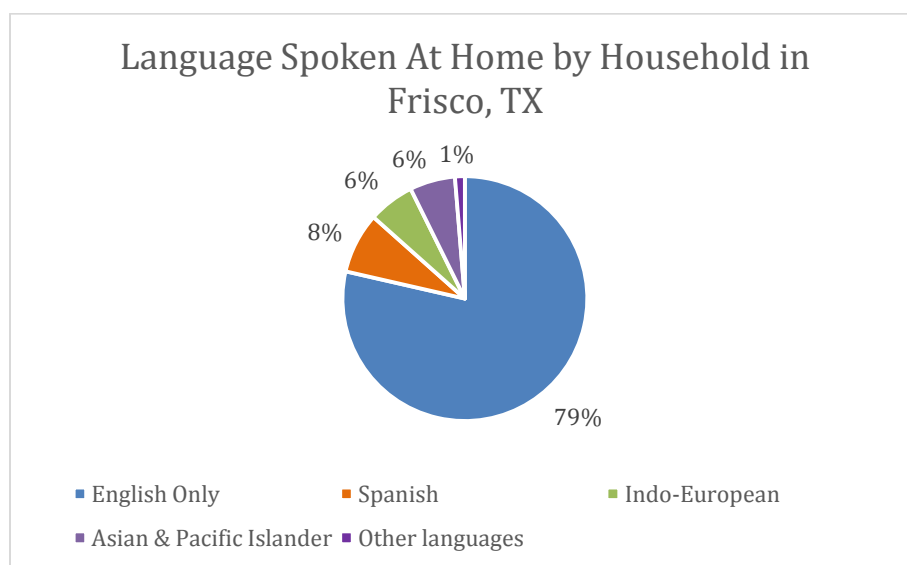
Frisco Enterprise, a weekly Star Local Media publication, is Frisco's primary newspaper with a strong online presence in addition to its print circulation. The paper emphasizes local news and has a strong community focus, particularly for sporting events and public works projects.

The *Community Impact* newspaper serves the Dallas/Fort Worth metro area and reaches approximately 54,710 households in Frisco monthly. This is an ideal vehicle for cooperation/collaboration with other library systems.

Frisco Style Magazine distributes over 66,000 magazines per month to Frisco and the surrounding cities, making it an ideal balance of broad reach for a library consortium and targeted marketing to Frisco households.

For free access *Dallas Morning News's* Twitter (@Frisco_news) boasts over 8,000 followers, and the *Frisco Square* Facebook page has almost 7,500 likes. To optimize these social media opportunities, the Library is advised to develop social media policies and strategies to communicate key messages.

Broadcast and Spanish Listeners



Major radio stations are based in Dallas and have broad audiences in the surrounding area. Without a local station that exclusively serves Frisco, radio is generally not a cost-effective option for publicizing the Library in isolation of its regional partners.

However, the regional library community may wish to consider reaching the significant listenership and loyalty of Spanish language radio with a regular feature touting the scope and value of the region's library services ("wherever you live, the library is your neighbor. Learn more at...") and inviting the community in for cultural events and Spanish-language materials.

The Library may also choose to present information in Spanish, Hindi, and Chinese in addition to English on Frisco Television Network (FTVN), the City of Frisco's Government Access Channel.

SECTION 5: TECHNOLOGY SERVICES



Section Five

Technology Services

Introduction

This section summarizes the current status of Frisco Library's information technology and services, specifically the automated library services and management functions, other technology-related service delivery systems, and the technology environment. The Library has a reputation with the public for innovation and service. Support from the public, as indicated by library usage and the financial support received from the City, are select indicators of the Library's success in identifying and satisfying customer needs. The Library's emphasis on information technology plays an increasingly major role in successful service delivery.

The Library's administration and staff understand both the importance of keeping pace with information technology and the challenge of meeting the expectations of a discriminating public. The Library has begun to participate in a new, nationwide program designed to help libraries evaluate technology efforts and inform strategic technology decisions by contributing performance measures to the Edge Initiative.

The Edge assessment tools help libraries to evaluate their public technology services. Through the assessment tool, libraries develop best practices in technology-related services for their communities and determine what steps need to be taken to improve their public technology programming. The benchmarks help libraries evaluate the current technology they provide, explore opportunities to improve public technology services, and assess the library's capacity for using technology to improve organizational management.

Automated Library Services and Management Functions

The Library has a state-of-the-art integrated online library system (SirsiDynix Symphony) which offers:

- Acquisition – materials purchase, order maintenance, payment receipt, and the payment cycle associated with buying materials for patron services
- Bibliographic Maintenance – the description and access components of the materials indexes
- Circulation Control – the disposition and use of materials, maintenance of the database of registered users, holds and overdues management
- Reports – report generation for management and action, updating records, generating notices
- Serials Control – the purchase and control of serially produced materials

Patron and staff computers are on separate networks. (Library staff uses the same network as other City staff.) The public network contains the public Internet access computers, online catalog computers (using a thin-client system), and patron WiFi access points. Enhanced security is installed for self-service checkout stations, the AMH (Automated Materials Handling System), and public computing and print management. The Library has a total of 58 staff and 66 public computers.

The following table is a summary of the number of both public and staff Internet/computer workstations and printing devices currently available by floor. The public workstation counts do not include the Library's online catalog terminals. The 21 workstations in the 1st floor computer lab, when not being used for classes, are available for public use. This room also contains equipment to support classroom projection and computer instruction.

Summary of Computer Workstations and Devices

Location	#Public Work Stations	#Staff Work Stations	# Public Printers	# Staff Printers
1 st Floor	27	12	1	3
2 nd Floor	14	17	1	2
3 rd Floor	0	15	0	2
4 th Floor	25	14	1	3

Internet access is provided by an outside vendor with a connection speed of 30 mbps.

Statistics for Frisco Library – and for many other public libraries – show that use of in-house Internet terminals has fallen by 33% in 2013 as compared to 2012. Librarians hypothesize that the decline in use may be attributed to an increase in the use of WiFi access provided by libraries and thus is a shift in the choice of channel used to connect rather than a decline in utilization.

The following chart summarizes the type and functions of the Library's technology systems.

Summary of Current Frisco Library Technology Systems

System	Version or Components	Function	Gaps
SirsiDynix Symphony Cloud (SaaS)	3.4.1 SP 5. Modules: Circulation, Cataloging, API, Customer Notification, Enterprise, eResource Central, NCIP, Director's Station, Enhanced Content, BookMyne+ app	Basic ILS functions, discovery tool (catalog), ILL interface to OCLC system, acquisitions, decision support, covers, reviews, preview content on item records, eResource Central module with eMaterials metadata via web services calls in replacement of local MARC records, iOS and Android app	Need MobileCirc module to support roaming by public services staff and outreach efforts. Require a mobile-friendly catalog product.
EnvisionWare RFID systems	Modules: Branch Manager with Security Gates, OneStop, RFID Suite, Staff Link	Self-check of all RFID-encoded materials, security controls on RFID-encoded materials, tag encoding	System is currently meeting requirements.
EnvisionWare Public Computing systems	PC Res, LPT1	Public computing reservation and PC management, public printing management	PC Res and LPT1 versions need to be upgraded. Need to provide full range of scanning, fax, and wireless printing options. Also need non-cash payment methods.
Tech Logic RFID systems	11 bin Automated Materials Handling System (AMH), CircTrac RFID Wand	Automated materials returns, check-in of new books from vendors, sorting of returns, inventory control	Need a direct feed from outside book drop into AMH to save staff time. With addition of new locations, need to expand to 13 or 15 bin system. Current space for circulation operations is inadequate to support expansion.
Drupal Open Source Content Management System (CMS)	Drupal 7	Live and test environments for the Frisco Public Library website	Move to Drupal 8 when available and stable.

System	Version or Components	Function	Gaps
LibCal Room Booking software	Free, open source	Reservation software for study rooms	Too limited for any expansion of study and meeting rooms available to the public. Would need to upgrade to paid version.
CollectionHQ	All modules, including eBooks	Decision support tool for collection development and maintenance, supports precise weeding as well as quantifying shortfalls in collections by subject and author	Thorough assessment of collectionHQ's return on investment as a data analysis tool.
Active Networks' CLASS Point of Sale system (City provided)		Point of sale system, not integrated with ILS	Need POS system integrated with ILS to eliminate double entry of transactions.
Boopsie app	Basic plus modules for 3M and OverDrive integration	Primary mobile app for iOS and Android, customizable by library staff	Search function breaks when Sirsi updates catalog versions. Cannot integrate eMaterials. Sirsi BookMyne+ to be evaluated as a replacement.
OCLC Navigator ILL system (TSLAC provided)	Worldcat Texas Group Catalog via TSLAC	Management of ILL requests, including ability for patrons to directly request material	System generally meets requirements although needs more uptime and stability.
Microsoft VM Ware Virtual Desktop system plus Pano Thin Client device	Pano Gen2 thin client	Thin client device to enable desktop virtualization on all publicly available computers	Public computing needs major upgrades on the server and device side. The Library may consider a different, higher performing system. Current thin client configuration cannot support Windows 7 or 8. Does not support peripherals.
Rushworks digital signage system (City provided)	N/A	Allows Library to load, schedule, and display JPG images on two flat screen TVs	Systems cannot provide HDMI input. Need to upgrade to allow for AppleTV or similar inputs.
Cisco VoIP phone	N/A	Standard VoIP system	System is currently

system (City provided)			meeting requirements.
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Comments from the Community

Both Online Survey and Telephone Survey respondents gave the Library's technology services a "somewhat satisfied" rating. In the Telephone Survey, a significant percentage of library users demonstrated their lack of familiarity with a number of technology components, answering "don't know" regarding their level of satisfaction for the number of computers (39%), number of outlets for laptop use (53%), and Internet speed (43%). When the results of the Online Survey are broken down by age cohorts, the 18-24 age group is less satisfied with electrical outlets and Internet speed than other library users.

Community Leaders want the Library to add more technology and make it easier to access. They wanted the library app to be more visible and they thought adding a "genius bar" (in the style of the Apple Store) at the Library, and as a mobile service, would be a good additional technology upgrade.

Leaders were also interested in more access to online business resources, perhaps in partnership with Collin College, which has high demand for the use of their online resources. Since these materials are expensive to purchase, a partnership might be mutually beneficial.

Focus group participants wanted to see the Library provide tablet computers that could be loaned to read eBooks. They also wanted more information technology and more eBooks in addition to enhancements such as easier to access technology, easier to download eBooks, an updated library website, better access to electronic services from mobile devices, better computers, increased bandwidth speed, more Apple Computers, and more online classes on technology topics.

Interviews with the staff groups found that they spoke with a mature sense of the Library's public service mission and the role technology plays as one of the tools the Library uses to meet those needs. The staff wishes to offer greater access to more technology devices for library patrons.

City IT Department Technology Support Issues

Technology is a mission-critical aspect of modern public library service, both as a direct service to library patrons and as a tool for staff. Modern libraries must master technology as a primary objective in all endeavors. Therefore, investment in and ongoing support of technology should be given priority in any planning and implementation process.

The Library's primary IT support comes from the City of Frisco IT Department. As business partners to meet citizen expectations, the Library and City of Frisco IT Department actively endeavor to work together and maintain a mutually positive relationship. There are some issues with the relationship. It was not clear to the consultants if the City IT Department staff fully understands the Library's public

service role. Nor was it clear if the department has sufficient resources to support this role. These issues need further clarification.

Library staff indicated that the primary IT service provider – the City IT department – has experienced some service issues and City IT staff acknowledged limitations it faces in providing services for all City departments. There is difficulty with timely responses to service requests.

Outstanding support issues currently include:

- Issues with thin client computers. The Library reported, and the consultant observed, out of order signs and out-of-date web browsers.
- The Library’s wireless printing solution (EnvisionWare) is not working well for all clients.
- Inconsistencies in the performance of both wired and wireless devices.

The following is a list of some services commonly found in other public libraries which are not offered by Frisco Library:

- E-commerce option for payment of in-house services such as print release or payment of fines and fees.
- Tracking wireless use by patrons.
- Technology-supported collaboration spaces for patron use.

For long-term technology needs impacting budgets, the City has a process involving an administrative review committee. While effective for longer-term projects, it does not appear to be agile enough for short-term or quickly emerging public needs.

There is a gap between the Library’s technology goals and its current level of technology support. Without addressing this gap, the implementation of the Master Plan may be at risk. To fulfill its public service mission the Library must continue to work productively with the City IT Department to fill the gap between its technology goals and technology support.

The Library Staff’s Technology Support

The Library has processes to maintain an ongoing awareness of patron technology needs and mechanisms to address them. One example of the Library’s effective approach to technology awareness is its “SuperUsers” staff group. These tech-savvy staff members provide first-level technical support for many Library systems and attempt to fill gaps between public demand for technology-related services and the Library’s current offerings.

Library staff has also displayed strength in identifying a shared vision for a specific technology project and demonstrated the ability to create an implementation plan. There is much interest in implementing new public service concepts, notably, of creating maker spaces in the Library and the Library has begun project planning for its approach to maker spaces.

For a detailed example, please see the separate report of the consultant’s facilitation of a meeting with the staff to discuss the maker spaces concept for libraries.

The Library will have an ongoing need to address technology-related services that fall in the gap between the community's demand and current City processes.

Technology Conclusions

There is a gap between the Library's technology goals and its current level of technology support. It is likely that this gap will continue to exist, and perhaps grow greater, given the differential in missions between the Library and the IT department. General staff could benefit from a greater level of comfort with and mastery of technology. Staff comfort with and mastery of technology is essential for the success of the modern library.

A significant percentage of library users indicated their unfamiliarity with a number of library services, particularly technology-related ones such as mobile apps, the website, and laptops. But users also want to know what they don't know about technology.

Library staff is interested in exploring new service models such as the "roaming" reference model. Staff also reports that there is a need for more services for small business and startups in Frisco. One opportunity would be to look at how the Library can support small businesses.

Training can benefit the general staff and create a greater level of comfort with and mastery of technology.

Results from the Telephone Survey indicate library users appear to be only "somewhat" satisfied with the quality of the Library's technology platforms (Internet speed, website, # of computers, mobile apps) and lowest rankings were from the 18-24 year old category.

Results from the Online Survey, broken down by age cohorts, may show the Library is not as successful in reaching the 18-24 age group since this group is less satisfied with electrical outlets and Internet speed than other library users.

SECTION 6: SUPPORT BODIES, PARTNERSHIPS, ORGANIZATIONAL HEALTH, & FINANCIAL ISSUES



Section Six

Support Bodies, Partnerships, Organizational Health, and Financial Issues

Library Support Organizations

Friends of the Frisco Public Library

A 501(c)3 non-profit organization, Friends of the Frisco Public Library officers include a President, Vice-President, Secretary, and Treasurer. The Friends are affiliated with the national Friends of the Library organization and currently have about 50 members. The core group of Friends is small, primarily comprised of seniors and retirees.

The Friends key activities, as described, are to invite members to volunteer for programs that promote library awareness, raise funds for the Library, and serve as an advocacy group in support of the Library.

The Friends' key fundraising activity is the "The Book Nook," located on the 1st floor. The Book Nook sells used books and audio materials donated to the Library and items removed from the Library's collection.

The Friends have dedicated space on the 3rd floor where they prepare materials for sale in the Book Nook. Donated items typically arrive at the external book return (creating congestion at a key service point) and must be transported to the 3rd floor for the sorting, processing, and cleaning activities carried out by the volunteers. Fifty (50%) percent of all Friends' revenue goes into a fund toward an opening day collection in anticipation of an additional facility.

Annually, the Friends raise approximately \$25,000-30,000. The funds not earmarked for a future opening day collection are used to support projects presented to the Friends by library staff. Examples of recently funded activities include staff training, library programs, and equipment that fall outside of the Library's operating budget.

Frisco Library Foundation

The Frisco Public Library Foundation was founded in 2003 as a 501(c)3 and merged with the Library Advisory Committee to form one entity.

The Frisco Public Library Foundation Officers consist of a President, Vice President, Treasurer, Secretary, two Trustees, and two Associate Trustees. The committee members are self-appointed and provide advice and guidance to the Library and oversee the Library's endowment fund, designated to support long-term capital projects.

The Foundation's primary activity is to oversee the development and maintenance of an endowment fund to provide flexible income to the Library, which is intended to supplement government-provided tax revenues to allow the Library to enhance services.

The Foundation and library staff work together, in a strong partnership, to determine where private support can have the greatest impact on the Library.

Raising funds via a book endowment fund and sponsoring an annual storytelling festival comprise the Foundation's fundraising activities. The book endowment fund supports the purchase of library materials by encouraging donations to memorialize others. The Library staff provides significant support, including fundraising and other operational support, for the storytelling festival.

Interviews with civic leaders suggest that there is an expectation that the Library will increase its capacity to augment the financial support it receives from the public sector. Discussions with members of the Foundation Board indicated that in order to achieve this goal, they will need to receive training and recruit members for the Board who have experience raising funds for other nonprofit organizations.

Volunteer Activities

Non-Friends volunteers support the Library, too. In 2013 library volunteers donated 5,000 hours, or the equivalent of 625 days, of their time in support of the Library.

The Library's Partnering Activities

"Partnering" means the Library identifies and works to establish program and service linkages with specific agencies and programs. Partnerships conserve resources, open up new marketing distribution channels, provide access to market segments traditionally difficult to reach, expand the Library's expertise in subject areas, and provide venues for programs.

Partnerships with Other Libraries

Frisco has reciprocal lending agreements with four local city libraries. These cities geographically touch Frisco, fund their own city libraries at a level comparable to Frisco's, and provide similar services. Frisco has a signed letter of agreement with these Cities.

- Allen Public Library
- McKinney Public Library
- Plano Public Library
- The Colony Public Library

The Reciprocal Lending Contracts between Frisco Library and the four local libraries state that the Frisco Public Library and the named library system will cooperate in the circulation of library materials. Under

this agreement, the libraries mutually agree to extend services to individuals who are residents or taxpayers (hereinafter, taxpayer) of the other party's municipality. Reciprocal lending privileges result from the issuance of a library card by either party to an individual taxpayer of the other party's municipality upon application by such person. Reciprocal lending will not entitle the cardholder to free interlibrary loan services; interlibrary loan services will be available for a fee. Each library system will bear its own cost of performing under this agreement.

While not an individual lending service between reciprocal libraries, Frisco Library also participates in TExpress, a statewide program providing three-day-a-week courier service that delivers interlibrary loan items between and among Texas libraries.

Partnerships with local School Districts

Since 2003, the Library and Frisco ISD have cooperated in a number of areas including collection development, curriculum support, purchase of local and state reading list titles, and providing special programs and services.¹ The Library's staff seeks collection development input from students, teachers, and parents about materials to purchase for the Library that support curriculum and school-related projects and areas of study. The Library monitors purchasing to ensure that the materials they purchase provide curriculum support through the availability of books, online databases, eBooks, and audiobooks.

The Library obtains Frisco ISD's required reading lists, such as the Texas 2x2, Bluebonnet, Lone Star, and Tayshas. The Library purchases multiple copies and makes these visible through in-library displays and searchable lists on the Library's website. The Library has also cooperated with the Frisco ISD in the producing the Lone Star Storytelling Festival.

Civic leaders urge the Library to value and pursue partnerships and noted that partnerships with schools are considered particularly important.

Partnerships with the City of Frisco, Local Agencies, and the Private Sector

At the present time the City does not offer coordinated City-wide delivery service. The Fisd has an internal courier service but it does not coordinate with other agencies. At the present time the City also lacks any bus or van service which might provide residents with transportation or delivery services between and among agencies.

For years, the Library has partnered with local businesses and City departments to provide reading incentives for the annual summer reading program. In 2014, the Library extended their partnerships to provide additional programming as well. These partnerships were designed to facilitate the achievement of learning badges among Elementary- and Teen-aged children who participated. Partners included:

- Frisco Arts (Creative Arts)
- Frisco Athletic Center (Health & Fitness)
- Frisco Fire Safety Town (Safety)
- Frisco Heritage Museum (History & Culture)
- Frisco Police Department (Safety)
- Sci-Tech Discovery Center (Science)

¹ Jones, Leigh Ann and Mayra Diaz. "It's All About the Kids." *Texas Library Journal* Winter 2009. pp.

Other partnerships are being developed with the Frisco Athletic Center. It will be the location of a library kiosk for holds pick up and return.

The Library is also developing a partnership with the Boys and Girls Club of Collin County to create a small tween/teen collection to be housed at the Boys and Girls Club facility. Funding will be provided by the Friends of the Library.

Organizational Health

Through its management, planning, and reward structures, the Library demonstrates that staff has a commitment to high quality service while simultaneously excelling at producing resources and services output. The public's view of the staff is uniformly excellent.

Particular strengths of the Library Administration include:

- Fostering an environment that encourages creativity, discovery, and innovation.
- Encouraging and training staff to use evidence-based decision making in developing and delivering its services.

Overall, the administration and managers have managed staff development very well. The Library staff is well trained, exhibit a sense of competence, and are empowered in their roles and their work. Morale is generally high and staff exhibits a positive outlook about their work.

Innovation is valued. The organization's culture and management structures promote an atmosphere receptive to innovation and change. The Library uses a variety of organizational decision making tools such as committees, taskforces, and teams to involve staff. This allows the workforce to be flexible and responsive to changing service needs and operational conditions. Staff has the tools to work together to implement service changes quickly.

On the other hand, with this flexible structure it is not clear whether the organizational structure and job descriptions adequately describe the roles and expected work duties of individual staff members. Seventy-four percent (74%) of staff survey participants agreed that their job descriptions accurately describe the work they perform.

As the City grows, the staff may not have the necessary manpower or the range of skills to deliver high quality services to a population which may diversify (e.g., more senior, more foreign-born, etc.) or to address new initiatives such as a fundraising, marketing, and outreach initiatives.

The survey of staff (55 out of 56 employees responded) reinforces the fact that the staff is one of the Library's most valuable assets.

Fifty-three percent (53%) of staff survey respondents agree that their work areas are adequate, 58% agree that their area is functional, and 36% agree there is adequate space for meetings and task work. The rest do not. Several employees expressed concerns about being understaffed. However, the Benchmark report found that Frisco Public Library current has a similar ratio of staffing per circulation as the other benchmark libraries. The Library ranked 3rd among comparative libraries in percentage of staff

expenditures, but ranked below the median for employee benefit expenditures as compared to these same libraries.

Despite comments about inadequate space and staffing levels, the Library does not suffer from low staff morale. Ninety-five (95%) of staff respondents believe that library employees are committed to “doing things the right way,” 90% take pride in their job at the Library, 90% enjoy their job and the people they work with, and 78% have a positive outlook regarding the future of their career at the Library.

Data from the staff survey demonstrates that library employees strive to improve services to customers. While there are many areas where employees give the Library high marks, there are others where they believe more could or should be done. Forty-seven percent (47%) agree that the Library does all that it could to support economic development, 65% agree that it provides all of the opportunities for cultural enrichment that it can, 38% agree that it provides sufficient outreach to library non-users, and 53% agree that it makes effective use of partnerships and collaborations.

The staff survey examined other aspects of human resources. Forty-seven (47%) of employees responding to the staff survey agree that security at the Library is satisfactory. Eighty (80%) percent of respondents believe that employees are held accountable for performing their jobs in the manner in which they are supposed to perform them, and 71% agree that employees are treated fairly and equitably.

Rapid and relentless change argues for continuing education to refresh and build staff skills, particularly in the area of technology. Seventy-four percent (74%) of staff agree they receive sufficient training to succeed in their job. More than half (54%) of staff survey participants agree that the training they receive on the job prepares them for assisting customers with technology issues. Also, more than 57% agree that the Library makes the best use of technology for efficient work flow.

Finances and Revenue

Library Department Summary

Budget Year	Actual 2011-2012	Actual 2012-2013	Projected 2013-2014
Administration	\$200,423	\$247,012	\$600,489
Library Services	\$3,018,862	\$3,027,248	\$,290,061
Total	\$3,355,530	\$3,274,260	\$3,890,550
Total from Non tax Revenue	\$186,190	\$97,078	\$102,860

One of the challenges will be to identify leadership in the Frisco community who can work toward accomplishing the financial goals set forward. Buxton data indicates that population segments described as “leisure” and “philanthropy” makes up 9.8% and 7.2% (respectively) of Frisco’s population. Community leaders and focus group participants noted that Frisco cultural offerings are limited and residents who enjoy art, music, and theater may travel out of Frisco to other cities to enjoy these pursuits. Fostering a culture of philanthropy will be important to the Library.

SECTION 7: SERVICE RECOMMENDATIONS



Section Seven

Service Recommendations

Introduction and Overview of Conclusions

Analysis of all of the research conducted as part of the Frisco Library Master Plan indicates that these factors are likely to drive the Library's planning for the next ten years.

- The significant projected growth in the Frisco population over a ten year time period drives the planning for anticipatory services.
- A continuous stream of newcomers arriving in Frisco makes it imperative for the Library to introduce and market services on an ongoing basis.
- Frisco residents say the Library provides significant economic benefits to them through their use of services, collections, and staff assistance including educational improvement, skill development, and cost avoidance.
- The City and the Library will continue to pursue the shared expectation of delivering customer-focused, high-quality, and innovative services to Frisco residents.
- The focus on traditional services (particularly collection development and management) is important as these services are heavily used. To continue to meet demand, adding more materials per capita is an important priority.
- The emphasis on serving children and teens is important to the community. These are critical customer groups. The Library focus should continue to help children learn skills such as reading and the use of information in order to excel in school and in life.
- Adopting and utilizing technologies will be key to managing and delivering high-quality services efficiently.
- The rapidly changing technological world means more services will be online, convenient to use, accessible from mobile devices, and largely seamless to users. More assistance, more marketing, and more staff skills will be important. Staff will be the key interpreters, guides, teachers, and counselors to users.
- The failure to provide more spaces for services and additional library facilities will likely result in a decline in service quality and user satisfaction as demand increases.
- Pressures on the Library to expand and diversify the sources of its support funds and develop partnerships will continue as an issue into the foreseeable future.

- Despite a mutual interest in further cooperation, but due to incompatible RFID tags, barcode types, ILS's, and AMH check-in issues, as well as staff levels at the schools, closer cooperation between the Library and the Frisco ISD will be difficult without a major investment in creating a deeper level of compatibility between the two agencies.

The Library's strengths:

- The Library's programs and services reflect the City's strategic goals and the Library's mission statement.
- The Library maintains productive relationships with City Officials, City Departments, and Community Leaders.
- Projections for growth and demographic characteristic descriptions for the City and Frisco ISD population project the likelihood of continuing future demand for library services.
- The Library communicates the value of its youth services, in particular, to City residents.
- The Library's value is connected to the values and desires of residents. Residents look to the Library to fulfill unmet needs for materials and services.
- The Library highlights its value to the educational and literacy mission of residents and supports the educational endeavors of Frisco youth and adults.
- The Library helps Frisco residents to pursue their interests.
- The Library assists patrons in improving their job and work skills.
- The Library excels in identifying and adopting a variety of technology tools to support high-quality service efficiency and enhanced electronic access for patrons.
- The Library's staff is hard working, committed to service, and admired by patrons.
- The Library is highly successful in aggregating and managing the tax revenue it receives from the public and, in turn, uses those revenues to supply services which produce desired private outcomes for its patrons.

The Library's Challenges

- Collection shelving, public spaces, and staff work areas are at, or will soon reach, maximum capacity.
- Due to space and financial constraints, there is a "gap" in the collection size relative to the City population which will soon affect the Library's ability to continue its level of high-quality service.
- Spaces for meetings, study, and public programs are too small and do not meet patron demands.
- Services to customer segments other than youth, (e.g. seniors, non-English speakers, low-income) could better meet the needs of these customer segments.

- The constant, ever-changing technology frontier makes the City IT Department's timely support and cooperation with the Library's public service mission critical.
- The constant need to keep the staff's skills up to date is important.
- As population and library use grow, more staff may be required and will require adequate budgetary support.
- Frisco residents lack awareness about many of the Library's services, which means they do not take full advantage of them.
- Due to the Library's reliance on tax revenues and the City's competing financial pressures, the Library may experience challenges funding future services.

Goals and Recommendations

Continue to Improve in Service Areas Valued by the Community

Goal: Continue to Satisfy Public Demand and Meet Customer Expectations

- Develop a regular schedule of collecting data from customer groups for incorporation into future services planning.
- Assess activities to reduce clerical and routine duties. Implement the recommendations developed with Lean consultant John Huber during 2014.
- Maintain high-level organizational development practices to achieve the Master Plan study goals.
- Examine circulation policies in order to accommodate the efficient, consolidated circulation of library materials.

Goal: Continue to Improve Traditional Services

Conditions including the rapid growth of the Frisco population, a decrease in funding for library services, increased demand by the public, and crowded physical conditions have led to the Library being unable to meet the Texas State Library standards for per capita collection size.

- Set a minimum collection size goal of 1.52 items per capita.
- Add more materials to meet customer demands.
- Examine methods to anticipate demand and reduce hold times.
- If necessary, continue to update the Library's collection development plan to reflect the increasingly important role of non-book and digital materials.

Goal: Continue to Focus on Youth as a Critical Customer Group

- Increase the number of elementary and secondary students visiting the Library during the school term.

- In cooperation with the school district, attempt to identify whether there are means to serve at-risk children and a way to cost-effectively “credential” these children to receive library cards and encourage library use.
- Define methods to develop systematic outreach into the community, particularly to work with caregivers, institutions, and organizations whose mission is to serve the same populations targeted by the Library.
- Within library policy guidelines, investigate whether there are the means (and possible best practices developed with other libraries) to connect the home-school population with library materials and services.

Goal: Ensure the Library has a Current and Efficacious Technology Platform

A good working relationship with the City IT Department will be a critical success factor in ensuring the capacity and capability of the Library’s technology platform and services. Strive to work together with the City IT Department to achieve high quality customer service.

- Create a consistent meeting for the Library and City IT to discuss emerging technology needs, check on the status of current technology projects, and review support managed by the City.
- Work with City IT to identify, pursue, and obtain viable win-win alternatives (including outsourcing) for the Library to pursue when technology needs are outside of the scope or capacity of the City IT Department to provide.
- Record State-required metrics around technology-related services as an essential activity.
- Pursue technology-driven patron services, specifically
 - Mobile support for “roaming” reference service models
 - Enhanced assistance with mobile technology
 - Increased access to Internet-based services
 - A new facility in which to explore a technologically-integrated space

Goal: Continue to Pursue Leading Edge Service Opportunities

- Implement one or more “Maker Spaces” in the Library.
- Invest in a mobile-responsive “virtual branch” to
 - Increase the visibility of the Library’s assets
 - Upgrade customer service and convenience
- Investigate opportunities for innovative services to small businesses and startups.

Improve Awareness of Library Services

Goal: Make Marketing and Awareness of the Library an Ongoing Commitment

- Close the knowledge gap about the Library by identifying audiences, repositioning the Library more advantageously, refining the communications platform, and launching a dynamic, cost-effective, and sustainable marketing program.
- Improve user tracking methods.
- Promote library services to newcomers on an ongoing basis.
- Promote online 24/7 resources, especially educational resources and homework support, to time-starved families that value convenience.
- Consider developing some specialized collections based on market segmentation analysis.

Goal: Create a New Brand Mark that Accommodates a Secondary Line of Text

- Use a tagline or sub-brand product groupings.
- Make the tagline pithy, memorable, focused on quality and benefits, and, above all, authentic to the brand.
- Encourage use of social media for experience sharing and community building.
- Develop outreach and marketing methods to reach less affluent and second-language households.

Expand Services to Meet Current and Future Population Needs

Goal: Expand Services

Planning to meet the needs of target groups which include adults, seniors, business owners, and non-native English speakers will be important components of the Library's future service program.

- Examine Buxton customer profiles to identify additional potential target groups.
- Develop non-English language collections, ESL instruction, and homework services.
- Build a Spanish-language popular materials collection, family-oriented and cultural programming, Spanish language Internet access workstations, and Spanish language assistance with online employment and government information services.
- Increase patronage from households without children and households where residents "age in place."
- Identify, through Buxton and demographic data, households with individuals over age 55 and retirement communities.
- Expand adult-centered programs and marketing materials.
- Identify local experts—some of whom may be at or near retirement age—who can present programs in their areas of expertise.
- Reach English-language learners and households speaking a language other than English at home by bundling, sub-branding, and cross-promoting services for new English

language learners (ESL classes, ASVAB test prep, Spanish language materials, Mango, and Muzzy).

- Educate the Spanish-speaking community about library services by means of PSAs and collaborative promotions on Spanish language radio.

Goal: Reach Different Segments of the Community

- Build program subscription series that feature high-profile, nationally known individuals.
- Bundle cultural and arts programs into themed series.
- Promote Library resources to special interest groups (chess, investment, gardening, cooking etc.) and hobbyists.
- Create community conversations series and social and networking opportunities to attract people with shared interests.
- Offer instruction in gadget management (e.g. DVRs, digital cameras, smart phones, tablets, etc.) and social media.
- Promote genealogical and historical research resources.
- Collaborate with higher educational institutions to develop lifelong learning programs or serve as a distance learning center.
- Sponsor trips to nearby cultural events and promote them as fundraisers.
- Package and cross-promote volunteer opportunities at the Library and membership in the Friends.
- Implement the report's "messaging" recommendations.

Goal: Create Partnerships with Key City and Regional Agencies

The Library can seek to engage in partnerships with retail or private sector establishments to enhance the Library's connection with the business environment.

- Cultivate partnerships with the Dallas Cowboys and other sports teams to promote library services at sporting events, in sports venues, and at in-library programs and events.
- Collaborate with athletic departments of the Frisco ISD to create campaign of student athletes using and promoting the value of the Library.
- Co-market programs and services with the Parks and Recreation department to attract active, sports-minded segments of the population.
- Develop a relationship with Collin College to explore opportunities for partnership, particularly in the areas of small business services, new business start-ups, and cooperative funding for the acquisition and use of specialized online databases.

Strengthen Organizational Health for Improved Fiscal Flexibility

Goal: Promote Ongoing Organizational Health

- Review the Library's organizational structure and job descriptions to ensure they accurately describe roles and expectations.
- Take into account the changing demographic profile of the community when hiring new staff.
- Provide continuing education to develop and build staff skills, particularly in the areas of technology and technology tools.

Goal: Strengthen the Library's Support Organizations

- Clarify the role of the Foundation.
- Re-focus the primary responsibilities of Foundation trustees to include planning, guiding, and participating in the process of raising funds while continuing to steward financial resources.
- Ensure the Foundation is capable of recruiting and establishing funds or endowments. Ensure the capability to receive a variety of asset types for endowment programs, capital improvement programs, and other dedicated purposes.
- Clarify the role of the Friends of the Library.

Goal: Diversify Fundraising Activities

- Establish a culture of philanthropy by conducting an annual giving campaign.
- Make efforts to secure corporate sponsorship.
- Develop an overall fundraising strategy in preparation for a Capital Campaign.

SECTION 8: DEVELOPING A STRATEGY FOR FUTURE SPACE AND FACILITY REQUIREMENTS



SECTION 8

Developing a Strategy for Future Space and Facility Requirements

Introduction and Background

Based on data gathered during the Needs Assessment phase of the Master Plan process, the consultants formed conclusions regarding the adequacy and inadequacy of current Frisco Library facilities and developed recommendations for future library facility needs. The key issues, including the capacity and capability of the Library's current space and facilities, future space and service needs, location and site selection issues, and estimated capital costs, are discussed below.

While the study assesses and makes recommendations regarding square footage needs for the growing city of Frisco, it does not specify the architectural design of the facilities being recommended. Once the basic space criteria contained in this section of the plan have been reviewed, revised, and approved, the next step is the creation of a building program, and eventually architectural documents, detailing the nature, arrangement, and function of the proposed facilities.

Assessment of Frisco Library's Current Space

In 2006, the City of Frisco opened the George A. Purefoy Municipal Center in Frisco Square. The current library spaces are aesthetically pleasing and the public has a strong sense of pride in their quality and feel. The spaces, equipment, and furniture are well-maintained and the overall impression of the Library is welcoming. The public is highly supportive of the staff and services are held in high regard by users.

The Library occupies a portion of four floors in the building, with a total of approximately 55,000 gross square feet of space. This number was calculated from floor plans and includes a portion of the atrium, stairs, and shared mechanical spaces.

Factors Driving the Need for Additional Library Space

Strong Current Demand for Library Services by Frisco Residents

Statistical reports support the conclusion that the Library is heavily used. The Library's annual reports document a high rate of transaction and service statistics produced within the existing space. Currently, the Library executes an annual circulation transaction load of 1.37 million items per year, or 29 transactions per square foot.¹ Open 70 hours per week, approximately 3,500 hours per year, the Library currently produces approximately 391 service transactions per hour just in the circulation of materials.

¹ The Library has about 47,000 net square feet. Net square feet is the number of square feet used for library services exclusive of atrium and mechanical spaces.

It has not been possible to compare this number against transaction loads from retail stores or other libraries, but on the face of it, the statistics denote a very busy library.

The high transaction figures raise the question as to whether the Frisco population is “over consuming” library services because they are “free,” which suggests users are obtaining more service than they have paid for through their taxes. Library services are not “free,” but tax supported. Figures provided by the Library show that the Library’s current average purchase cost for individual items, print and digital, can be estimated at \$25 per item. Data from the Library’s annual reports and summarized in the “Frisco Public Library Fact Sheet”² show that in 2013 the per capita tax for library services was \$27.14 and the annual number of items checked out by individuals was 10 items. Therefore, an investment of about \$100 tax dollars the library “saves” a household (assuming 4 members) just under \$900 for borrowed materials, an acceptable value-added amount of service.³

Growth in use appears to be driven not by any special efforts by the staff to increase circulation (see Appendix A “Marketing and Awareness”) or to expand the use of services, but by growing demand for services considered “valuable” (see Appendix C “Telephone Survey Results”) by the community.

Educational Support

Many residents chose Frisco because of the excellent schools. Libraries are a de facto part and partner with the educational mission of schools. Users are prompted to use the Library due to their assessment of the value and utility of the Library’s reading and educational services to support the competitive educational needs of their children.

Changing Trends and Expectations, Changing Space Needs

As new residents move to Frisco, they drive demand for library services based on their knowledge and use of libraries in their former communities. Also, with reciprocal sharing among regional libraries, library users are familiar with the quality and extent of other library service programs and bring those experiences and expectations with them.

As discussed elsewhere, the most relevant national trends to City of Frisco residents include:

1. Frisco citizens envision and utilize the Library as a place to support self directed education, assisted education, and enlightening experiences.
2. Frisco citizens are technology “super users” and have high expectations of the Library to support their technology needs.
3. Frisco citizens believe an excellent city includes an excellent library.

Furthermore, library users in Frisco (and elsewhere) are changing their expectations regarding the services they want libraries to provide, particularly in the areas of technology and online-supported services; they insist on library spaces that fit their social, economic, and lifestyle needs.

² Frisco Public Library Fact Sheet . n.d.

³ Individual item cost of \$25 x 10 checkout annually = \$250. This calculation does not include the overhead costs to Library to produce this service, but nor does it include the other benefits individuals receive through attending Story Times, using library technology, etc.

Expected Growth in Population and Changes in Demographics

Environmental factors outside of the control of the Library impact space requirements. The anticipated increase in size of the Frisco population and expectation that the characteristics of this future population (discussed below) are likely to resemble those of the current population argue for continuing and sustained growth in the utilization of library services by Frisco residents for the foreseeable future.

While the Library staff is very efficient in converting financial resources into services, services are currently operating at or near capacity. Members indicate that service quality is beginning to decline, as evidenced by longer wait times to borrow materials and finding fewer items available on the shelves due to high checkout rates. At the same time staff says they do not have shelving capacity to store all of the collection items on the public floor, particularly in the Youth Services area. The Library is reaching a critical point when quality service delivery is going to depend on making additional spaces and facilities available.

There are several proven measures and guidelines for developing adequate levels of collections, services, and seating based on population growth. When measured against the existing Frisco facility, it can be demonstrated that the Library will continue to become ever increasingly incapable of meeting the needs of Frisco's residents (see Figure 1 below).

Assessment of Space Needs for Public Library Service

In order to provide public library service efficiently, a sufficient amount of space must be available. The space required in a facility can be generally divided into three types: public, staff, and non-assignable. Public space can be further sub-divided into three areas: collections, seating (including study, conference, and meeting rooms), and technology.

A brief assessment, based on evidence of use, community feedback, staff comments, and consultant analysis provides insight regarding the adequacy and shortfalls of the current facility and informs the amount of each type of space needed to meet future demand for library services.

Assessment of the Library's Public Space Needs

Collections

A study performed in August 2014 by library staff sought to determine the extent to which the building is "at capacity" for collections. Assuming that 31%⁴ of the Library's collection is checked out and that each shelf is filled 75%⁵ full, the Library is at 90+% of total shelf capacity. Because the building's multiple

⁴ 31% is the average amount of the collection checked out from Frisco Library during the 2013/14 fiscal year. Frisco Library's percentage of checked out items during that time ranged from 25% to 40%. Anecdotes from other libraries suggest that 10% is a more common percentage of checked out items.

⁵ The industry standard for an established library is 66%. For a new library, a lower rate needs to be targeted to allow for collection growth.

floor configuration leads to additional shelving constraints, the individual floors range from 77% to 104%⁶ of shelf capacity.

The capacity problem is compounded by the fact that shelving is configured neither to maximize the number of shelving units, nor to make locating materials intuitive.

Every method of soliciting community feedback (Telephone Survey, Online Survey, website comments, emails, and focus group meetings) included multiple requests for more collection materials.

Library-wide, there is a lack of display space to draw attention to collections. As electronic resources form a larger percentage of the collection, the Library will need display spaces that highlight their existence and depth.

Public Seating (Including Study, Conference, and Meeting Rooms)

The Library currently has 276 reader and 82 technology seats for a total of 358 public seats. Based on a guideline of 5 seats per 1,000 population (see “Public Seating and Accommodations” below), Frisco’s January 2014 population of 137,450⁷ needs 687 public seats. Based on this standard, the current facility has only 52% of the needed seats.

This shortfall is frequently noted by the community. Feedback opportunities during the Master Plan process resulted in repeated requests for:

- More seating in the Book Nook
- Greater program capacity, particularly for children’s programs
- More seating for family reading
- More tables for homework and study
- More room to spread out study materials at computers
- More study rooms
- More meeting rooms

The McCallum Room does not meet the need for a large multi-purpose room, either in size or availability. And although there is currently no public space on the 3rd floor, the Board Room is pressed into public service when other meeting room space is unavailable.

Technology

As noted in the “Technology Services Report,” technology is a mission-critical aspect of modern public library service, both as a direct service to library patrons and as a tool for staff. Educated and affluent, Frisco residents adopt technology at a high rate and expect contemporary technology as a service itself and a means of convenient 24/7 service delivery to their mobile devices. This finding is supported by the telephone survey (see Appendix C “Telephone Survey Results”), which reports that users do not highly rate the Library’s technology. This implies that a gap exists between resident expectations and the current technology level of the Library.

⁶ Based on the checkout volume in August 2014.

⁷ <http://friscotexas.gov/departments/planningDevelopment/comprehensiveplanning/Pages/Population.aspx>

Updated software and more high tech resources are among the technology-related requests from community participants.

The Teen Room is not designed to support teens who need power for their multiple mobile devices, used to complete homework assignments. Library-wide, seats near power sources are highly sought.

Other Space-Related Issues

Other aspects of the current facility that receive frequent requests for improvement include parking, the drive through, and the elevators.

While the parking garage provides ample parking spots, the public's apparent general consensus is that it is less than ideally accessible. Easier access to the Library from the garage (or parking spots closer to the entrances) is frequently requested for seniors, the disabled, and parents with small children.

Members of both the public and the staff can enumerate the poor design elements of the drive through: too many services in one location, no escape lane, and lack of weather protection all relate to the underlying problem of poor space planning. In addition, the service window and book returns cannot be used without the patron exiting their vehicle.

Inside the Library, the high volume of use received by the elevator makes for long waits. The problem is exacerbated by the lack of a staff elevator, which would make the one public elevator more available to the public and increase staff efficiency.

Summary of Public Space Needs

By all measures, the Library is experiencing problems of resource limitations and expanding demand. The collection size has outpaced the capacity of the available shelving. The public find seating, program, and study space severely limited and inadequate to meet their needs. Study and program rooms are in high demand in every contemporary public library, so it is not surprising that the two existing study rooms, on the 4th floor, do not meet the needs of Frisco Library users. These spaces, already past capacity, are critical issues.

Assessment of the Library's Staff Space Needs

Circulation

The 1.3 million items circulated annually are returned to the Circulation workroom – 70% through the interior return and 30% through the exterior return. The Automated Materials Handling system (AMH) does not connect to the exterior return (leading staff to manually load 30% of returns) and is positioned so that one side is difficult for staff to access.

The Library lacks a freight elevator to carry materials between floors; use of the public elevator is inefficient for staff (and inconvenient for patrons).

The volume of noise is an issue at times, creating challenges in providing public service at the drive through service window and by phone. Staff members with mobility issues have difficulty working in the space. Storage space is also at a premium.

An improved configuration for the workroom, including repositioning and expanding the AMH, and installing a freight elevator (using the existing infrastructure) would significantly improve staff efficiency.

Public Services

The 2014 *Texas Library Association Standards* document recommends planning for 150 square feet (SF) per staff workstation. The *Planning Library Space Needs, 2009* for Wisconsin agrees that 150 SF is the optimal functional size for library staff work stations.

The Adult and Youth Services workrooms are crowded despite the fact that a minority of staff members in each department have even as much as a 36 SF cubicle—far below Texas Library Association Standards. The cramped quarters lead to awkward and inefficient use of the space. The staff lacks both work space for collaborative projects and quiet space for focused work.

Storage for supplies is limited, with materials being stored as far away as the building basement.

The key issue is a lack of space, but ameliorating this problem will be difficult given the lack of space available for expansion.

Administrative and Technical Services

The primary space challenges in the Administrative area include overall layout, lack of acoustical separation between offices and the work area, and furniture functionality.

A Development Officer is in the staffing plan and, when filled, will require the office currently being used by the Friends and Foundation.

Summary of Staff Space Needs

Despite the lack of space, the library staff continues to deliver excellent service in the face of increasingly cramped working conditions. Staff workspace, limited and inefficient, is at a premium. Some of the space issues can be reduced by reconfiguring the existing space.

Conclusion of the Space Needs for Public Library Service Assessment

The current library facility opened in 2006 with 55,000 gross square feet to serve a population of approximately 74,000 residents. Today, the Library occupies the same 55,000 gross square feet (GSF) of

space on four floors in the Municipal Center.⁸ As the chart below illustrates, the available gross square feet per capita in 2006 was 0.74; by 2014 it had declined to 0.40.

The chart below uses known and projected population figures to assess the Library's square foot per capita allowances if no new space is added for library services. With continued population growth, the square feet per capita will continue to decline.

Figure 1: Library Space Per Capita

Year	Population	Gross Square Feet	Gross Square Feet Per Capita	
2006	74,000	55,000	0.74	
2010	116,060	55,000	0.47	
2014	137,450	55,000	0.40	
2020	187,500	55,000	0.29	
2025	239,300	55,000	0.23	

The current library facility is too small for the demands being placed on it. Continued population growth will exacerbate the Library's space issues, leading to a deterioration of library services.

The following section will discuss methods for determining the how much space is needed to provide library service in the most effective manner possible.

Methods for Developing Future Space Requirements

There are a number of different methods for determining whether facilities should expand and when local conditions indicate additional buildings. The various methods of assessing and determining future space requirements include:

- Reference national (Public Library Association, American Library Association) or state (Texas Library Association) standards
- Use of benchmark libraries for comparison
- Reference functional element "standards" – formulas for calculating library space needs based on the collection, seating, and staff areas required to meet the community's needs.

In addition, library space planning should factor micro-cultural desires based on the unique characteristics and culture of the community. The consultants gathered this data through the surveys, focus group meetings, and website comments described in previous sections of this report.

⁸ The gross square footage includes vertical circulation (stairs and elevators) and a portion of the building lobby on each floor.

National and State Guidelines for Determining Space Adequacy

In 1966, the Public Library Association of the American Library Association prepared space standards for public libraries in their publication, *Minimum Standards for Public Library Systems, 1966* which set standards for public libraries at .4-.6 SF. In the 1980's PLA/ALA abandoned the per capita standard. The general thinking was that public library service needs had become very diverse and a standard became impractical. Libraries were urged to use planning processes which emphasize an assessment of the needs of their own local community in concert with local library service goals.

In certain circumstances individual states have compiled space standards as guidelines for their libraries. In Texas, however, the *Minimum Standards for Accreditation of Public Libraries in the State Library System (2007)* does not provide quantitative SF per capita standards and the *Texas Public Library Standards 2014 Revision*⁹ was adopted without quantitative standards for square feet per capita.

In the absence of national and state standards, benchmarking is frequently used to determine a general range for square foot per capita recommendations.

National and State Benchmark Libraries for Determining Space Adequacy

The following two charts illustrate that the Frisco Public Library falls below the combined benchmark mean for both the National and Texas benchmark groups.¹⁰ The mid-range (mean) square foot per capita for National benchmark libraries was found to be 0.558. The average for Texas libraries was found to be 0.551 SF per capita. The Frisco Public Library has 0.40 SF per capita.¹¹

Figure 2: Gross Square Foot Comparison Benchmark – National Benchmark Libraries

Population	Frisco, TX	Chandler, AZ	Tempe, AZ	Sunnyvale, CA	Naperville, IL	Sterling Heights, MI	Appleton, WI	National Benchmark Combined Mean
Service Population	137,450	241,214	164,659	142,896	141,853	126,699	115,455	155,462
Square Footage	55,000	64,000	100,000	60,800	168,500	42,556	86,600	87,076
Sq Ft per Capita	0.40	0.265	0.607	0.425	1.188	0.328	0.750	0.558*

*High and low outliers were not calculated in the Mean

⁹ TLA ad Committee on Public Library Standards 2014 Revision. n.d.

¹⁰ National benchmark libraries source: Ivy Group, Ltd. Frisco Public Library Benchmarking Study, May 2014, uses Public Library Data Services (PLA Metrics/PLDS) 2013 data.

Source: Texas Benchmark Libraries. Texas State Library Public Library Annual Statistics, 2013.

¹¹ Frisco Public Library Fact Sheet, n.d.

Gross Square Foot Comparison Benchmark – Texas Benchmark Libraries

Service Population	Frisco, TX	Allen, TX	Carrollton, TX	Denton, TX	McKinney, TX	Plano, TX	Texas Benchmark Combined Mean
Service Population	137,450	96,214	133,187	113,383	149,744	297,074	131,600
Square Footage	55,000	53,030	79,000	77,830	53,000	170,000	86,572
Sq Ft per Capita	0.40	0.551	0.593	0.686	0.354	0.572	0.551

In terms of space per capita, the Frisco Library ranks 3rd out seven libraries in its National peer group and 2nd out of six libraries in the Texas peer group.

Based on benchmark comparisons, Frisco Library is below average for space; to meet the average of its benchmark libraries it should aim for 0.55 square feet per capita.

Ultimately, however, square footage recommendations are most accurately determined by calculating the space required for the collections, seats, technology, and staff space required to offer services at the volume needed to meet the community's demand for library service.

Functional Element Standards for Determining Space Adequacy

Functional element standards use formulas to calculate space needs for each aspect of library service (collection, seating, and technology) and for the staff areas required to support public services. These are totaled to determine the overall space requirements to meet the community's needs.

The formulas are further informed by establishing the necessary spaces for the primary building components and data from an assessment of the Library's service profile and local library needs determined by community feedback.

Collections

To estimate space needs for the collection component of library service, a number of factors are taken into account.

Rate of collection use: The Library statistics show high collection use.

Priority of collection to community: Collection use is identified as the top priority by library users. Telephone Survey respondents indicated in more than 50% of their responses that borrowing materials is their most important reason for using library services. This indicates that the size of the collection will remain an important component of future library service.

Attainment of appropriate service level: As of August 1, 2014, the collection size was 195,000 with 170,000 print items and 25,000 digital items. Frisco Library's 1.38 items per capita¹² is below the benchmark libraries' average and state recommendations. In order to better meet demand, the Library has set a goal of attaining the "Enhanced" level of collection size at 1.52 items per capita for libraries serving populations between 100,000 and 249,000.¹³ As fiscally conservative stewards of tax dollars, it is not the Library's goal to attempt to reach the higher "Exemplary" level of service (75% quartile), which for this size service population would be 2.41 items per capita.

It should be noted that when the Frisco population reaches 250,000, the items per capita guidelines for collection size increase to 1.53 for the Enhanced level.

Future demand: Demand for collections will continue for the foreseeable future. There is little evidence that the existing characteristics of the population will undergo significant changes in the next 10-12 years.

The digital to print purchasing ratio: The shift to digital formats will alter space projections. The Library staff has indicated that they are accounting for changes in collection formats and they expect, given current purchasing trends, to achieve a purchasing and collection balance of 82% print and 18% digital items by 2020. By 2025, they project a ratio of 78% print and 22% digital.

Emerging collection formats: New collection formats will continue to emerge. The past 20 years have seen the addition of CDs, audiobooks, Playaways, DVDs, and BluRays as standard collection formats, each requiring shelving space.

Based on the trends and conditions discussed, the chart below formulates the collection to square foot allowances for the future.

¹² Population and collection numbers are as of August 2014.

¹³ TLA ad hoc Committee on Public Library Standards. "Texas Public Library Standards 2014 Revision. n.d. The Enhanced level is determined based on the 50% quartile of all Texas public libraries.

Figure 3: Space Allowances for Collections

Population	Current Library Collection	Collection Format	Collection Size at 1.52 items per capita (Enhanced)	Collection Size 2.41 items per capita (Exemplary)		Space required (66" high shelving @ 8 volumes per SF)*	Notes
2014	195,000		208,924	331,255			
137,450	170,000 print 25,000 digital	print digital	181,764 23,629	288,191 37,465	1.52 per capita 2.41 per capita	22,720 36,024	Current ratio of 87/13 print to digital
2020			285,000	451,875			
187,500		print digital	247,950 32,234	393,131 51,107	1.52 per capita 2.41 per capita	30,994 49,141	Assumes ratio of 82% print/18% digital
2025			363,736	576,713			
239,300		print digital	283,714 62,417	449,836 98,964	1.52 per capita 2.41 per capita	35,464 56,230	Assumes ratio of 78% print/22% digital
Build Out			535,500	843,500			
350,000		print digital	374,850 160,650	590,450 253,050	1.53 per capita 2.41 per capita	46,856 73,800	Assumes ratio of 70% print/30% digital

*Calculation assumes all shelving is 66" high, which is the current trend for adult and juvenile collections. Picture books will be housed on 48" high maximum. Calculations also consider ADA recommended aisle widths of 42" or ranges at 5'6" on center.

Based on this estimate, the projected amount of space that will be needed in 2025 for the collection is 35,464 square feet.

Public Seating

The consultants are familiar with a wide range of seating to population ratios. The most relevant guidelines are the *Texas Public Library Standards (2014)*, which establish a guideline of 7-10 seats per 1,000 population¹⁴ and the *Whole Building Design Guide from the National Institute of Building Sciences*, which establishes 5 seats per 1,000 population standard. The consultants selected the more conservative 5 seats per 1000 as the guideline for the Library. These standards include general,

¹⁴ Texas Public Library Standards 2014, p. 41.

undesigned reader seating and not seats designated for a specific purpose such as meeting rooms, study rooms, and conference rooms.¹⁵

Figure 4: Space Allowances for Seating

Population	Current Seats	5 per 1,000	SF Requirement* at 5/1000
2014 137,450	358	687	20,600
2020 187,500		938	28,125
2025 239,300		1,197	35,895
Build Out 350,000		1,750	52,500

*SF total is based on an average 30 SF per seat and includes space for circulation around the seat. Obviously this number can vary based on the type of seat (large lounge chair, compact meeting room chair, reader chairs at tables, and technology seats).

Based on this estimate, the projected amount of space that will be needed in 2025 for public seating is 35,895 square feet.

Technology

Technology seats are included in the public seating calculation above.

Staff

The standard method for determining staff space needed is to calculate 25% of Library's total "functional area" for Administration, Operations, and staff work space. Functional area is defined as the square footage for public services (collections, seating, and technology).

Non Assignable

Industry standards call for a minimum 25% of gross square footage in a building program to be deemed "non assignable." These spaces include restrooms, corridors, wall thickness, vertical circulation, and

¹⁵ Planning Library Space Needs 2009, p. 15.

mechanical and other support spaces. Subsequent design features of the building may increase or decrease the non assignable ratio to total space.

Conclusion of the Methods for Developing Future Space Requirements

In order to provide effective library service through 2025, when the City of Frisco population is expected to reach 239,300, the following amount of space will be required.

Figure 5: Total Space Allowances

Library Service		Square Feet Required
Collections	283,714 physical items	35,464
Public Seating	1197 seats	35,895
Technology		Included in public seating
Meeting Room Space	Based on Building Code*	8,200
Staff	25% of Functional Square Feet	17,839
Non Assignable	25% of Gross Square Feet	22,299
	TOTAL SF REQUIRED	119,697
	[existing space]	[55,000]
	[Proposed Annexation of Additional 3 rd Floor Space]	[8,000]
	[Proposed Children's Mall Location]	[2,500]
	TOTAL ADDITIONAL SF	54,197 – 64,697**

* The building code dictates 15 SF per seat for meeting spaces. The 8,200 SF includes space for storage and/or kitchenettes to support those spaces.

** Final space requirements for the Frisco Library and Information Center depend on the implementation of other Master Plan recommendations.

Phased Implementation for Developing Future Library Facilities

There is a need for both immediate and long-term library space. Analysis of every aspect of library services and collections resulted in this conclusion. The Library has reached its “limit to service” in the current facility. Without expanded facility space, the quality of service provided will begin to suffer.

Building on the information that adequate space for library services and collections is the Library’s foundational need, the consultants investigated a wide variety of facility options. Each possibility was examined for its ability to best meet the community’s library service needs while exemplifying the City Council’s Strategic Focus Areas of long-term financial health and excellence in city government.

Eight alternatives were thoroughly examined, but rejected based on their inability to meet the Library’s needs in an efficient and cost-effective manner. A more detailed discussion of each of these options can be found in the “Alternative Examined but Not Recommended” section.

Thorough research failed to find a solution among other library systems. Frisco citizens expect comprehensive, convenient library service and City leadership mandates high quality services at a cost effective rate. In response, the consultants developed a Frisco specific concept for comprehensive library service. Comprehensive library service is defined as offering all the collections, services, and technology that a reasonable library user would expect in fewer, larger facilities.

This library service model provides a balance between a single, central library which becomes increasingly unable to meet resident needs as the City grows and an expensive and extensive system of small, limited-service branch libraries. Frisco would likely be the first city of its size to exclusively provide library service through fewer, full service library facilities.

Planning and building such a facility will take a few years and addressing the Library’s collection, seating, technology, and staff space needs cannot be delayed that long. In the interim, the consultants recommend a transitional storage location with materials pick-up service to fill the need for additional collection space; a small children’s-focused mall location to expand services to this high-use demographic; and renovating the existing library facility to improve staff efficiency and customer service. While only the transitional storage facility addresses the Library’s primary and immediate need for more space, the other recommendations address service deficiencies created by the Library’s lack of space.

Rationale for a new “Frisco Library and Information Center”

Given Frisco’s careful and conservative planning methods, creating a large facility to meet future library needs is the most economically effective strategy. The population growth and demographic trends anticipated for the City through 2025 predict the need for a much larger library facility to support the growing collection size and public seating needs.

Frisco citizens are clear in their expectations that they expect library services to be comprehensive – they do not want to travel to multiple locations to receive the collections and services they use. A

comprehensive Library and Information Center supplements the existing location and allows the City to build fewer facilities to meet future needs.

This facility would have three major purposes: 1) to add needed space to enhance, compliment, and extend current library services; 2) to function as a full service facility; and 3) to be located on a site that would permit additional expansion to meet Frisco’s library service needs between 2025 and build out.

Key space needs that the Library and Information Center should accommodate include: 1) the storage and display of the Library’s existing and future collections; 2) public spaces and seating for technology, study, work, and collaboration; and 3) staff work space for the execution and delivery of library support services including administration, technical services, delivery, and outreach.

The building’s design criteria should emphasize efficiency, flexibility, and sustainability – with the capability to be expanded. Careful consideration of the design should ensure that it is flexible enough to efficiently meet both interior functional requirements and exterior future expansion space needs. The design should reflect the City of Frisco values for providing innovation and high-quality City service experiences for users.

Site location analysis (see “Location and Site Criteria”) indicates that most Frisco citizens should be able to reach a Library facility within an acceptable (10 minutes) amount of time when arriving by automobile.

This concept will create a facility that inspires community pride while meeting the information needs of residents.

The Space Needs for a New Library and Information Center

Figure 5 (above), outlines the square foot requirements based on community needs and building standards. The recommended size is 54,197 – 64,697 GSF, which takes into account existing and other proposed facilities. This provides an adequate amount of square footage for a full service library facility that accommodates the necessary space for required functions.

Adding 54,197 – 64,697 will result in approximately 109,000 – 120,000 NSF. Assuming this facility opens in 2020, it will provide up to 0.64 NFS to serve a population of 187,500, and up to 0.50 NSF per capita when the population reaches 240,000 around the year 2025.

The new Frisco Library and Information Center site will require a minimum of 3.4 acres. If a future expansion of 40,000 SF is planned, an additional two acres (5.4 acres) will be required for building, parking, and open space.

Rationale for a Transitional Off-Site Storage Facility

This warehouse, for example an unused building with a drive up service window that could be repurposed for library use, would house 30,000 materials as a temporary solution to the growing need for collection space. This facility would employ a minimum finish out and maximize shelving to help bridge the gap in collection size and shelving space required to serve the current population until a permanent space is available.

Housing collections in a separate, non-browsable facility adds a level of inconvenience to the public. Given the urgency of Frisco Library's need for expanded collection space, however, this is the most viable alternative and therefore proposed as a temporary, stop-gap measure.

If a location with a drive up service window can be located, the Library would be able to provide a slightly greater level of access to the collection housed at the storage facility by allowing pick up of materials placed on hold through the online catalog. Held items would be available within 24 hours.

Rationale for a Children's Mall Location

A children's focused mall location would create space for collections and programs that have already reached capacity at the current facility.

Successful libraries are already open in malls in a number of states, including California and Washington. Locally, the Bookmarks children's library, operated by the Dallas Public Library, is located in the NorthPark Center and is among the busiest in the Dallas Library system.

Malls are typically sited in areas which provide ease of access, both in terms of drive time and parking availability. These are key features contributing to the success of libraries as well.

While small in size, mall facilities can serve a focused demographic (i.e. children) successfully since retail space can easily accommodate creative design that showcases library services.

Successful malls have high visitor counts, making library facilities in them highly visible and likely to draw patrons. The Library has researched the possibility of a location in the Stonebriar Centre, which boasts a heavily used play area, particularly on hot and bad weather days. The familiarity of the location makes it a logical choice for establishing a library facility.

Mall locations can provide space efficiencies. While the Library controls a relatively small space, it typically has access to mall common areas for programming. Depending on the specific situation regarding the cost of leasing the space, some cost efficiencies may be gained.

There are potential disadvantages to locating a library facility in a mall. Malls can fail. If they do, this becomes an undesirable location for a library facility. This seems an unlikely scenario in Frisco, but the opposite problem may become more challenging long-term. Once open, it is widely acknowledged that the public resists any library facility closure. Resistance occurs because users highly value the ease of access to a library facility and proximity to their residential location. Should the Library, in the future, determine that the children's mall location is failing to provide library services in a cost-effective manner, public outcry may make closing the library politically challenging.

Mall locations, because of their size, are inappropriate facilities to provide the full range of library services expected by Frisco residents. Given Frisco's demographics, however, a mall location is likely to prove highly used and popular with families of young children. Implementing one allows the Library to experiment in a low-risk situation while extending convenient access to highly sought library services that are beyond the capacity of the current facility.

Rationale to Renovate the Existing Library Spaces

As noted throughout the report, all major areas of the Library are in need of expansion – with limited square footage available in the building to expand or substantially reconfigure existing spaces.

The current Library facility would benefit from renovations to improve the efficiency of the existing space. Unfortunately, these changes will solve little, if any, of the current space needs or provide relief to overcrowding. However, they will make the facility as efficient as possible for both residents and staff as it continues to serve the community.

Recommendations for renovation include:

- Repurpose the space currently utilized by the Engineering Department on the 3rd floor
- Reconfigure the Circulation workroom to improve access to the automated materials handling (AMH) systems and allow a direct connection to the exterior returns
- Reconfigure the drive through lane to address exterior issues (improve access, add a passing lane, add a rain canopy) and allow direct connection to the AMH
- Install the planned staff service elevator
- Reconfigure the Computer Lab for enhanced technology offerings
- Rework the heating and air conditioning for a better balanced system
- Create new signage to assist with directional challenges and enhance visibility of non-physical collections.

Figure 6: Plan Recommendations

RECOMMENDATIONS	SF PER CAPITA*	NEW TOTAL SQUARE FOOTAGE	TIME LINE
PHASE 1			2015 -2020
New Frisco Library and Information Center		54,197-64,697	1-5 Years
Transitional Offsite Storage with drive up (<i>accommodates 30,000 volumes</i>)		7,000 SF**	18-24 Months
Lease Mall Space for Children's Library		2,500	18-24 Months
Make Improvements to Existing Building, Including Annexing Additional 3 rd Floor Space		8,000	18-24 Months
Existing Frisco Library at Frisco Square		55,000	
PHASE 1 COMPLETE	0.65-0.71	131,397-141,897	
PHASE 2			2020-2025
Begin Planning for Frisco Library and Information Center Expansion			
Conduct a Study to Examine the Adequacy of Library Services for Seniors			
PHASE 2 COMPLETE	TBD	TBD	
PHASE 3			2025-2030
Expand Frisco Library and Information Center (<i>not described</i>)		40,000	Future Bond
Complete another Master Plan to access library services			
PHASE 3 COMPLETE	TBD	TBD	

*Calculations based upon the projected 5% population growth rate

****Temporary space not included in total square footage calculations**

Phase I: Timeline Present – 5 years

- Develop and finalize a bond proposal for a new facility (location to be determined) of approximately 54,197 – 64,697 SF to provide sufficient collection, seating, technology, and staff space to meet the population expected to be living in Frisco by 2020. A possible name for this facility is the Frisco Library and Information Center.
- Develop a detailed space program and select a site for the new Frisco Library and Information Center. Hire an architectural team and begin design of the new facility.
- Develop a plan for and implement a transitional off-site storage facility, possibly with limited pick up service.
- Develop a 1,500-2,500 square feet of leased space in a shopping mall to offer limited collections and services to young children. Develop a program of service for this facility once square footage determinations are made.
- Undertake a renovation of the existing library spaces in the Municipal Center to improve the layout and utilization. Rename this facility in some manner, for example, the “Frisco Library at Frisco Square” to distinguish it from the second facility.

Phase II: Timeline 5 -10 years

- Begin planning for the expansion of the Frisco Library and Information Center facility to accommodate Frisco’s build out population.
- Conduct a study to determine whether senior citizens are being adequately served by then-current library facilities.

Phase III:

- Expand the Frisco Library and Information Center to accommodate the build out population.
- Re-assess factors including population growth, projected population growth, demographics, City accessibility issues, and changes in library service and collection trends to assess the efficiency and effectiveness of library services and determine whether changes or further expansion are needed.

Estimated Capital and Operating Costs

This section has outlined major space challenges and functional deficiencies to be addressed and developed recommendations for future space and facility needs for the City of Frisco library services.

The following charts outline the basic costs associated with the space, building, and operational recommendations. The costs include construction (at current known costs for similar projects) and basic site development costs; engineering and design fees; interior design; furniture, fixtures and equipment

necessary to function as a library; and operational costs. The costs do not include site procurement expenses, site specific costs (unusual soil conditions, site share or other required abatement) or cost escalation.

These project budgets will require additional refinement as project parameters and details are developed.

Capital Costs

Frisco Library and Information Center

Estimated Capital Costs for 2015 Bond Request based on current data:

New Regional Library Information Center 54,197-64,697

Cost			Dollars per SF or %	Cost at 54,197 SF	Cost at 64,697 SF
Land:				unknown	unknown
Construction Costs:			260	14,091,220	16,821,220
Furniture and Signage:			30	1,625,910	1,940,910
Interior Design			8%	138,873	155,273
Architecture, Engineering Fees and Expense:			8%	1,127,298	1,345,698
Owner Direct Costs:			14%	2,377,662	2,836,834
(includes technology, AV, 5% contingencies, testing, materials and collection)					

TOTAL ESTIMATED PROJECT COST	19,260,963	23,099,935
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Transitional Off Site Storage Facility

These costs assume a building in good condition with little renovation or updates required to the space or building systems.

Cost			Dollars per SF or %	SF	Cost
Building or Rent:					unknown

Renovation Costs:		60	7,000	420,000
Furniture and Signage:		10	7,000	70,000
Interior Design		10%		7,000
Architecture, Engineering Fees and Expense:		8%		33,600
Owner Direct Costs:		10%		53,060
(includes technology, AV, 5% contingencies, testing, materials and collection)				

TOTAL ESTIMATED PROJECT COST

583,660

Mall Leased Children's Space

Cost			Dollars per SF or %	SF	Cost
Rent:					To be negotiated
Finish Out Costs:			100	2,500	250,000
Furniture and Signage:			30	2,500	75,000
Interior Design:			10%		7,500
Concept Design, Architecture, Engineering Fees and Expense:			8%		60,000
Owner Direct Costs:			14%		124,950
(includes technology, AV, 5% contingencies, testing, materials and collection)					

TOTAL ESTIMATED PROJECT COST

517,450

3rd Floor Expansion and Recommended Renovations to 1st, 2nd, and 4th Floors

Cost			Dollars per SF or %	SF	Cost
3rd Floor Renovation Costs:			180	11,400	2,052,000
1st, 2nd and 4th Floor Renovation Costs:			60	55,000	3,300,000
Furniture and Signage:			30	11,400	342,000
Interior Design:			8%		27,360
Architecture, Engineering Fees and Expense:			8%		455,520
Owner Direct Costs:			14%		864,763
(includes technology, AV, 5% contingencies, testing, materials and collection)					

TOTAL ESTIMATED PROJECT COST**7,041,643**

Operational costs for the first year of a **New Frisco Library Information Center** of 54,197 – 64,697 square feet are estimated below. The first section sets out the assumptions regarding the cost component followed by the calculation of the annual cost for each. No inflation or cost of living increases are included.

Operational Costs for the Proposed Frisco Library and Information Center**Opening date: 2020****Staffing:**

Costs include estimated salaries plus 30% benefit multiplier.

Staffing

- Staffing costs are based on current salary and benefit data for Frisco benchmark positions
- Staff levels were calculated using number of service hours and service points: 70 hours plus five staffed service desks – Circulation, Information, Adult, Children, and Teen (Teen staffed part-time)
- Circulation staff: Assumes there will be Automated Materials Handling (AMH) and self-check systems in place

- Other staff estimates based on Frisco current staffing patterns and service expectations
- Staffing numbers could change depend on number of floors in new building

Collections and Materials

- Opening Collection Size: Calculated at a total service population of approximately 190,000 for the year 2020
- Desired Collection Size: 1.52 items per capita, print and digital
- Opening collection Item Cost: \$25 per item
- Annual Materials Budget: Based on size of population and calculated using \$4.72 per capita for materials expenditure (based on 2012 budget figures), divided by 2 locations
- New Facility Service Population Size: Assumes Frisco Square facility will serve one-half of the population, or 95,000
- Expected Yearly Circulation: Estimated at 8.19 per capita (2014 figure) plus 15% for in-house circulation multiplied by the expected service population of 95,000

Operational Costs for the Proposed Frisco Library and Information Center

Description: 54,197 – 64,697 SF. Opening day service population size 95,000. Circulations estimated at 8.19 per capita.

Staffing by Department

Management

One Full Time Equivalent (FTE) Professional Manager

Adult/Information

Two FTE Reference Librarians (Desk)

Two FTE Library Assistants (Desk)

One Part Time Equivalent (PTE) Librarian for programs and classes (FTE .75)

Four .5 PT Library Assistants (2 FTE)

Children/Youth/Teen

1 FTE Senior Librarian

Two FTE Librarians (Desk)

Two FTE Library Assistants (Desk)

One FTE Library Assistant (Teen)

Four .5 PT Library Assistants (2 FTE)

Circulation

Two FTE Senior Technicians (Crew Leaders)

Four FTE Library Technicians (Desk)

Twelve (.5 PT) Shelves (6 FTE)

Technology

Two FTE Librarians (Maker Space)

One FTE Librarian (Technology support)
 One Library Assistant
Drivers, Building Services, Maintenance, etc.
 Two FTE building personnel – driver and other assigned duties

Opening Day Collection – Operating Costs Only

The estimate for this “opening day” collection is presented as three estimates, the number of volumes needed to keep the total library system count at 1.3 items per capita, achieve a high standard of 2.0 items, or meet the recommended level for the collection at 1.52 items per capita.

The Library’s proactive collection management system (i.e. the collection is de-selected based on use and age) allows the presumption of an existing collection of good quality and coverage which eliminates the need to supplement the collection at the Frisco Square facility. No inflation number has been calculated for future purchases and the item count presumes a mix of digital and print materials.

Assume the total Opening Day Collection will be housed in the Frisco Library and Information Center location due to space limitations at the Frisco Square facility.

2014 population	137,500
2020 population (date the building opens)	190,000
Current collection size	195,400 items
Current per capita collection	1.3

Projected Collection size	
2020 (190,000 pop) @ 1.3 items per capita=	247,000 items
2020 (190,000 pop) @1.52 items per capita=	288,800 items
2020 (190,000 pop) @ 2.0 items per capita =	380,000 items

Assume collection growth over six years. Based on the average number of the items added during the period 2009-2013 (see “Services Benchmarking”), it is assumed that between 2014 and 2020 the Library will add an average of 5,500 items per year to the collection size. The total items to be added in a six year period = 33,000.

Three Estimates for Collection Sizing

Low Estimate Existing 1.3 items per capita
 Needed to reach 1.3 items per capita (190,000 x 1.3) = 247,000
 Minus existing collection (-195,400) = 51,600
 Minus items added 2014-20 (-33,000) = 18,600
Total: 18,600 items needed to reach 1.3 items per capita by 2020

High Estimate 2.0 items per capita

Needed to reach 2.0 items per capita $(190,000 \times 2.0) = 380,000$

Minus existing collection $(-195,400) = 184,600$

Minus items added 2014-20 $(-33,000) = 151,600$

Total: 151,600 items needed at 1.52 items per capita

Recommended Level – 1.52 items per capita

Needed to reach 1.52 items per capita $(190,000 \times 1.52) = 288,800$

Minus existing collection $(-195,400) = 93,400$

Minus items added 2014-20 $(-33,000) = 60,400$

Total: 60,400 items needed at 1.52 items per capita

\$25.00 used as “average cost per item” to determine collection costs:

At 1.3 items per capita: 18,600 additional items at \$25 = \$465,000

At 2.0 items per capita: 151,600 additional items at \$25 = \$3,790,000

Recommended:

At 1.52 items per capita: 60,400 additional items at \$25 = \$ 1,510,000

Annual Materials/Collection Budget Calculation

Estimate based on the 2012 materials expenditure per capita, which was \$4.72. The amount is calculated based on an estimated population of 190,000.

The annual materials expenditure in 2020 for a population of 190,000 would be \$896,800. Divided between two outlets = \$448,400 for the New Library and Information Center collection.

Personnel Costs Calculation					
Job Description	Job Title	FTE Staff	Pay Grade (mid-range)	Benefits	Ext. Total
Circulation	(Senior Library Technician) Crew Leader	2	\$45,996	\$13,800	\$119,592
	Library Technician	4	\$32,566	\$9,700	\$169,064
Adult, Youth, Teen	Library Assistant	8	\$37,764	\$11,300	\$392,512
Adult, Youth, Technology	Librarian	7.75	\$50,791	\$15,300	\$446,114
	Senior Librarian	1	\$56,052	\$16,800	\$72,852
Manager	Branch Manager	1	\$70,000 (estimated)	\$21,000	\$91,000
Other	Driver, Building Operations	2	\$27,000 (estimated)	\$8,100	\$70,200
Materials Handling	Shelvers	6	\$15/hour (estimate) \$31,200		\$180,000
Total		31.75			\$1,541,334

Summary – Operational Cost Components	
Cost Component	
Staff salaries plus benefits	\$1,541,334
Hourly wages no benefits	(\$180,000 included in salaries above)
Opening Day Collection – one time capital cost at 1.52 items per capita	\$1,510,000
Materials Budget	\$448,400
Total	\$3,449,734

APPENDIX B **SUPPORT REPORTS**

BENCHMARKING REPORT

MARKETING AND BRANDING REPORT

TECHNOLOGY REPORT

FRISCO PROFILE REPORT

COMMUNITY VOICES DOCUMENT

BENCHMARKING REPORT



FRISCO PUBLIC LIBRARY

Benchmarking Study

May, 2014

ABOUT BENCHMARKING

Benchmarking is a comparison of performance measures among similar entities, often relative to recognized standards, that libraries, government agencies, and non-profits can use to assess strengths and identify areas needing improvement. Library benchmarks are typically numerical (quantitative) statistics such as circulation, visits, and revenues. Management expert Peter Drucker calls benchmarking “critical” to good government and nonprofit management.

Comparing its performance to that of similar libraries enables a library to highlight areas of excellence as well as under-performance that may require further study or attention. The comparisons also provide concrete and persuasive data for advocacy, reports to elected officials, fundraising, and grant applications. For example, benchmarks indicating comparative under-staffing can help build a case for additional personnel.

However, benchmarking is neither a stand-alone exercise nor a complete assessment of library performance. Findings should be approached with an open mind and curiosity about the reasons behind them. Benchmarking results must be viewed within the context of a library’s unique situation, including its community demographics, facilities, financial situation, and management. It should be used in concert with other tools such as surveys and customer feedback in order to flesh out a complete picture of institutional performance. Benchmarking and national rankings tend to show that the majority of high-performance libraries have highly educated and affluent populations, excellent funding, large collections, and multiple outlets. Of course, it is possible for a library to excel without all of these conditions, but the reasons why vary enormously and are based on local conditions and management.

Some cautions:

- Both American Library Association (ALA) and the Pew Research Center have published comparative data regarding library budget allocations by state. Historically, personnel expenses comprising roughly 60% of a library’s budget have been considered optimal. That target has ticked upward over the last decade to 65-70%—even higher in major metropolitan areas or for libraries that are unionized—as the costs of healthcare and other benefits have mushroomed. Another generally accepted standard is the percentage of a library’s budget that should be devoted to collection expenditures: 12% in Pennsylvania and Illinois, for example, and at least 15% in Texas as per the *Minimum Standards for Accreditation of Public Libraries in the State Library System*.
- Some numbers, such as holdings (number of items in the collection) need to be supplemented with additional information to be meaningful. For example, the number of holdings alone does

not take into account the age, condition, or other attributes that fully describe the quality of the collection.

- Many statistics have hidden “cause-and-effect” attributes, revealed only after further investigation. For example, libraries with short loan periods and more renewals will tend to have larger circulation numbers than peers with longer loan periods and fewer renewals.
- Library performance is affected by community demographics, such as education, income, and crime levels of the community.
- Library numbers tend to focus on transactions and outputs, whereas patron outcomes, or the actual changes in user behavior that libraries create, are the most convincing measure of library success. Outcome assessments, however, are more difficult and are typically applied to specific projects or grants as opposed to overall library operations. For example, a library can collect and benchmark the number of children registered for Summer Reading (output), but the change in reading ability and scores after participation (outcome) requires additional data from schools or parents.
- There are many opportunities for data entry errors, including both the library and the databases providing access to the numbers.
- Data reflects past performance. For this report 2012 data, the most recent publicly-available information, was pulled from the Institute of Museum and Library Services (IMLS) database.

The voluminous data available can be overwhelming to gather and process. It’s best to “start small” and look at figures most important to the planning effort, vision, concerns, and projects at hand. When a library has above- or below-average performance, it can merit further study. For example, public libraries in large college towns often have below-average reference numbers due to the presence of academic libraries and tech-savvy customers in their service area. Other libraries can have relatively low program attendance if they are in communities with an over-abundance of cultural and recreational events.

Statistics collected by IMLS and the Public Library Data Service (PLA Metrics /PLDS) are the basis of this report. These sources use publicly available information and may reflect data entry errors by libraries or processing agencies. The mean and median performance for each measure was calculated, as well as Frisco Public Library's ranking among the libraries. It should be noted that for those categories for which libraries did not report data to IMLS, it was not possible to complete true comparative rankings.

PEER CANDIDATES

The most meaningful benchmarking data is obtained by selecting peer libraries similar in size, population, and finances. The Ivy Group used the “Compare Public Libraries” program on the website of the Institute for Museum and Library Services (IMLS) to identify peers.

Criteria focused on:

- Libraries with one outlet

- Libraries serving a population +/- 20% of Frisco's population
- Libraries serving similar demographics (race, foreign-born, education)
- High *per capita* performance

The Frisco Library planning team selected two additional libraries based on demographics and aspirations: Chandler Public Library (AZ) and Naperville Public Library (IL) which have 4 and 3 outlets, respectively, and can provide a perspective for Frisco Library should it choose to expand service to additional library locations.

Final peer set:

FRISCO PUBLIC LIBRARY (TX)
APPLETON PUBLIC LIBRARY (WI)
CHANDLER PUBLIC LIBRARY (AZ)
NAPERVILLE PUBLIC LIBRARY (IL)
STERLING HEIGHTS PUBLIC LIBRARY (MI)
SUNNYVALE PUBLIC LIBRARY (CA)
TEMPE PUBLIC LIBRARY (AZ)

A caveat: Within the peer set, Chandler and Naperville skew the data comparisons because they have more than one outlet; Chandler, Naperville, and Sunnyvale have considerably higher revenues. Libraries with larger budgets and more outlets are usually going to have higher statistics for outputs than peers with less money and fewer facilities and this should be taken into consideration when reviewing the numbers.

It should be noted that the peer set has value beyond the completion of this report. Sharing information on a regular basis with peers can be a worthwhile activity, providing more precise and comprehensive benchmarks and facilitating ongoing discussions about best practices.

2012 RANKINGS OVERVIEW

Top Rankings

SERVICES

As a percentage of total circulation, Frisco Library's circulation of children's materials ranked #1 among peer libraries.

Frisco Public Library ranked #2 among peer libraries in:

- program attendance *per capita*
- reference transactions *per capita*
- average number of computers per outlet

Frisco Public Library ranked #3 in:

- average number of hours per outlet
- circulation of children's materials
- total program attendance
- children's program attendance
- reference transactions

COLLECTIONS

Frisco Library ranked #1 in the percentage of budget spent on collections.

Frisco Library ranked in the top 3 in:

- print materials expenditures (#2)
- electronic materials expenditures (#2)
- percentage of collection expenditures spent on electronic materials (#2)
- turnover rate (#2)
- total collection expenditures (#3)
- total collection expenditures *per capita* (#3)

Note: Electronic materials include eBooks, audio and video downloadables, e-serials (including journals), government documents, databases (including locally-mounted, full text or not), electronic files, reference tools, scores, maps, or pictures in electronic or digital format, including materials digitized by the library. Expenditures also include database licenses.

PERSONNEL

Frisco Library ranked #3 in the percentage of budget spent on staff (wages and salaries, plus employee benefits).

Low Rankings

SERVICES

- library visits *per capita* (#6)
- uses of public computers (#7)

COLLECTIONS

- total holdings (#7) *includes print (including periodicals) and electronic (books, audio, and video) materials*
- print materials (#7)
- print serial subscriptions (#7)
- audio holdings (#7)

- users of electronic resources *per capita* (#7)
- interlibrary loans provided (#7)
- net loan rate (#7)

FINANCIALS

- total operating expenditures (#6)

PERSONNEL

- employee benefit expenditures (#6)
Includes Social Security, retirement, medical insurance, life insurance, guaranteed disability income protection, unemployment compensation, workmen's compensation, tuition, and housing benefits

Unknown Rankings

Due to incomplete data reporting by peer set libraries, rankings could not be completed for the following:

- federal revenue
- state revenue
- state revenue *per capita*
- other revenue
- total capital revenue
- capital expenditures

RANKINGS SPECIFICS

SERVICES

One of the most important comparisons is *per capita* use—that is, how frequently services are used by the population. Overall, Frisco Library compares very favorably, considering there are three larger-financed libraries in its peer group. Particularly notable is program attendance *per capita* which surpasses the group average.

SERVICE <i>PER CAPITA</i>	FRISCO	MEAN	MEDIAN
Circulation	11.3 (#3)	13.1	11.3
Visits	4.3 (#6)	5.7	4.9
Program Attendance	0.4 (#2)	0.3	0.3
Reference	1.0 (#1)	1.0	0.9

Frisco Library has a very clear strength in its appeal to families. While it has the 3rd highest children's circulation, as a percentage of total circulation, its children's materials rank #1—65% compared to the peer average of 44%. In other words, when compared to other libraries, Frisco's children's collection is more heavily used than the rest of the collection. The Library also ranks third-highest in children's program attendance at 51,697, well above the average 36,641.

Library visits compare less favorably. Frisco Library counted 601,078 visitors in 2012 (ranking fifth among peers) contrasted to the peer set average 878,385 (bearing in mind that two of the four higher-visited libraries have branches).

The Library also has notably lower use of its public computers (ranking last) although it ranks fourth for the number of public computers and has the 2nd highest number of computers per outlet. This may not be a concern if the Library has a significant number of visitors bringing in their own devices and using the Library's WiFi, or if there are ample alternate computing resources in the community. It suggests that the Library may well consider removing some of the computers in favor of expanding work space for patrons.

Overall, there is little in this data to suggest that the Library is underutilized or has serious service dysfunctions. The demand for and appeal of children's services should be a driving force in the Library's future plans.

COLLECTIONS

Frisco Public Library spent a higher percentage of its budget on collections in 2012 than any other peer library—19%, compared to the peer set average of 12%. It spent even more money on its collections than Chandler, which is purchasing materials for four branches. The Library also spent comparatively more on both print and e-materials.

The relatively high expenditures were necessary, as Frisco Library had lower total holdings and print, serial, and audio collections, compared to the peers. The collection was heavily used, evidenced by the 2nd highest turnover rate. (Turnover rate indicates how often each item in the collection was lent and is calculated by the number of materials circulated divided by the number of physical materials held.)

FINANCIALS

Given Naperville and Chandler's more expensive operations for multiple outlets, Frisco Library still ranked only 5th in total revenue and revenue *per capita* of the seven-library peer group. The median revenue *per capita* was \$30.45, just above Frisco's \$26.08. Local revenue also indicates the Library lagging behind peers, with its \$26.08 local revenue *per capita* compared to the median \$29.35 and peer set average \$38.53.

Frisco Library reported no state, federal or "other" revenue to IMLS for 2012. "Other" revenue typically includes fundraising revenues, overdue fines, fees, and other income streams. The other peer libraries reported between \$38,981 and \$917,981 in that category.

Frisco Library ranked 6th in total operating expenditures, indicating a balanced approach to budgeting. As with revenues, the operating expenditures *per capita* of \$25.39 were below the mean (\$40.74) and median (\$30.45) of the peer group.

PERSONNEL

The Library spends 72% of its budget on personnel, the third highest in the peer set. Nationally, libraries are averaging around 70%, up from 60-62% a decade ago.

The Library is ranked 5th in total staff expenditures (salaries and wages plus employee benefits) with the 5th highest number of staff, below the median for the peer set, a marker of note in a group that includes libraries with multiple locations.

A relatively easy way to gauge the adequacy of staffing levels is to calculate the full time equivalent (FTE) staffing per circulation. Frisco was at 0.6, in line with the other libraries, indicating it is neither over- nor under-staffed. That said, many times libraries report workload strains at the department or administrative level, which are not reflected in this data but are more apparent in organizational charts and other numbers not available for this report.

Library Journal Index 2013

The trade journal *Library Journal* scores libraries in an annual analysis of IMLS data based on four *per capita* service output statistics: visits, circulation, program attendance, and public computer use, as they were found to be closely related statistically. It is a quick and easy way to do a comparison to other libraries, but comes with its own cautions. As its authors note:

The LJ Index and its Star Library ratings provide a national perspective on the relative status of all rated public libraries. As we acknowledge [in the LJ Index FAQ](#), there are many factors that affect a library's score and its potential for achieving a Star rating. Getting something useful from the LJ Index project for your library may require closer examination, focusing on libraries that are most like your own.

The scores are presented here as a comparison tool useful for quickly assessing *per capita* use, a meaningful measure of success for libraries. For more information go to:
<http://lj.libraryjournal.com/category/managing-libraries/lj-index/>

There is a broad range of scores in the Frisco peer group, from Sterling Heights' low of 384 to Naperville's "star" designation performance. Frisco Public Library and four other peers are in the 500s, which is a typical showing for most libraries. It must be emphasized that this is a superficial scoring system and not one that fully indicates library quality and performance.

LIBRARY	LJ SCORE
MEAN	663
MEDIAN	541
STERLING HEIGHTS PUBLIC LIBRARY (MI)	384
TEMPE PUBLIC LIBRARY (AZ)	453
FRISCO PUBLIC LIBRARY (TX)	508
CHANDLER PUBLIC LIBRARY (AZ)	541
SUNNYVALE PUBLIC LIBRARY (CA)	559
APPLETON PUBLIC LIBRARY (WI)	579
NAPERVILLE PUBLIC LIBRARY (IL)	1618
STAR LIBRARY	

MARKETING AND BRANDING REPORT



FRISCO PUBLIC LIBRARY MARKETING BRIEF

Throughout the needs assessment, Frisco residents across all sectors expressed a commitment to building a unique, quality, and thriving community. Forward-thinking and fiscally orthodox City leaders value cost-efficient public institutions that collaborate and innovate to provide services that advance City prospects and bolster community aspirations. “Resource efficiency” (one of the City of Frisco Strategic Goals) drives smart, visionary planning.

While there are many points of consensus regarding Frisco Public Library’s role in the constellation of public services, it is clear from the research that the Library has not effectively communicated its range of services and depth of collection—a deficiency exacerbated, no doubt, by rapid population growth. Even some of the City and elected officials who were interviewed were unaware of all that the Library offers.

The process of developing the Library’s Master Plan provides the opportunity to close this knowledge gap by identifying audiences, repositioning the Library more advantageously, refining the communications platform, and launching a dynamic, cost-effective, and sustainable marketing program.

ABOUT THE LIBRARY

Valued, Over-Extended, Under-Subscribed

There can be no doubt: those who know and use the Library love it. Residents agree that Frisco Public Library is a friendly and indispensable community asset. When asked to select attributes that best describe the Library, users and non-users alike chose “valuable,” “useful,” and “welcoming”. City leaders interviewed about the Library offered overwhelmingly positive feedback, calling the Library “valued,” “involved,” and “wonderful”. Newcomers to Frisco frequently credit the Library as their first destination, a *locus* for getting to know the community, making new friends, and engaging their children in fun and educational experiences.

This positive image is certainly bolstered by Library staff whose stellar courtesy, competence, and professionalism are universally praised. The all-star staff runs wildly successful programs that have earned FPL a top-three ranking in both total program attendance and children’s program attendance when benchmarked against peer libraries.

High user demand has put the Library’s collection under stress. FPL’s collection turnover rate is the second highest among peer libraries even though total holdings of books and digital materials rank last.

At the same time, nonusers are enthusiastic Library boosters. Residents—including those who do not currently use the Library or even hold a Library card—wholeheartedly endorse City support of Library services. A vast majority of respondents to the telephone survey—79%—“completely agree” that the Library plays an important role in the community, while 86% strongly believe that the Library should be sufficiently funded. In an interview, one community leader went as far as to say that the loss of Library services would change the face of Frisco.

Considering its reputation and the breadth, depth, and quality of its services and collection, it is surprising that more Frisco residents don’t patronize the Library. The telephone survey reveals that 62% of respondents have a Frisco Public Library card. The benchmarking study shows that FPL ranks next-to-last among seven national peer institutions in library visits *per capita*.

This disconnect between the quality and the use of the Library’s offerings stems from FPL’s limited external communications. Only 26% of Library users report that they are “extremely satisfied” with marketing communications, while 36% of staff members believe that the Library does all it can to reach out to nonusers. Both the telephone survey and executive interviews with City leaders reveal that many Frisco residents are ill-informed regarding the Library’s programs, services, and resources. It is clear that consistent, targeted marketing is needed to both build brand equity for the Library and ensure the community receives best value for its tax dollars.

The effectiveness of the Library's renewed marketing and communications outreach can be tracked by a few key metrics. New card registrations, incremental numbers of program attendees, and other similar standard output measures are the most reliable way to gauge relative progress against current statistics and market penetration baselines.

An Opportunity to Rebrand

Currently, the Library's marketing program consists of flyers and brochures, a website, a series of third party apps, and social media posts. The most frequently-applied version of the logo comprises a graphic representation of an open book and computer screen—images reflecting two dimensions of the twenty-first century library experience. While the tagline, "Inspiring Intellect, Curiosity, and Imagination" is certainly apt, the language is generic enough to describe almost any library in the country. The pastel palette is pleasant, but without character. The header fonts are unprepossessing.

To the Library's credit, staff is enthusiastic about redesigning the logo, upgrading messaging, and aligning marketing with best practices. A redesigned logo will reflect the Library's multi-dimensional contributions to the City's vitality, ascendancy, and preeminent quality of life. A fresh, vibrant palette and contemporary typeface will project dynamism and energy. A new logo can accommodate a secondary line of text—either for a tagline or to sub-brand product groupings, departments, capabilities, or product and service lines. A new pithy, memorable tagline can focus on quality and benefits, and, above all, be authentic to the brand.

Currently, Library literature is peppered with abstract nouns such as "advisory" and "involvement". While there are effective calls to action ("connect", "download", "enjoy", and "borrow"), communications tend to focus on products and features, rather than benefits. Messaging is expressed from the librarian's, rather than the customer's, perspective—a not uncommon phenomenon where marketing is *ad hoc* and by committee. From the Library website, for example, "Lending Periods and Limits" could instead be "How long can I borrow a ...?" Under public computers, "We offer public internet access and Microsoft Office Suite" could be replaced with "Get online. Send an email. Write a paper. Your Library computers. Your choice."

To embrace the vitality and energy of the City, key messages should incorporate active, energetic transitive verbs, such as "sparks", "boosts", "energizes", "empowers", "motivates", "strengthens", and "uplifts".

Reflecting the community's affluence and aspirations, the Library may choose to promote certain service lines in terms of ambiance, assets, amenities, and valuable opportunities for self-improvement. Calls to action—"reserve", "triumph", and "fulfill", for example would imply exclusivity:

Treat yourself to a mind massage at the Library.

Book your next cruise at the Library.

Reflecting the community's competitive spirit and love of sports, language should emphasize advantageous differentiating features. Examples of sports-oriented messaging:

When homework gets tough, the tough go to the Library.

The Library: launch pad for bold adventures.

In less formal publications, keep it light; keep it simple. To move past dated perceptions, the Library can use contemporary slang, sentence fragments, fun puns, and twists on cultural references. (Bravo the *Undead and Unread Book Club*!)

Examples of less formal messaging include:

We are your Library.
Resistance is futile.

Wii are wired!

Read past your bedtime.

To reach culturally diverse populations, messaging should always suggest inclusion, welcome, and opportunity. Benefits of the Library services—second language instruction and collections; access to government services and employment information; family-centered programming; Internet access; homework help; and GED, SAT, and ASFab test preparation—must always be communicated in grammatically correct Spanish and the languages of East and South Asia, for example, with accompanying English translations.

A Technology Mismatch

Outdated or inadequate technology also impedes optimum market positioning. Even those who frequent FPL are either unaware of or dissatisfied with the Library's technology assets. Web-based library services and access to computers and WiFi are two of the three most important Library offerings as ranked by telephone survey respondents. And yet, library users give low satisfaction ratings to the Library's website, number of computers, Internet speed, and mobile apps; and the Library ranks last among peer institutions for the number of users of electronic resources *per capita*. While the stellar FPL staff is certainly up to the challenge of serving as tech-savvy ambassadors for the Library's technology assets, 38% of Frisco librarians do not believe that they have been trained adequately to assist customers with technology questions. In a community that highly values convenience, upgrading web-based communications and service delivery is a top priority.

There is general agreement that FPL's current website is unsatisfactory: the user interface is convoluted; browser incompatibilities persist; and the site is not mobile-responsive. Great third party apps are available, but buried. The completion of the Master Plan is an opportune time for the Library to ensure that a new site is developed according to best practices in usability.

A redesign would draw on use cases that track customer pathways to completing tasks and would integrate technologies that personalize the customer experience. Determining the optimum experience architecture, integrating core brand visuals and messages, streamlining functionality, enabling user engagement—these are critical steps in building a customer-oriented, high-functioning “virtual branch” that would significantly upgrade customer service and increase use of Library collections and programs. As Frisco residents rapidly transition toward predominantly digital access to financial, retail, communications, recreational, and information services, a new website is among the most important investments the Library can make.

ABOUT THE MARKETPLACE

Buxton categorizes households by a variety of factors, including income, consumption patterns, social habits, and family structure. Lifestyle classifications (essentially population groupings with fun monikers) are established by aggregating cross-channel variables from a combination of behavioral research with proprietary, public, and third-party data. The result is a very detailed understanding of consumer behaviors and preferences, by segment, that enables pinpoint target marketing.

In general, the people of Frisco are busy, upscale, and lead child-oriented lifestyles. Of the 43 (some miniscule) segments that comprise Frisco's entire population, over half (54.6%) of the people living in Frisco can be categorized into seven Buxton market segments.

Segment	% of Frisco Households	Opportunity Households	% Library Penetration	Description
Babies and Bliss	12.4	2,304	55.2	Middle-aged couples with large families and active lives in affluent suburbia
Couples with Clout	9.7	2,008	49.8	Middle-aged, childless couples living in affluent metro areas
Wired for Success	7.1	2,101	28.5	Young, mid-scale singles and couples living socially-active city lives
Fast Track Couples	7.0	2,176	25.3	Active, young, upper middle-class suburban couples and families living upwardly-mobile lifestyles
Cul De Sac Diversity	6.8	1,754	37.3	Ethnically-diverse, middle-aged families settled in new suburban neighborhoods
Kids and Cabernet	5.8	1,602	33.2	Prosperous, middle-aged married couples with children living child-focused lives in affluent suburbs
Generational Soup	5.8	1,955	17.8	Affluent couples and multi-generational families living a wide range of lifestyles in suburbia

*NOTE: Across all Buxton data charts,
"Opportunity Households" represents Frisco households without a library card.*

The next 25% of the population includes:

Segment	% of Frisco Households	Opportunity Households	% Library Penetration	Description
Everyday Moderates	4.6	1,859	3.1	Mid-scale, multi-cultural couples and families living in mid-tier metro suburban settings
Sports Utility Families	4.5	1,861	1.0	Upscale, middle-aged couples with school-aged children living active family lifestyles in outlying suburbs
Families Matter Most	4.4	1,780	3.1	Young, middle-class families in scenic suburbs leading active, family-focused lives
Full Steam Ahead	3.2	820	37.3	Younger and middle-aged singles gravitating to second-tier cities
Family Fun-tastic	3.1	1,267	2.1	Upscale, middle-aged families with older children pursuing busy kid-centered lives in satellite cities
Boomers and Boomerangs	2.6	905	16.1	Baby boomer adults and their teenage/young adult children sharing suburban homes
Destination Recreation	2.5	1,006	0.8	Middle-aged, midscale couples in rural towns and fringe suburbs working to enjoy their active lifestyles

Segmentation by Characteristics in Common

Using segmentation studies pose two challenges to the Library. In the first place, Buxton is a snapshot of the here and now. Given the speed at which Frisco is growing and the fact that families already here will age and children will leave home, a passage of five years in time may change the complexion of the population. In addition, because Frisco is grouped within the Dallas-Fort Worth-Arlington MSA (Metropolitan Statistical Area), mass media costs, calculated for the combined audience of over 6.8 million people, are very high. The Library has neither the budget, nor the prospect thereof, to conduct mass campaigns that target any one or even a combination of the multiple population segments—nor would it be appropriate for the Library to expend public monies in this fashion.

The most reasonable approach is to identify commonalities in the aggregate among the segments and develop strategies that address shared needs, behaviors, and preferences. This methodology works particularly well in Frisco because, in spite of the fact that the City is home to over 40 lifestyle segments, overall residents are more alike than different. Many are new to the community (and continued rapid growth will only increase the overall percentage of newcomers). On the whole, Frisco residents are relatively affluent, family-

oriented, and mobile. They share a keen focus on sports, travel, and health. Generalities, of course, always bump up against the exceptions, and, indeed, there are Frisco residents whose lifestyles and interests diverge. For example, as Frisco grows in numbers, it is also growing in culturally diversity—and many in these communities speak languages other than English at home. Nevertheless, even when taking these distinctions into account, significant similarities emerge that make cost-effective and targeted messaging and marketing feasible.

Lifestyle*	% Frisco Households	Library Penetration	# Opportunity Households
Sports	71%	28%	21,022
Travel	45%	26%	13,684
Healthy	43%	31%	12,541
Arts & culture	32%	33%	8,867
Upwardly-mobile	21%	19%	7,108
Outdoors	20%	35%	5,274
Leisure	10%	6%	3,874
Philanthropic	7%	12%	2,580

**Lifestyle characteristics are not mutually exclusive.
Households may be represented in multiple categories.*

Wealth and Market Penetration: The Ethical Dilemma

The data shows a direct relationship between wealth and Library penetration: the Library's highest levels of penetration are among wealthier residents. In fact, the discrepancy between penetration levels for the two wealthiest segments indicates that the Library attracts not only well-off households but actually the *wealthiest* households.

Low-income households, on the other hand, have the lowest level of Library penetration by far—8.6% of Frisco's 742 low-income households. The sheer number of high income households in comparison to the poorest 1.6% of households (2008-2012 American Community Survey) provides the greatest prospective return on investment. But therein lies an ethical dilemma: should not the Library expend more resources to reach those who most need its services?

Financial Status	% Frisco Households	Library Penetration	# Opportunity Households
Wealthy	50.9%	31.4%	14,455
Middle	40.1%	18.8%	13,464
Middle/Low	6.8%	18.8%	2,271
Low	1.6%	8.6%	678
Total	99.4%		

To better communicate with the City's less affluent and second-language households, the Library should consider the following options.

- Apply Buxton data to map outreach services to the City's poorest and promote second language collections, ESL instruction, and homework help.
- Build sizable, second language popular collections to draw new users, especially mothers, and to cross-promote family-oriented and cultural programming, access to the Internet, and employment and government information and services.
- Distribute library marketing materials through Head Start, churches, the public health department, and WIC points of distribution.

The Library: Not Just for Kids

Kid-friendly lifestyles dominate the population, and Library penetration is greatest among families with young children. The remaining segments—households with older children or no children—use the Library at a lower rate. The 13,941 households without children (including singles, childless couples, and empty nesters) present the greatest opportunity for the Library to increase patronage as residents age in place: currently, the Library is serving only 10.5% of Frisco households whose children have “flown the coop”.

In addition, 78% of arts and culture “opportunity households” are without children at home. These residents seek outlets for personal creativity and are, therefore, ideal audiences for the cultural and arts dimensions of Library programs and services. Because older residents may be more inclined to have an interest in genealogy and preservation of family mementos, they might also enjoy a makerspace. They can also form the nucleus of the Library's internal prospect list—a first step toward building programs for annual, planned, and major giving.

Family Type*	% Frisco Households	Library Penetration	# Opportunity Households
No Kids	40.3%	22.3%	13,941
Young Kids	42.3%	31.8%	11,969
Older Kids	37.8%	29.9%	10,980

Family Type*	% Frisco Households	Library Penetration	# Opportunity Households
Single	13.0%	25.2%	4,038
No kids	25.3%	28.1%	5,450
Young kids	42.3%	31.8%	11,969
Older kids	37.8%	29.9%	10,980
Empty nest	12.0%	10.5%	4,453

**Family Type characteristics are not mutually exclusive.
Households may be represented in multiple categories.*

Recommendations for childless households and households with older children include the following options.

- Apply Buxton data to pinpoint individual over-age-55 households and retirement and leisure communities for targeted mailings and in-house list development.
- Track and cultivate relationships with event and program attendees in order to build an in-house database.
- Identify local experts—some of whom may be at or near retirement age—who can present programs in their areas of expertise and cross-promote databases and library materials.
- Build a program subscription series that features high-profile, nationally known individuals to build an in-house database and cross-promote other library assets and membership in the Friends.
- Bundle cultural and arts programs into a themed series to begin to develop a donor prospect database base and cross-promote Library assets and membership in the Friends.
- Host hobbyists and special interest groups (chess, investment, gardening, cooking, etc.) and create a community conversations series and social/networking opportunities to attract people with shared interests in order to add names to the

prospect database and cross-promote Library assets and membership in the Friends.

- Promote the Library's gadget management (e.g. DVRs, digital cameras, smart phones, tablets, etc.) and social media instruction series.
- Target promotions of genealogical and historical research resources.
- Collaborate with institutions of higher education to develop lifelong learning programs or to serve as a distance learning center.
- Sponsor trips to nearby cultural events as initial forays into fundraising.
- Cross-promote volunteer opportunities.

THE MARKETING STRATEGY: TARGET THE GREAT UNIFIERS

Sports are very popular in Frisco: for 71% of Frisco residents, playing and watching sports figures prominently among their top lifestyle behaviors. Closely related is the significant percentage of households for which regular exercise, healthy diet, physical activity, and gym membership are important. The Library has reached about 28% of these sports and fitness fans, a comparatively low level of market penetration considering that 72% of sports-centric households have children still at home. With over 21,000 sport-enthusiast households not patronizing the Library, attracting even more sports-loving families should be a top priority.

Love of travel is another common denominator: almost all Frisco residents are on the move, whether piling into the SUV for beach trips or jet-setting to remote corners of the globe. Having captured only 26% of residents with the “travel bug”, the second most popular interest in Frisco, the Library has the opportunity to configure and promote a constellation of travel-related programs and resources.

For price-sensitive households the Library has the opportunity to compile a menu of more modest travel-related programs and promote leisure-related resources that will appeal to the variety of interests while respecting budgets.

Financial Style of Travel-Loving Households	% of Total Opportunity Households	# Opportunity Households
Price-Sensitive	23.0%	3,123
Not Price-Sensitive	77.0%	10,561

Wealthier households, already a higher proportion of Library users, are interested in luxury vacations. They are actively engaged in organizing and planning for the future, whether a dream getaway or the next investment opportunity.

A large share of Frisco households, over 17,500 total, manage their own money and enjoy researching consumer purchases and investment opportunities. The Library has been more successful in serving households that are financially knowledgeable with a penetration level of 37%, but there are still 11,000 opportunity households within reach. Those who manage their own finances generally turn to the Internet to bank, research opportunities, and adjust portfolios. To better serve these motivated “finance hounds”, the Library should look at promoting subscription resources that may otherwise not be available to these individuals.

In addition to the opportunity to connect with financially-savvy residents, there is an opportunity for the Library to increase market penetration with the 12,638 households that are relative financial novices.

Financial Style	% Frisco Households	Library Penetration	# Opportunity Households
Savvy	42.7%	37.0%	11,074
Novice	36.4%	15.7%	12,638

Less established households, particularly those comprising young couples and singles who may just be beginning to manage their personal finances, seek to learn more about money management, budgeting, investment options, and other market topics. To appeal to these segments, FPL should offer higher level financial literacy programs of interest to younger households and host investment and other similar interest-group meetings.

The Library has low levels of penetration among Frisco residents who are philanthropic and enjoy quiet leisure activities. Although “leisure” and “philanthropy” primarily describe only 9.8% and 7.2% of the Frisco’s population, respectively, Library penetration for these two interest groups should be higher given FPL’s non-profit status and significant “leisure” assets. Cultural offerings in Frisco are fairly limited, and residents who want to enjoy art, music, and theater often have to go to Dallas. Efforts focused on recruiting the philanthropic and leisure-loving segments of the population could increase Library patronage by as much as 6,454 households, as well as foster a culture of philanthropy that will be advantageous as the Library moves toward increasing its funding base.

Other recommendations include the following options.

- Promote online 24/7 resources to time-starved families who value convenience—especially educational resources and homework support.
- Cultivate partnerships with the Dallas Cowboys and other sports teams to promote FPL services at sporting events, in sports venues, and at in-library programs and events.
- Collaborate with athletics departments of public school systems to create a campaign of student athletes using and promoting the value of the Library.
- Co-market and cross-promote programs and services with Frisco’s Parks and Recreation Department to attract active, sports-minded segments.
- Develop and promote (in the same way as a readers’ advisory would) specialized travel collections, travel eResources, and blogs, and cross-promote hosted gatherings centered on travel experiences.
- Encourage the use of social media and Instagram for experience-sharing and community-building on the Library’s new website.

- Develop a relational database that lays the groundwork for targeted marketing and future philanthropic outreach.

Frisco's population is growing in diversity. While many who come to live in the City are well-educated English-language speakers, multi-generational homes include grandparents who have few cultural touchstones within the community. This growing segment will challenge the Library more in years to come.

To reach English-language learners and households speaking a language other than English at home, the Library should consider the following initiatives.

- Bundle, subbrand, and cross-promote services for new English-language learners (ESL classes online, ASVAB test prep, Spanish language materials, Mango, and Muzzy).
- Educate the Spanish-speaking community about library services with PSAs and promotions in collaboration with other library systems in the greater Dallas metro area on Spanish language radio.

MEDIA OUTLETS

Local media outlets are few, and Dallas is part of a significant (and pricey) Metropolitan Statistical Area (MSA). Overall, advertising in these regional outlets is feasible only if the Library reaches out to its counterparts across Dallas and its suburbs and collaboratively plans media advertising that promotes library use, collections, and services in general.

Print and Social Media

To reach active, family-centric households in Frisco, the Library should be routinely pitching stories and sending media advisories of events to a select number of outlets.

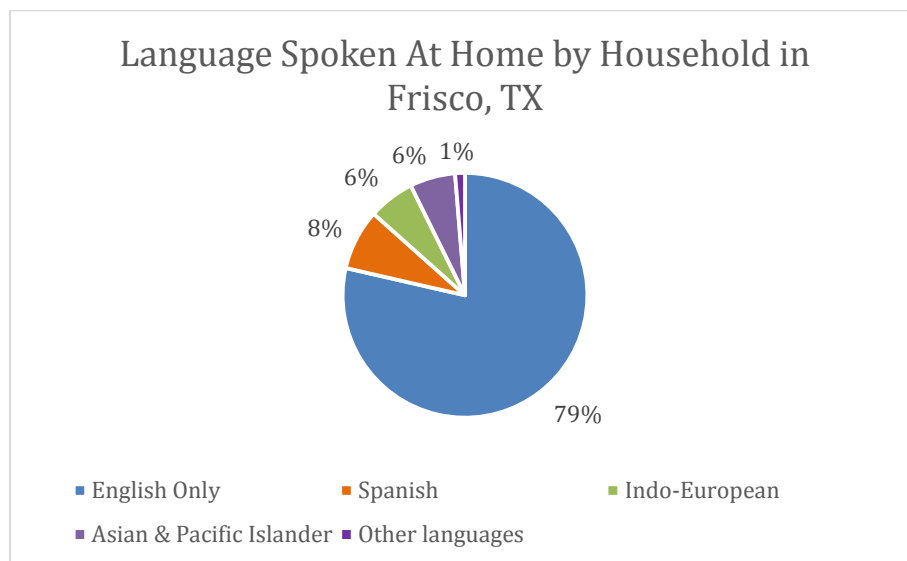
Frisco Enterprise, a weekly Star Local Media publication, is Frisco's primary newspaper with a strong online presence in addition to its print circulation. The paper emphasizes local news and has a strong community focus, particularly for sporting events and public works projects.

The *Community Impact* newspaper serves the Dallas/Fort Worth metro area and reaches approximately 54,710 households in Frisco monthly. This is an ideal vehicle for cooperation/collaboration with other library systems.

Frisco Style Magazine distributes over 66,000 magazines per month to Frisco and the surrounding cities, making it an ideal balance of broad reach for a library consortium and targeted marketing to Frisco households.

For free access *Dallas Morning News's* Twitter (@Frisco_news) boasts over 8,000 followers, and the *Frisco Square* Facebook page has almost 7,500 likes. To optimize these social media opportunities, the Library is advised to develop social media policies and strategies to communicate key messages.

Broadcast and Spanish Listeners



Major radio stations are based in Dallas and have broad audiences in the surrounding area. Without a local station that exclusively serves Frisco, radio is generally not a cost-effective option for publicizing the Library in isolation of its regional partners.

However, the regional library community may wish to consider reaching the significant listenership and loyalty of Spanish language radio with a regular feature touting the scope and value of the region's library services ("wherever you live, the library is your neighbor. Learn more at...") and inviting the community in for cultural events and Spanish-language materials.

FPL may also choose to present information in Spanish, Hindi, and Chinese in addition to English on Frisco Television Network (FTVN), the City of Frisco's Government Access Channel.

Branding and marketing should be fun and energizing for Library staff.

**With a new look, dynamic publications,
state-of-the art website, and targeted messaging,
a great library can up its game, score big, and
inspire a whole new generation of dedicated fans.**

TECHNOLOGY REPORT



Technology Executive Summary and SWOT

Executive Summary – Library Technology

- Technology is a mission-critical aspect of modern public library service, both as a direct service to library patrons and as a tool for staff. Modern libraries must master technology as a primary objective in all endeavors. Therefore, investment in and ongoing support of technology should be given priority in any planning and implementation process.
- The Library has processes to maintain an ongoing awareness of patron technology needs and address them. One example of the Library’s effective approach is its “SuperUsers” staff group. These tech-savvy staff members provide first-level technical support for many Library systems and attempt to fill gaps between public demand for technology-related services and the Library’s current offerings.

Library staff has also displayed strength in identifying a shared vision for a specific technology project and demonstrated the ability to create an implementation plan. For a detailed example, please see the separate report of the consultant’s facilitation of a meeting around the concept of makerspaces for libraries.

- The Library’s primary IT support comes from the City of Frisco IT Department. As business partners to meet citizen expectations, the Library and City IT actively endeavor to work together and maintain a mutually positive relationship. However, there are some occasions when City processes are not agile enough to meet rapidly changing public needs. There is a gap between the Library’s technology goals and its current level of technology support. Without addressing this gap, the implementation of the Master Plan may be at risk.

For long-term technology needs impacting budgets, the City has a process involving an administrative review committee. While effective for longer-term projects, it does not appear to be agile enough for short-term or quickly-emerging needs.

The Library will have an ongoing need to address technology-related services that fall in the gap between the community’s demand and current City processes.

The consultant recommends several strategies to help bridge this gap:

- Recognize that the library is a trusted place for residents to learn about and experience new types of information technology. It is a priority for the Library to be a technology leader in the Frisco community.
- Create a consistent (perhaps monthly) meeting for the Library and City IT to discuss emerging technology needs, check on the status of current technology projects, and review support managed by the City.

- Anticipate that there may be times when Library technology needs are outside of the scope or capacity of City IT to provide.
- Work together at each meeting to identify, pursue, and obtain viable win-win alternatives (including outsourcing) for the Library to pursue when such gaps occur.
- It is essential that the Library record metrics around technology-related services. In some cases (such as wireless user sessions) metrics are required by the Texas State Library or other official agencies. Other areas for study include: actual bandwidth used on wired and wireless networks (to spot trends and plan for future capacity); the level of user satisfaction with library-supplied technology (such as Internet computers); and community demand for library technology services.
- The Library has the opportunity to pursue technology-driven services. In addition to makerspaces, other possibilities that would fit strongly include: mobile support for staff “roaming” reference models; enhanced assistance with mobile technology; and a wider variety of services available via the internet.
- The makerspaces vision and planning session was energetic and productive. The group achieved the two primary objectives of the session:
 - Identify a shared and cohesive vision for makerspaces at Frisco Public Library
 - Identify the major milestones in creating makerspaces at the Library, including output and outcome measures, tasks, possible partners, a proposed timeline, and responsibilities for completion.

SWOT analysis

Strengths

- In general, the staff groups the consultant spoke with have a mature sense of the Library’s public service mission and the role technology plays as one of the tools the Library uses to meet those needs.
- The Library’s “SuperUsers” staff group, which provides first-level technical support for Library systems and identifies the emerging needs of library patrons, attempting to fill gaps between public demand for modern library technology services and currently available resources.
- Through use, the Frisco community demonstrates that the Library is a valued “third place.” The Library may be considered an “oasis.”

Weaknesses

- Library staff noted that the primary IT service provider – the City IT department – has experienced difficulty with timely responses.

- The Library has experienced inconsistencies in the performance of both wired and wireless devices.
- City IT may not fully understand or be resourced to support the public service role of the Library.
- The Library has experienced issues with thin client computers. Library staff reported, and the consultant observed, out of order signs and out-of-date web browsers.
- The Library's wireless printing solution (EnvisionWare) is not working well for all clients.

Opportunities

- The relationship between City IT and the Library has improved.
- There is a gap between the Library's technology goals, developed with reference to industry standards, and its current level of technology support. It is likely that this gap will continue to exist, and perhaps grow greater, given the difference in missions between the Library and City IT department.
 - To fulfill its public service mission the Library must fill the gap between its technology goals and technology support. The Library's current efforts towards outsourcing appropriate IT support is a move in a positive direction for both the Library and City IT.
 - The Library should continue its current efforts to build positive relationships with the City IT department.
 - The consultant recommends that the Library and City IT formally define areas of City IT support and appropriate areas of internal Library and/or third-party support.
- There is significant interest in the concept of makerspaces and the Library has begun project planning for its approach to makerspaces.
- General staff could benefit from a greater level of comfort with and mastery of technology.
 - Staff comfort with and mastery of technology is essential for the success of the modern library.
- There is currently no e-commerce option for payment of services, whether in-house (print release stations) or web-based (payment of fees).
- There are currently no technology-supported collaboration spaces for patrons in the Library.
- Staff members report that there is a need for more services for small business and startups in Frisco.
- There are a number of reports, from the Texas State Library and other sources, showing the economic development value of libraries:

- <https://www.tsl.texas.gov/ld/librarydevelopments/?p=13917>
- <http://stephenslighthouse.com/2013/08/29/value-of-libraries-megapost/>
- Patrons want to know what they don't know about technology.
- The Library wishes to offer greater access to more technology devices for Library patrons.
- The Library is interested in exploring new service models, such as a “roaming” reference model.
- The Library needs metrics to help establish adequate bandwidth levels for patrons.

Threats

- City IT staff discussed limitations it faces in providing services to all City departments.
- Library Internet connectivity should be scalable and robust.
 - The consultant recommends the Library begin collecting actual bandwidth statistics at useful intervals to determine trends in Internet use on both wired and wireless networks.
- The Library does not currently count use of its wireless system.
 - The Texas State Library requires counting library wireless use. Not all wireless equipment provides useful statistics.

FRISCO PROFILE REPORT





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Frisco Library

Profile Analysis



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Drive-Time Trade Area

Drive-Time Trade Area Analysis

- Drive-Time Trade Area identifies how far (in minutes) borrowers are willing to drive to Frisco Library.
 - Takes speed limits, road classification, length of road, time of day, as well as other factors, into consideration.
- Frisco Library borrowers were analyzed to determine the area (in minutes) around the library from which 75% of borrowers live.

Drive-Time Trade Area

Drive-Time Trade Area: 13 minutes

On average, 75% of Frisco Library's borrowers live within a 13-minute drive of the library.



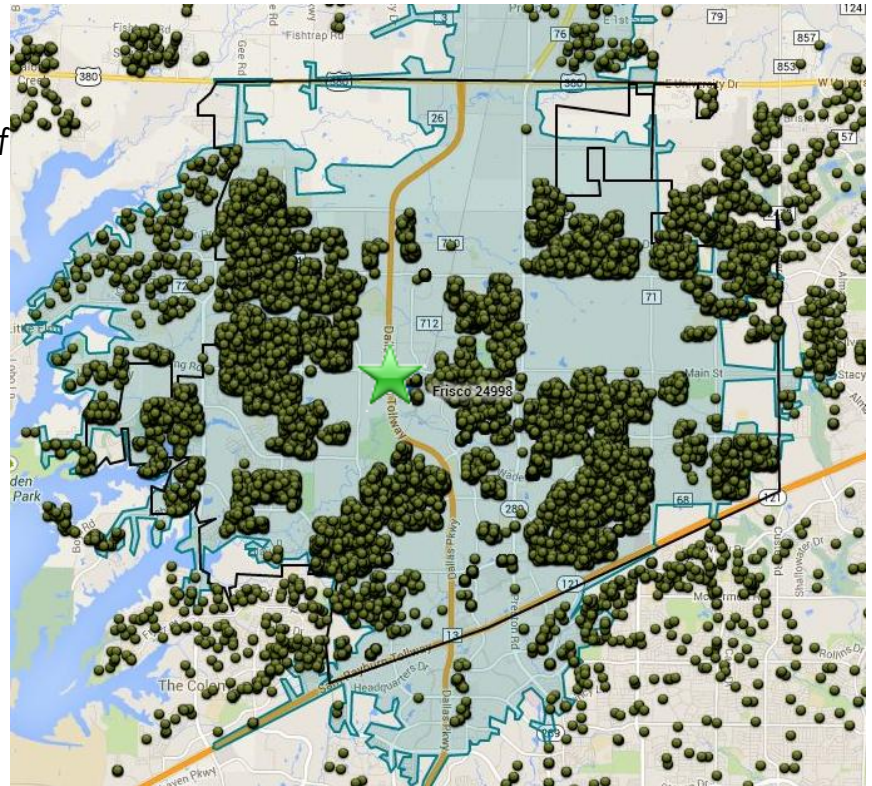
Frisco Library
6101 Frisco Square Blvd.
Suite 3000
Frisco, TX 75034



13-Minute Drive-Time Trade Area



Actual Borrower Households



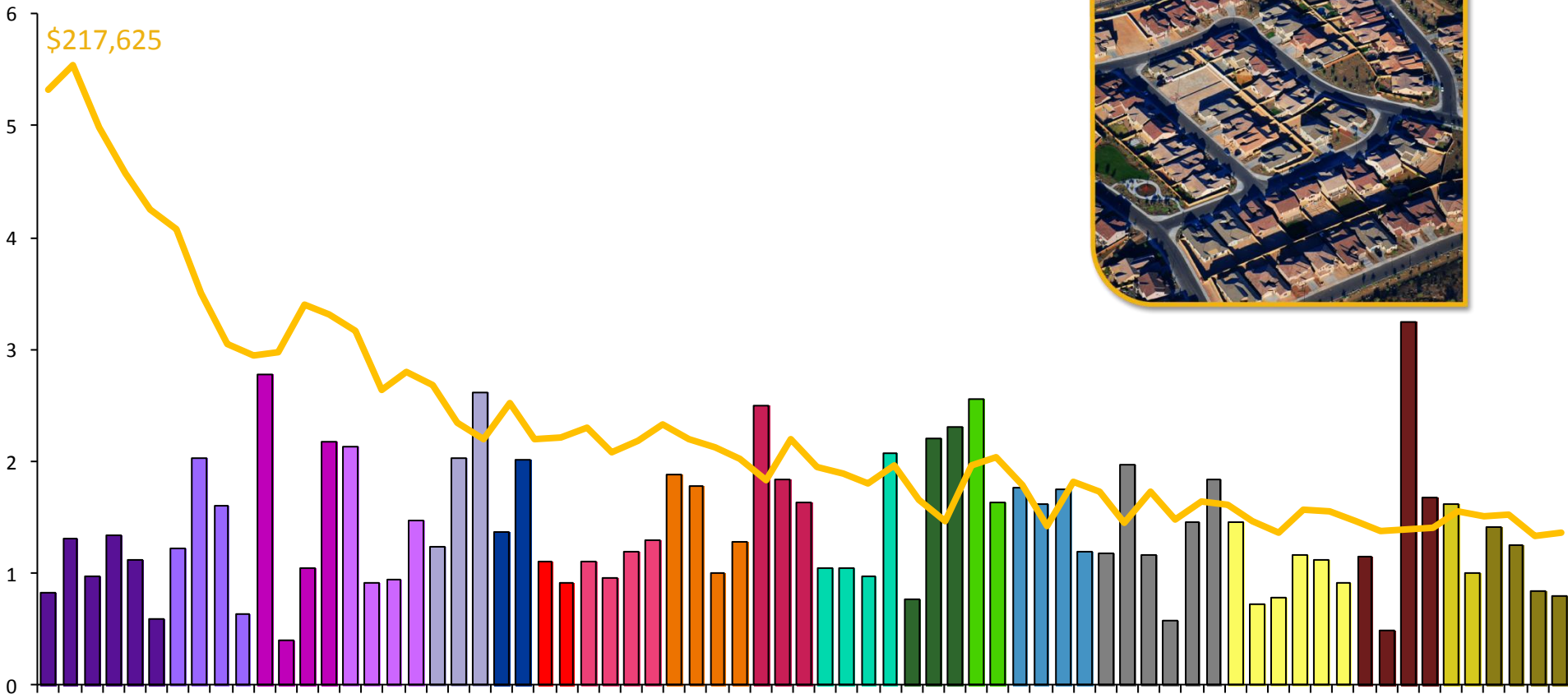


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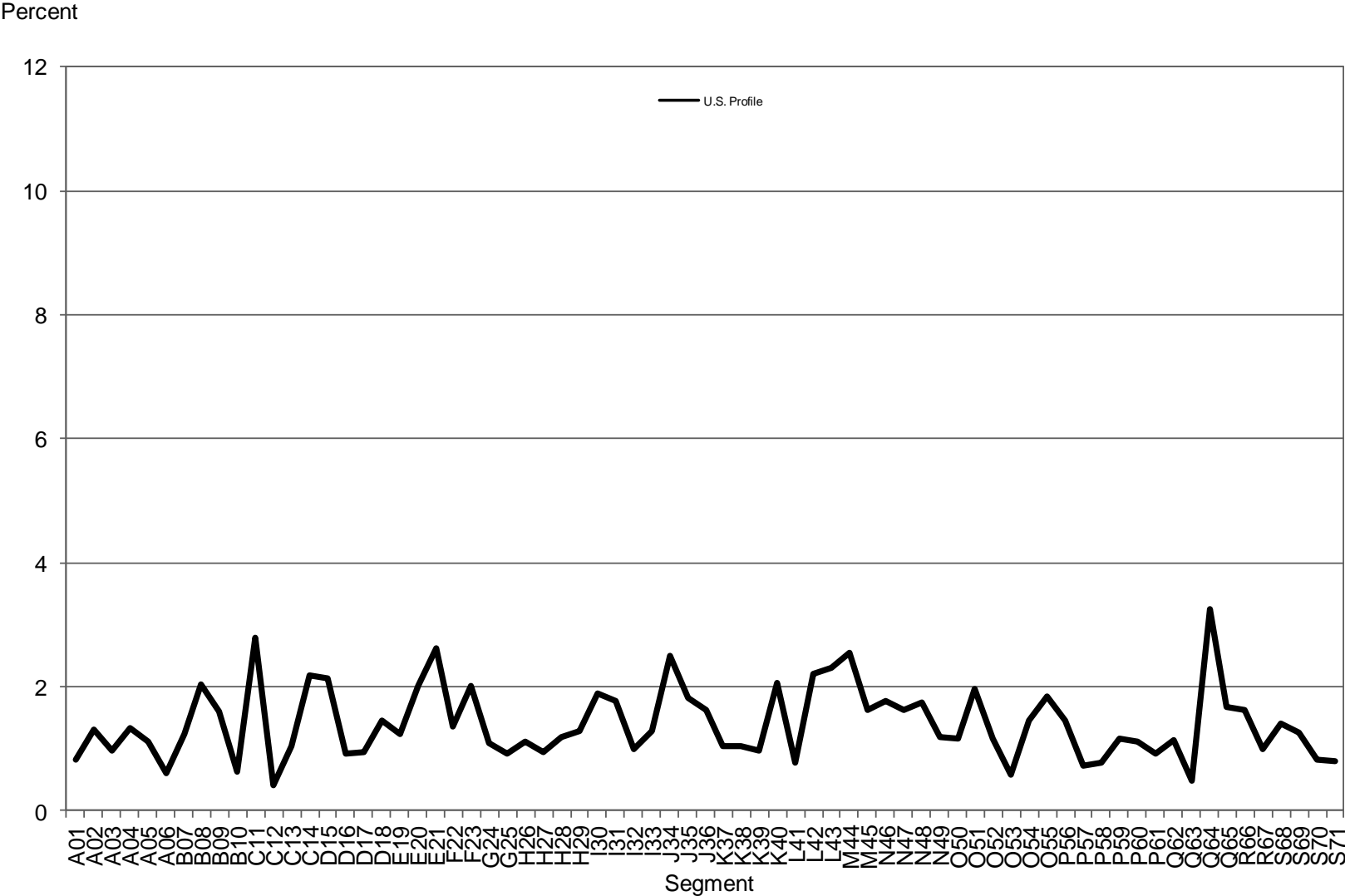
Core Borrower Profiles

Segmentation

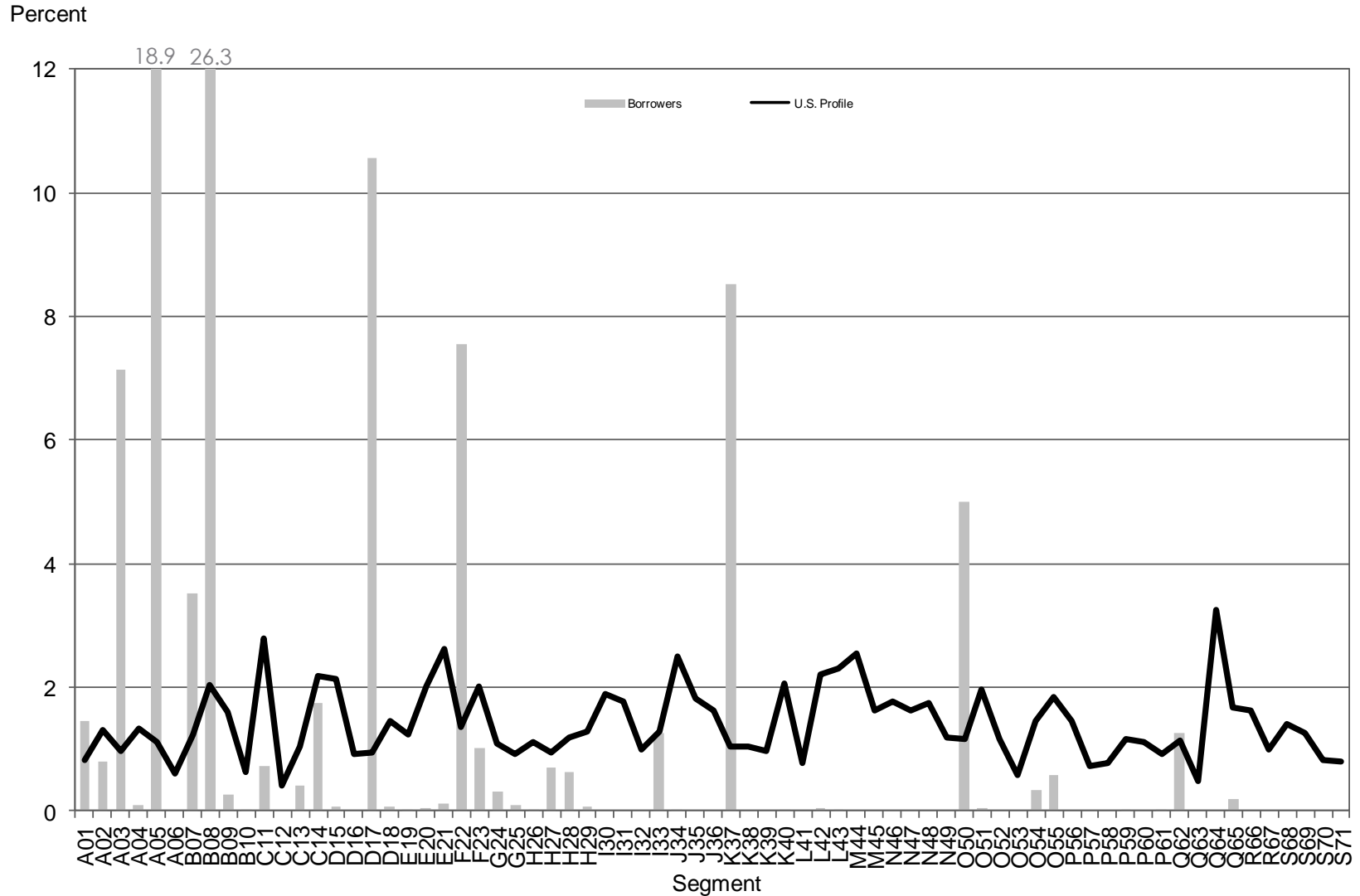
- All U.S. households are grouped into types based on demographics *and* psychographics



U.S. Profile

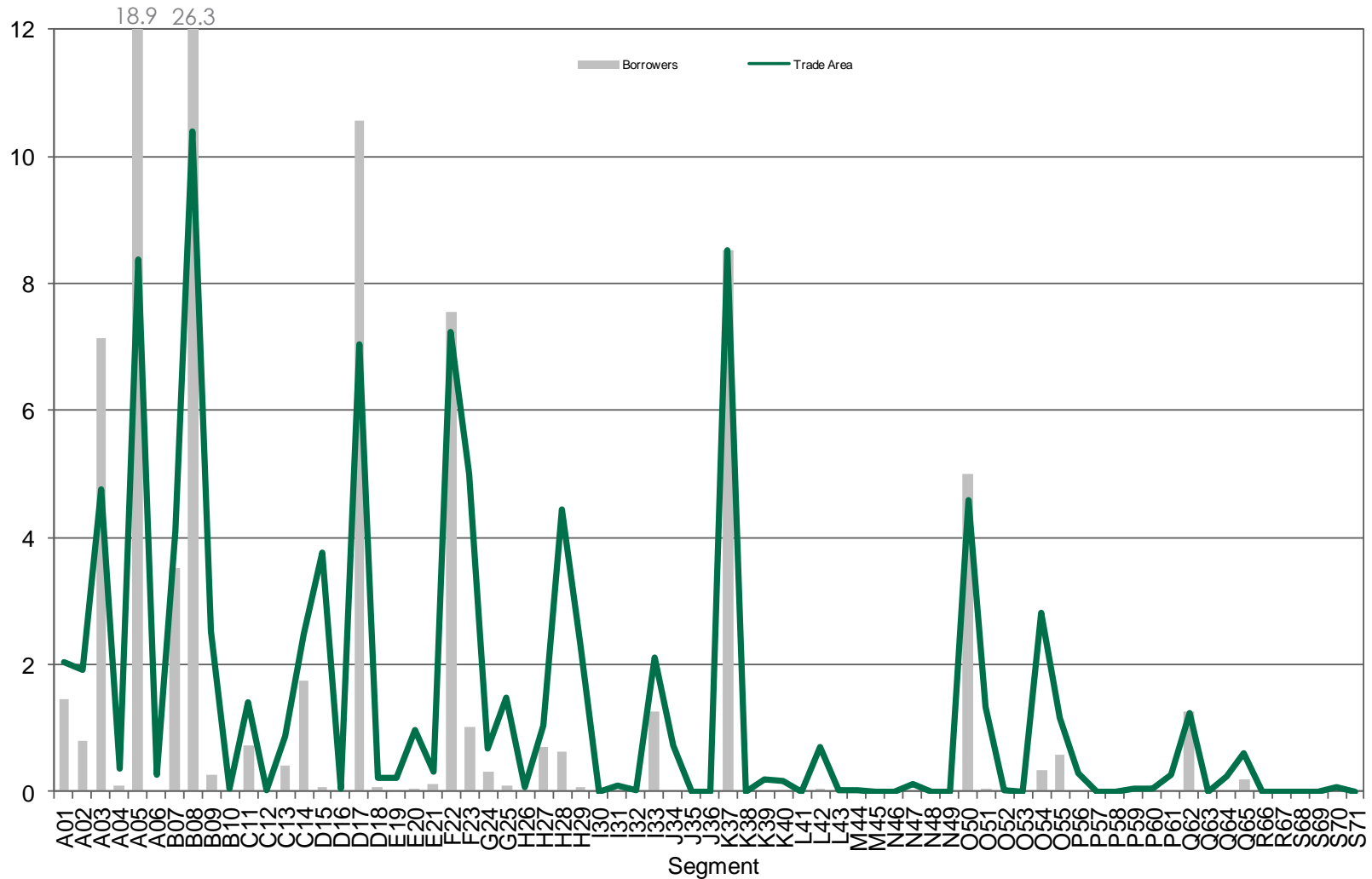


Actual Frisco Borrowers vs. U.S. Profile



Actual Borrowers vs. Frisco Trade Area

Percent

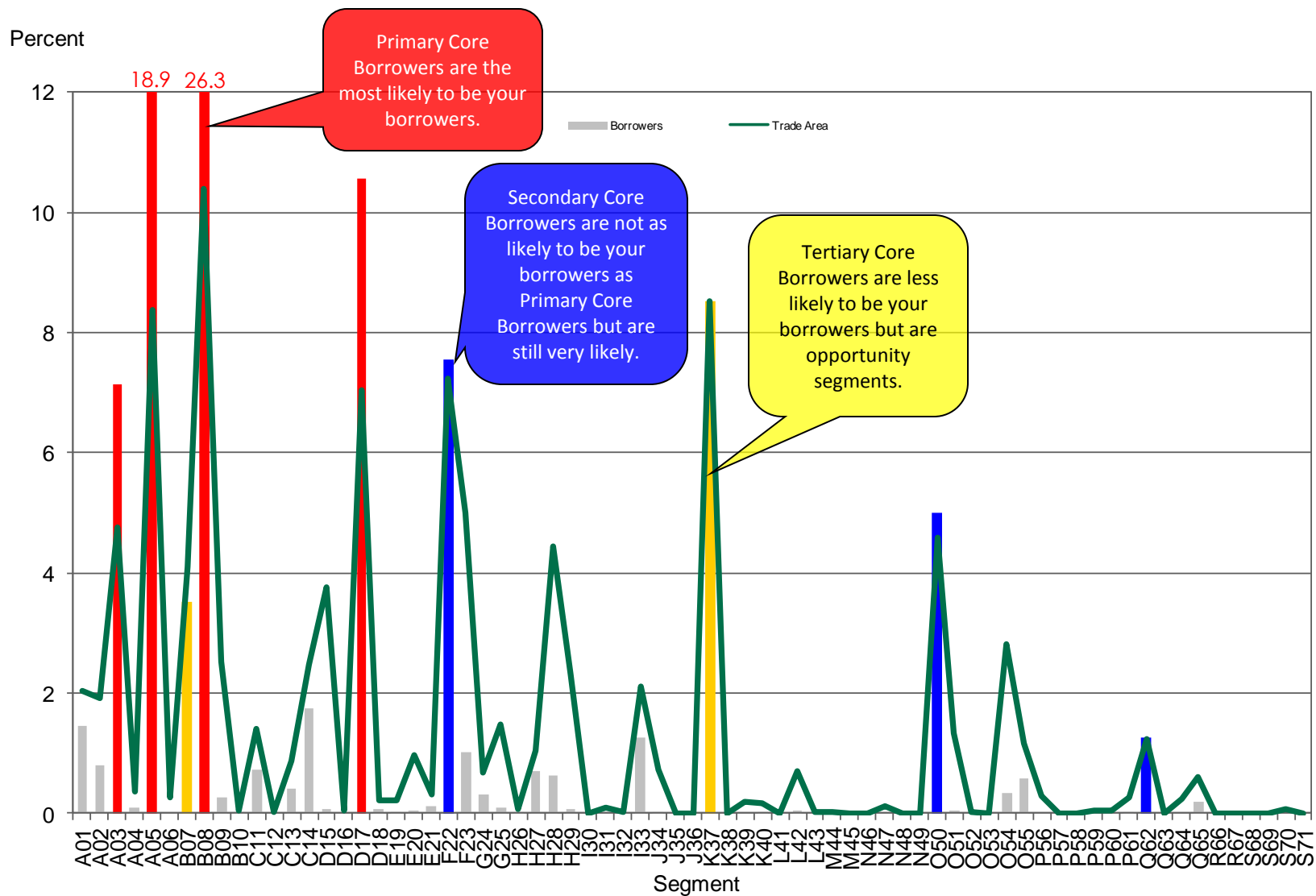


Core Borrower Selection

To be a core borrower, a segment must comprise at least 1% of the borrower base. Core borrowers are then differentiated as follows:

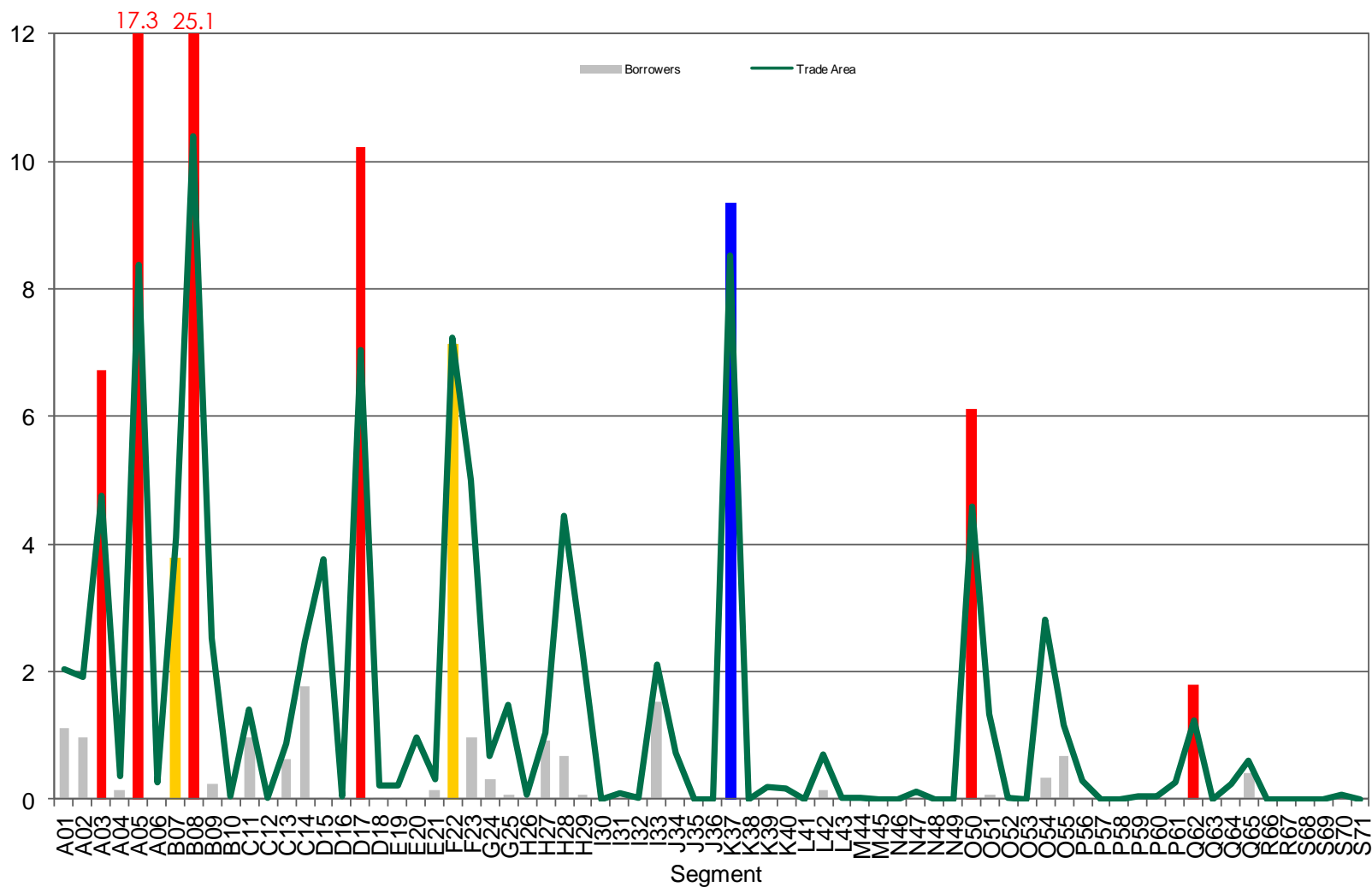
- **Primary Core Borrowers** have a high likelihood of being Frisco Library borrowers.
- **Secondary Core Borrowers** are likely to be Frisco Library borrowers.
- **Tertiary Core Borrowers** are less likely to be Frisco Library borrowers but should be considered opportunity segments that could be targeted to expand the borrower base.

Core Borrowers: Overall



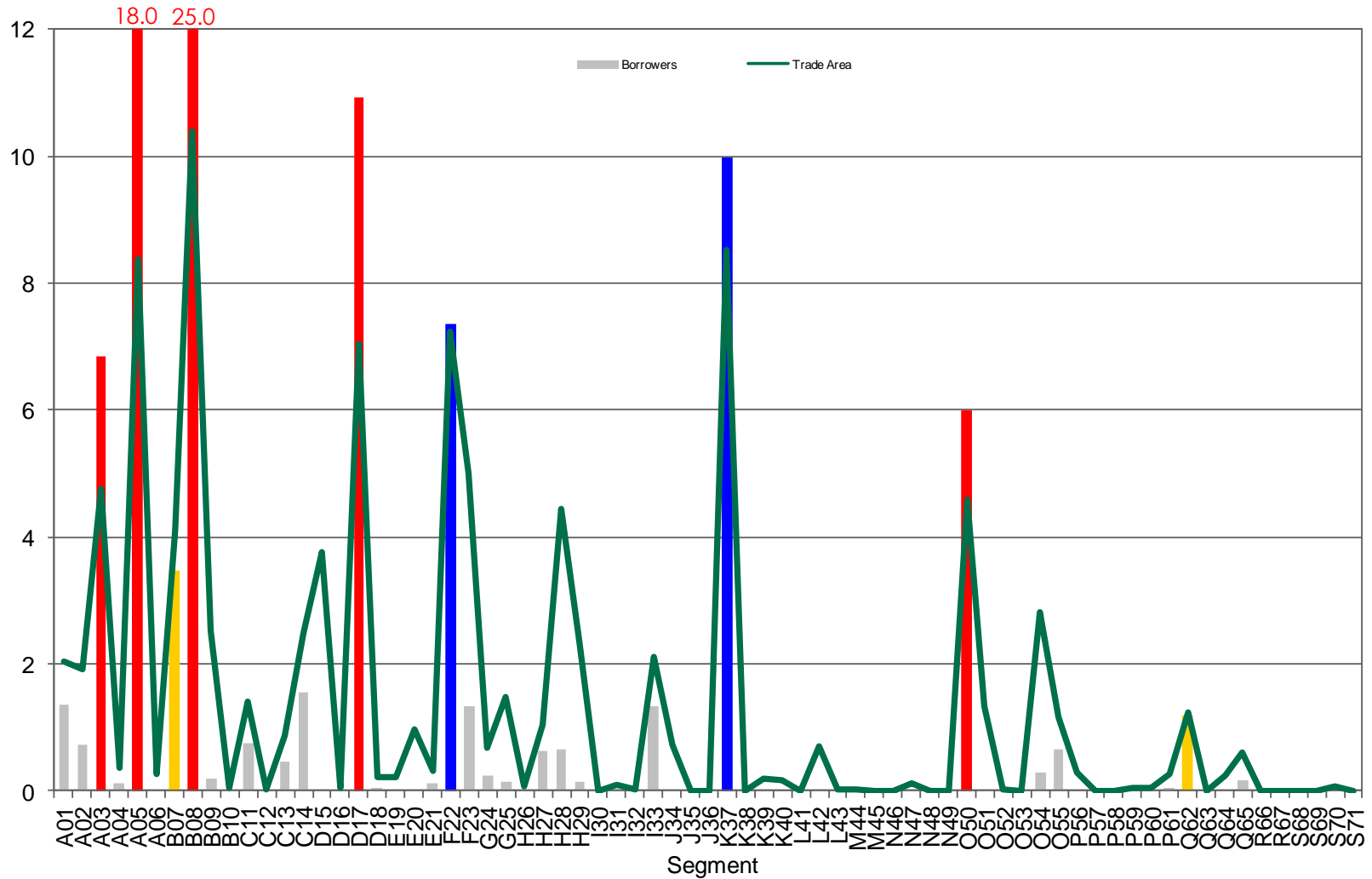
Core Borrowers: Adult Fiction

Percent



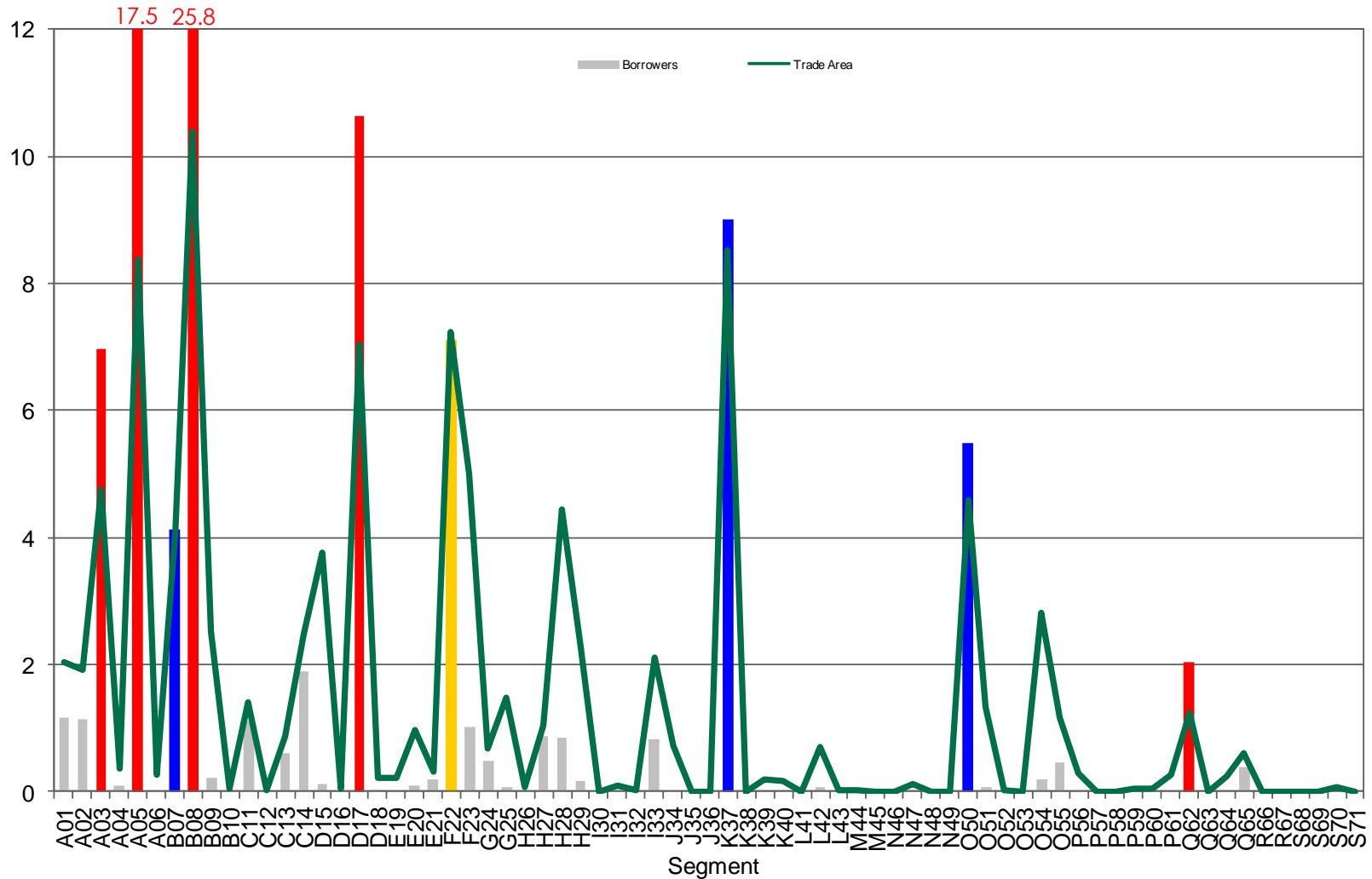
Core Borrowers: Adult Non-Fiction

Percent



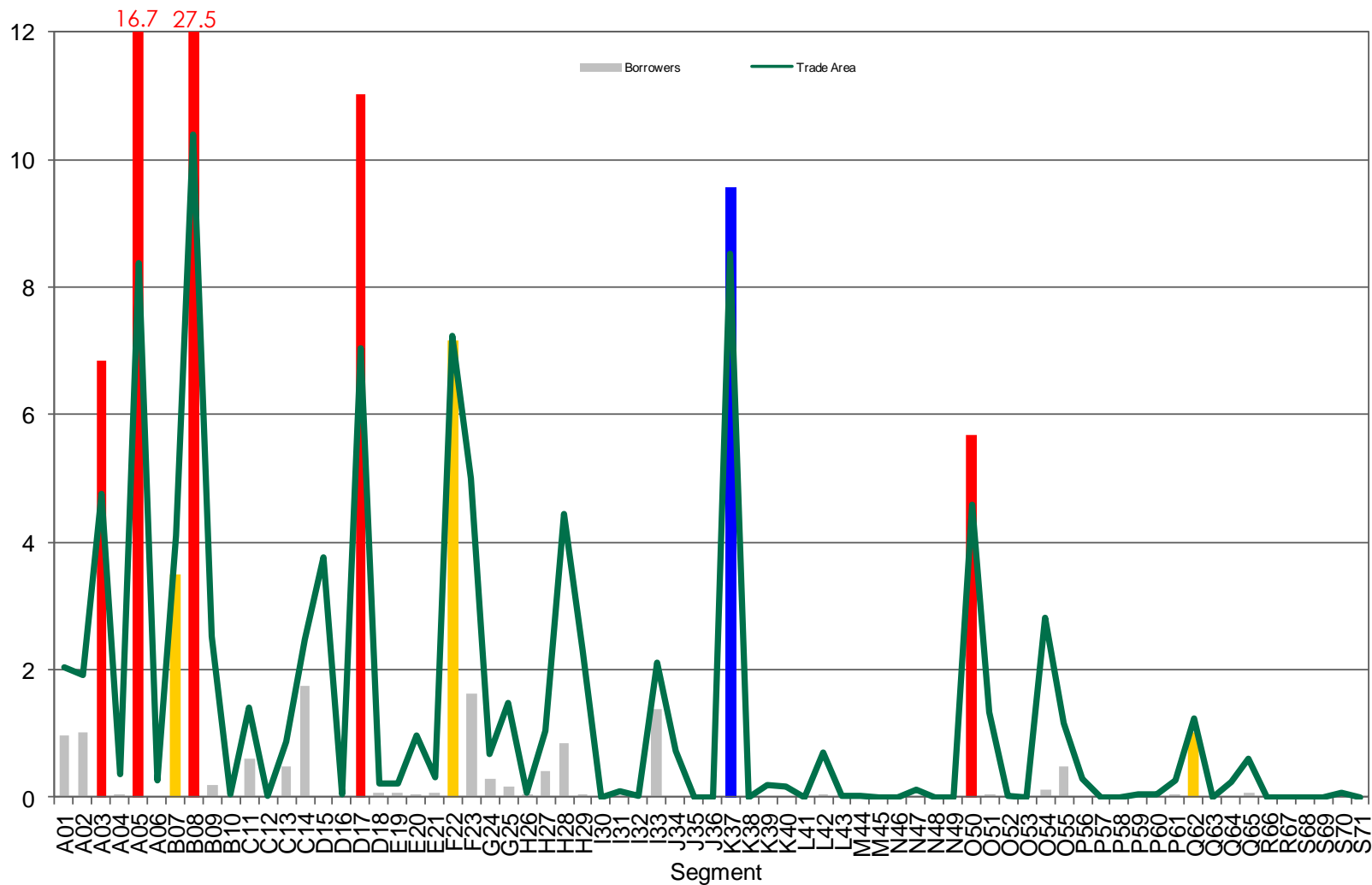
Core Borrowers: Adult New Bookshelf

Percent

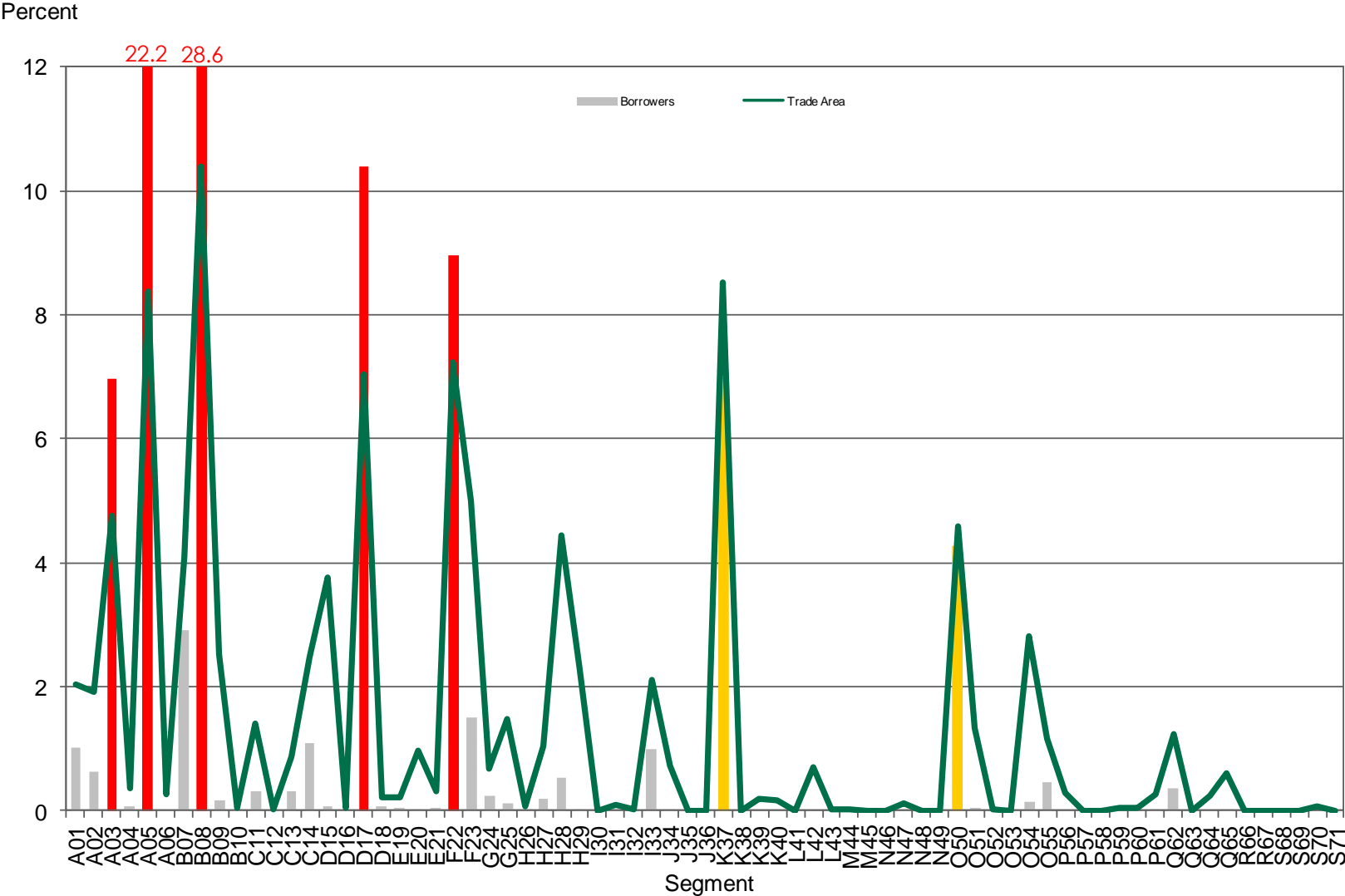


Core Borrowers: Audiobooks

Percent

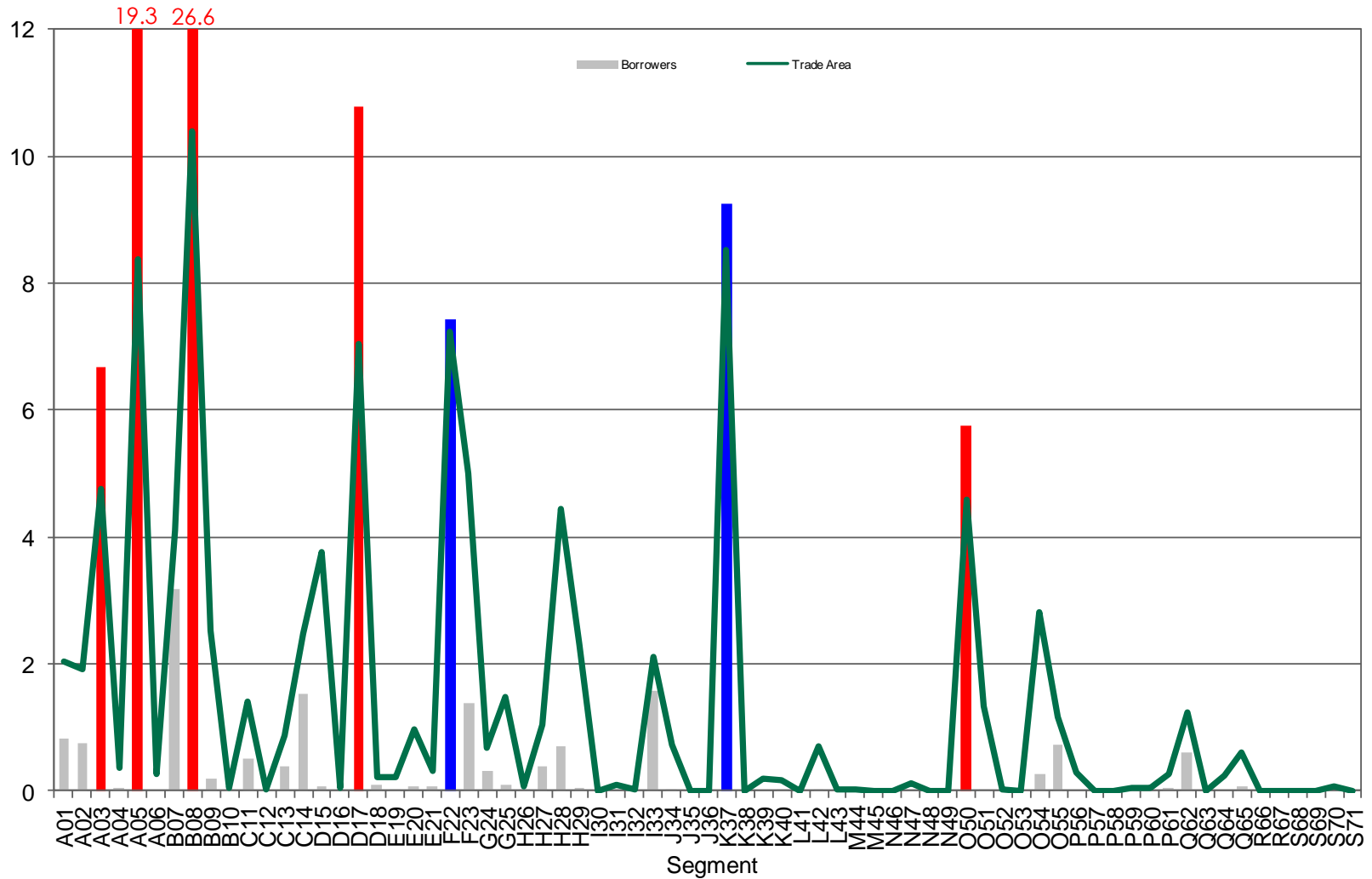


Core Borrowers: Children



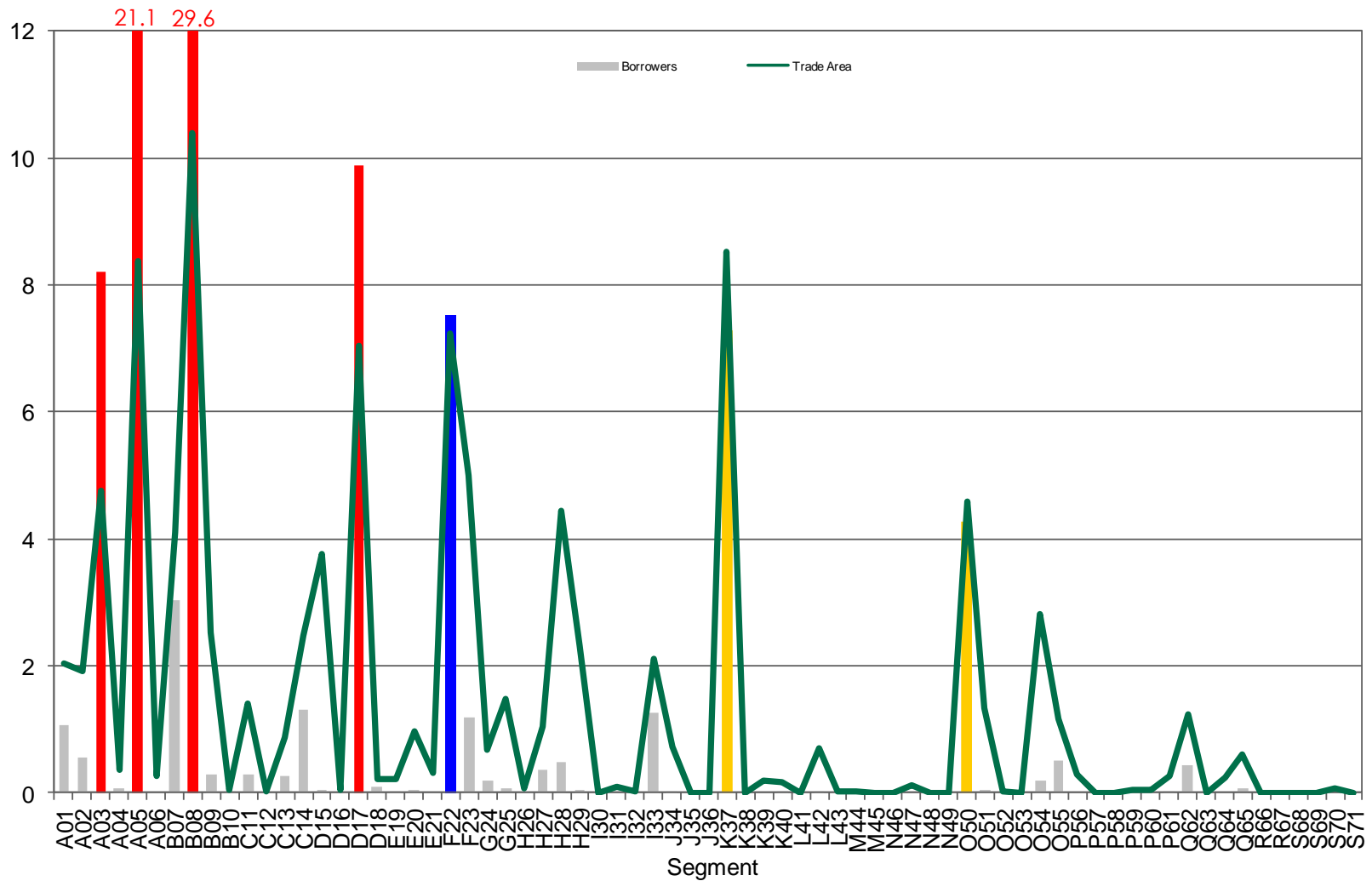
Core Borrowers: DVD

Percent



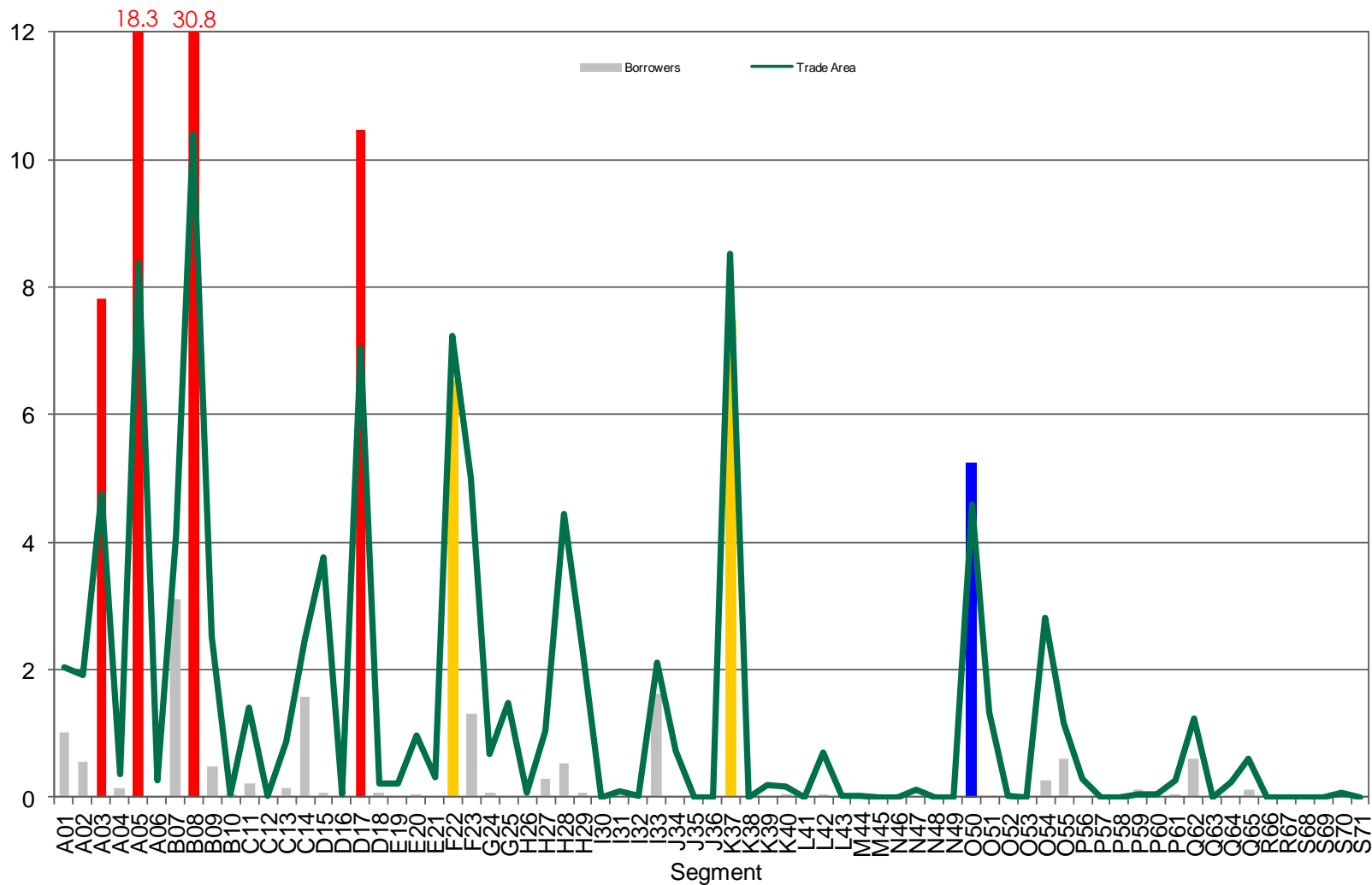
Core Borrowers: Juvenile

Percent



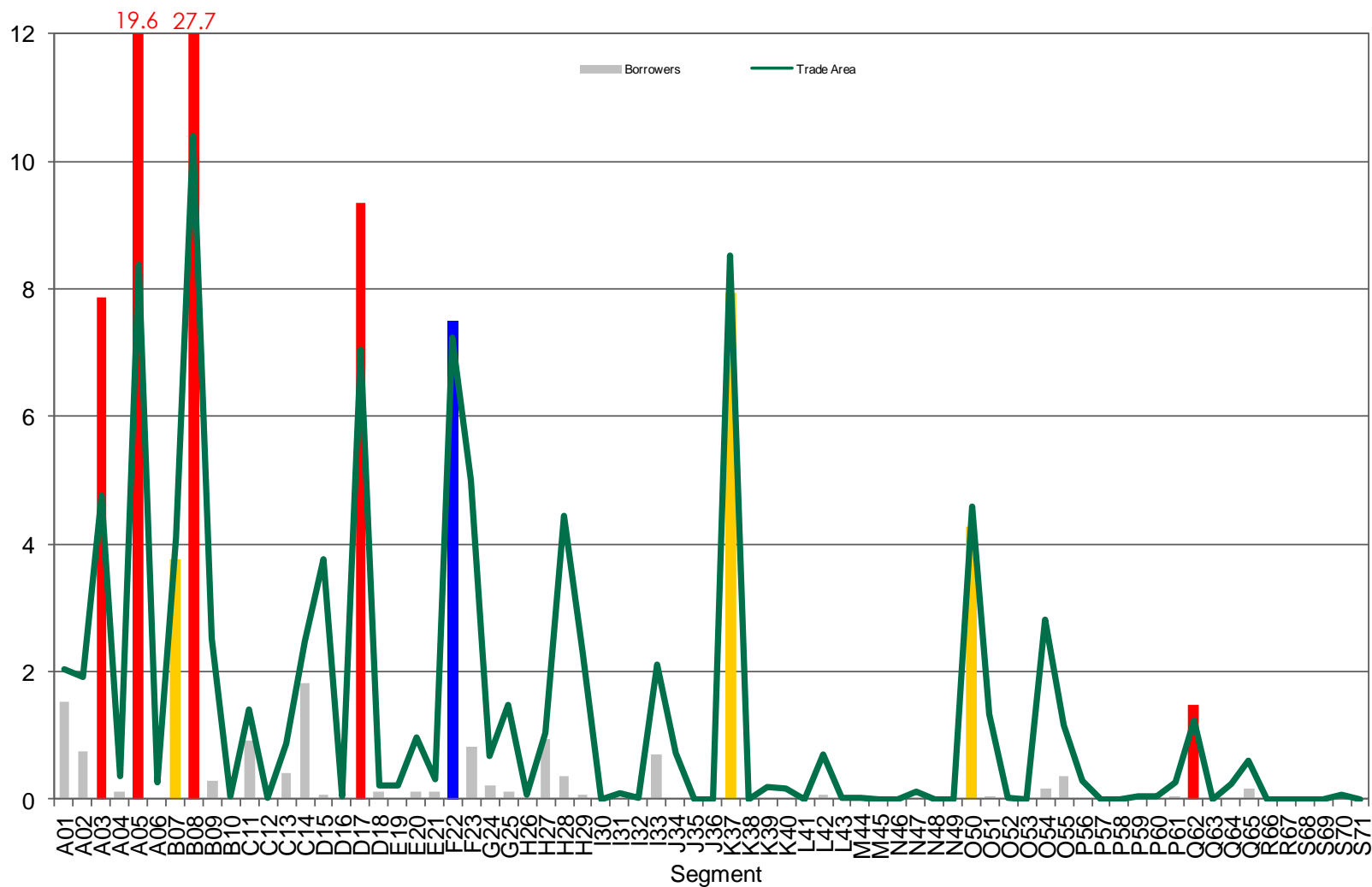
Core Borrowers: Young Adult

Percent



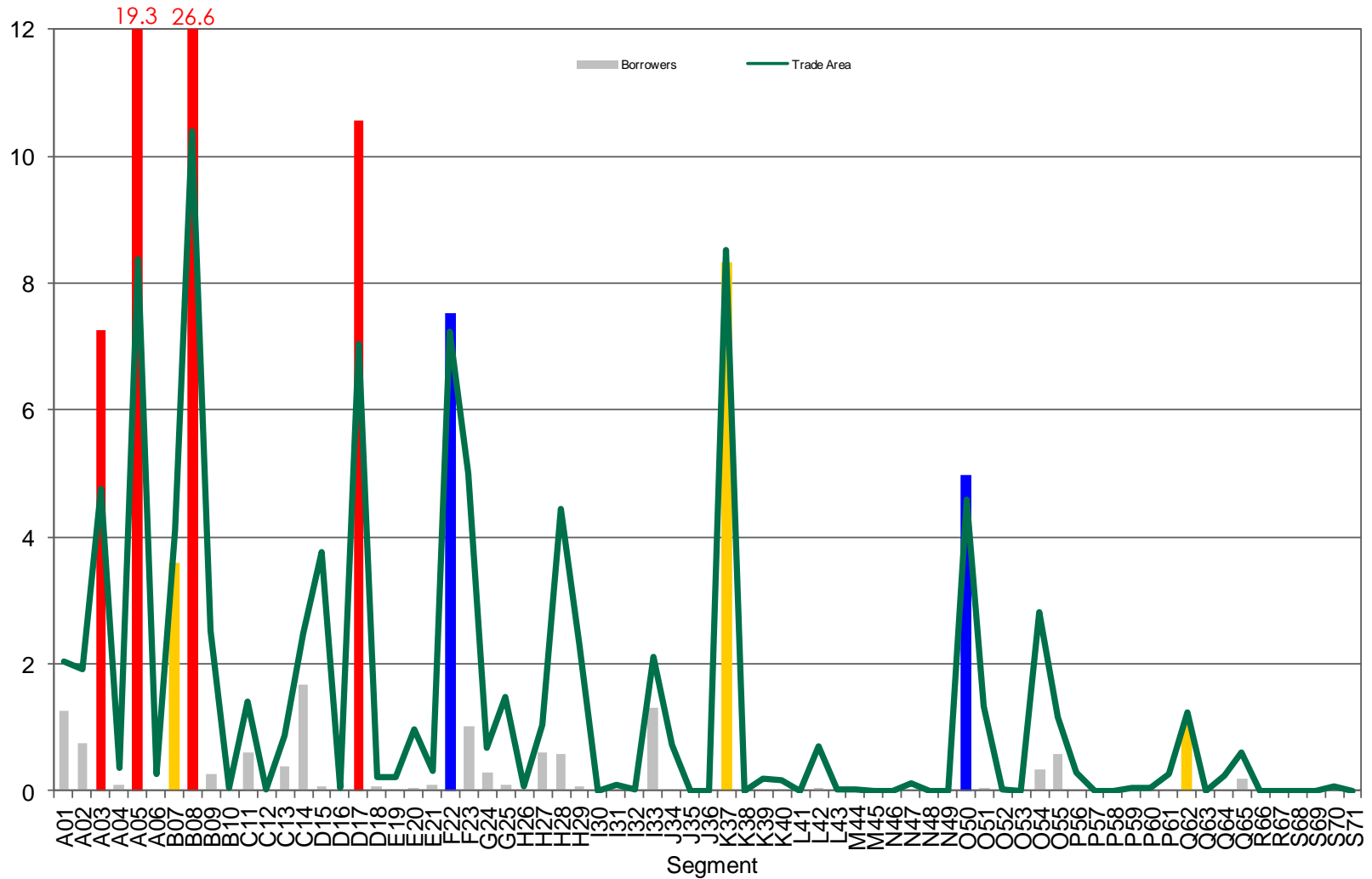
Core Borrowers: Ebooks

Percent



Core Borrowers: Hardcopy

Percent



Core Borrower Comparison

Segment	Overall	Adult Fiction	Adult Non-Fiction	Adult New Bookshelf	Audiobooks	Children	DVD	Juvenile	Young Adult	Ebooks	Hardcopy
A03: Kids and Cabernet	●	●	●	●	●	●	●	●	●	●	●
A05: Couples with Clout	●	●	●	●	●	●	●	●	●	●	●
B07: Generational Soup	●	●	●	●	●					●	●
B08: Babies and Bliss	●	●	●	●	●	●	●	●	●	●	●
D17: Cul de Sac Diversity	●	●	●	●	●	●	●	●	●	●	●
F22: Fast Track Couples	●	●	●	●	●	●	●	●	●	●	●
K37: Wired for Success	●	●	●	●	●	●	●	●	●	●	●
O50: Full Steam Ahead	●	●	●	●	●	●	●	●	●	●	●
Q62: Reaping Rewards	●	●	●	●	●					●	●



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Household Level Profile

Household Level Profile Summary

The Household Level Profile Analysis applied Buxton's household-level data to Frisco Library's borrower data.

At the overall borrower level, Buxton found the following traits to be prevalent among borrower households:

- ❖ Age Range of 35-54
- ❖ Income level of \$75K+
- ❖ 3+ Persons in the HH
- ❖ Presence of Children

The Frisco Library borrowers also have known interests in reading, travel, crafts, children's products, charitable contributions, and online shopping.

This information can be used to help improve understanding of borrower lifestyles and demographics allowing for more effective communication and better targeted services.

Household Traits

Frisco Library	Trade Area %	Borrower %	Index
Children's Product Interest	27.0%	44.8%	166
Crafts Interest	9.9%	14.3%	144
Collecting Interest	9.5%	13.0%	137
Gardening Interest	18.0%	23.8%	132
Weight Conscious	9.1%	11.9%	131

Frisco Library	Trade Area %	Borrower %	Index
Enjoys Reading	23.5%	33.4%	142
Enjoys Personal Travel	15.4%	20.8%	135
Lives an Affluent Lifestyle	17.0%	22.9%	135
Charitable Contributions Donor	12.3%	15.6%	126
Online Buyer	60.0%	73.2%	122

Borrower Segmentation User Guide

Type B08: Babies and Bliss
Middle-aged couples with large families and active lives in affluent suburbia

Todd & Lisa
1.65% 2.12%

ALLKey TraitsTop 10sRankingsDataImageryDescriptionStreetscapesRegional DistributionMappingFamily TreePen PortraitData Insights

Key Traits

- Upscale
- Large families
- Athletic activities
- Well-educated
- Conservative views
- Price-sensitive
- Financially-savvy
- Young children
- Convenience
- Power shoppers

Imagery

Profile: What is our digital life | Category of Websites visited
Computers and Internet - portal frontpages

◀ Type B08 ranked 41 out of 71
with an Index of 97 ▶▶

Profile Rank
Type Order

[Link to Buxton Mosaic Guide Online](http://guides.business-strategies.co.uk/mosaicusa2011/html/visualisation.htm?011121)

<http://guides.business-strategies.co.uk/mosaicusa2011/html/visualisation.htm?011121>

Frisco Household Segments and Core Borrower Comparison

Mosaic Segment	Number of Frisco Households	Percentage of Frisco Households	Number of Frisco Cardholder Households	Percentage of Frisco Cardholder Households of All Frisco Households	Percentage of Frisco Cardholder Households
A01: American Royalty	841	2.00%	145	17.24%	1.40%
A02: Platinum Prosperity	810	2.00%	82	10.12%	0.79%
A03: Kids and Cabernet	2,397	5.80%	795	33.17%	7.70%
A04: Picture Perfect Families	166	0.40%	18	10.84%	0.17%
A05: Couples with Clout	3,996	9.70%	1988	49.75%	19.24%
A06: Jet Set Urbanites	24	0.00%	0	0.00%	0.00%
B07: Generational Soup	2,378	5.80%	423	17.79%	4.09%
B08: Babies and Bliss	5,139	12.40%	2835	55.17%	27.44%
B09: Family Fun-tastic	1,294	3.10%	27	2.09%	0.26%
B10: Asian Achievers	19	0.00%	1	5.26%	0.01%
C11: Aging of Aquarius	654	1.60%	76	11.62%	0.74%
C12: Golf Carts and Gourmets	17	0.00%	0	0.00%	0.00%
C13: Silver Sophisticates	425	1.00%	40	9.41%	0.39%
C14: Boomers and Boomerangs	1,078	2.60%	173	16.05%	1.67%

Frisco Household Segments and Core Borrower Comparison

Mosaic Segment	Number of Frisco Households	Percentage of Frisco Households	Number of Frisco Cardholder Households	Percentage of Frisco Cardholder Households of All Frisco Households	Percentage of Frisco Cardholder Households
D15: Sports Utility Families	1,879	4.50%	18	0.96%	0.17%
D16: Settled in Suburbia	31	0.00%	0	0.00%	0.00%
D17: Cul de Sac Diversity	2,797	6.80%	1043	37.29%	10.10%
D18: Soulful Spenders	107	0.30%	8	7.48%	0.08%
E19: Full Pockets, Empty Nests	46	0.10%	3	6.52%	0.03%
E20: No Place Like Home	477	1.20%	5	1.05%	0.05%
E21: Unspoiled Splendor	119	0.30%	16	13.45%	0.15%
F22: Fast Track Couples	2,911	7.00%	735	25.25%	7.12%
F23: Families Matter Most	1,836	4.40%	56	3.05%	0.54%
G24: Status Seeking Singles	223	0.50%	22	9.87%	0.21%
G25: Urban Edge	1	0.00%	0	0.00%	0.00%
H26: Progressive Potpourri	36	0.00%	1	2.78%	0.01%
H27: Birkenstocks and Beemers	480	1.20%	72	15.00%	0.70%
H28: Everyday Moderates	1,918	4.60%	59	3.08%	0.57%
H29: Destination Recreation	1,014	2.50%	8	0.79%	0.08%
D15: Sports Utility Families	1,879	4.50%	18	0.96%	0.17%

Frisco Household Segments and Core Borrower Comparison

Mosaic Segment	Number of Frisco Households	Percentage of Frisco Households	Number of Frisco Cardholder Households	Percentage of Frisco Cardholder Households of All Frisco Households	Percentage of Frisco Cardholder Households
I30: Stockcars and State Parks	2	0.00%	0	0.00%	0.00%
I31: Blue Collar Comfort	44	0.10%	0	0.00%	0.00%
I32: Latin Flair	8	0.00%	0	0.00%	0.00%
I33: Hispanic Harmony	735	1.80%	125	17.01%	1.21%
J34: Aging in Place	333	0.80%	1	0.30%	0.01%
K37: Wired for Success	2,937	7.10%	836	28.46%	8.09%
K38: Gotham Blend	3	0.00%	0	0.00%	0.00%
K39: Metro Fusion	15	0.00%	0	0.00%	0.00%
K40: Bohemian Groove	61	0.10%	1	1.64%	0.01%
L41: Booming and Consuming	3	0.00%	0	0.00%	0.00%
L42: Rooted Flower Power	336	0.80%	5	1.49%	0.05%
L43: Homemade Happiness	2	0.00%	1	50.00%	0.01%
M44: Red, White and Bluegrass	4	0.00%	0	0.00%	0.00%
M45: Diapers and Debit Cards	1	0.00%	0	0.00%	0.00%
N46: True Grit Americans	3	0.00%	0	0.00%	0.00%
N47: Countrified Pragmatics	34	0.00%	0	0.00%	0.00%

Frisco Household Segments and Core Borrower Comparison

Mosaic Segment	Number of Frisco Households	Percentage of Frisco Households	Number of Frisco Cardholder Households	Percentage of Frisco Cardholder Households of All Frisco Households	Percentage of Frisco Cardholder Households
O50: Full Steam Ahead	1,307	3.20%	487	37.26%	4.71%
O51: Digital Dependents	569	1.40%	5	0.88%	0.05%
O52: Urban Ambition	12	0.00%	0	0.00%	0.00%
O54: Striving Single Scene	197	0.50%	10	5.08%	0.10%
O55: Family Troopers	448	1.10%	59	13.17%	0.57%
P56: Rolling the Dice	135	0.30%	0	0.00%	0.00%
P59: Nuevo Horizons	18	0.00%	3	16.67%	0.03%
P60: Ciudad Strivers	8	0.00%	0	0.00%	0.00%
P61: Humble Beginnings	88	0.20%	2	2.27%	0.02%
Q62: Reaping Rewards	568	1.40%	127	22.36%	1.23%
Q64: Town Elders	86	0.20%	0	0.00%	0.00%
Q65: Senior Discounts	242	0.60%	19	7.85%	0.18%
R66: Dare to Dream	2	0.00%	0	0.00%	0.00%
S70: Enduring Hardships	19	0.00%	0	0.00%	0.00%
S71: Hard Times	3	0.00%	0	0.00%	0.00%



BUXTON IS YOUR
**COMPETITIVE
ADVANTAGE**

Segmentation Profile **Descriptions**

Segmentation Profiles– Power Elite



19% of Frisco Households
29% of Frisco Library Card Households

- Segment A01: American Royalty – Wealthy, influential, and successful couples and families living in prestigious suburbs
- Segment A02: Platinum Prosperity – Wealthy and established empty-nesting couples residing in suburban and in-town homes
- Segment A03: Kids and Cabernet – Prosperous, middle-aged married couples with children living child-focused lives in affluent suburbs
- Segment A04: Picture Perfect Families – Established families of child-rearing households living in wealthy suburbs
- Segment A05: Couples with Clout – Middle-aged, childless couples living in affluent metro areas
- Segment A06: Jet Set Urbanites – Mix of affluent singles and couples living high-rise, fashionable lives in urban neighborhoods

Segmentation Profiles– Flourishing Families



21.30% of Frisco Households
31.81% of Frisco Library Card Households

- Segment B07: Generational Soup – Affluent couples and multi-generational families living a wide range of lifestyles in suburbia
- Segment B08: Babies and Bliss – Middle-aged couples with large families and active lives in affluent suburbia
- Segment B09: Family Fun-tastic – Upscale, middle-aged families with older children pursuing busy kid-centered lives in satellite cities
- Segment B10: Cosmopolitan Achievers – Affluent, mainly Asian couples and families enjoying dynamic lifestyles in metro areas

Segmentation Profiles– Booming with Confidence



5.2% of Frisco Households
2.8% of Frisco Library Card Households

- Segment C11: Aging of Aquarius – Upscale boomer-aged couples living in city and close-in suburbs
- Segment C12: Golf Carts and Gourmets – Upscale retirees and empty-nesters in comfortable communities
- Segment C13: Silver Sophisticates – Mature, upscale couples and singles in suburban homes
- Segment C14: Boomers and Boomerangs – Baby boomer adults and their teenage/young adult children sharing suburban homes

Segmentation Profiles– Suburban Style



11.60% of Frisco Households
10.35% of Frisco Library Card Households

- Segment D15: Sports Utility Families – Upscale, middle-aged couples with school-aged children living active family lifestyles in outlying suburbs
- Segment D16: Settled in Suburbia – Upper middle-class diverse family unites and empty nesters living in established suburbs
- Segment D17: Cul De Sac Diversity – Ethnically-diverse, middle-aged families settled in new suburban neighborhoods
- Segment D18: Suburban Attainment – Upper middle-class African-American couples and families living in the expanding suburbs

Segmentation Profiles– Thriving Boomers



1.60% of Frisco Households
0.23% of Frisco Library Card Households

- Segment E19: Full Pockets, Empty Nests – Empty-nesting, upper middle-class households with discretionary income living sophisticated lifestyles
- Segment E20: No Place Like Home – Upper middle-class multi-generational households in exurban areas
- Segment E21: Unspoiled Splendor – Comfortably established baby boomer couples in town and country communities

Segmentation Profiles– Promising Families



11.40% of Frisco Households
7.66% of Frisco Library Card Households

- Segment F22: Fast Track Couples – Active, young, upper middle-class suburban couples and families living upwardly-mobile lifestyles
- Segment F23: Families Matter Most – Young, middle-class families in scenic suburbs leading active, family-focused lives

Segmentation Profiles– Young, City Solos



0.50% of Frisco Households
0.21% of Frisco Library Card Households

- Segment G24: Status Seeking Singles – Younger, upwardly-mobile singles living in mid-scale metro areas leading leisure-intensive lifestyles
- Segment G25: Urban Edge – Younger, up-and-coming singles living big city lifestyles located within top CBSA markets

Segmentation Profiles– Middle-class Melting Pot



8.30% of Frisco Households
1.36% of Frisco Library Card Households

- Segment H26: Progressive Potpourri – Mature, multi-ethnic couples with comfortable and active lives in middle-class suburbs
- Segment H27: Birkenstocks and Beemers – Upper middle-class, established couples living leisure lifestyles in small towns and cities
- Segment H28: Everyday Moderates – Mid-scale, multi-cultural couples and families living in mid-tier metro suburban settings
- Segment H29: Destination Recreation – Middle-aged, midscale couples in rural towns and fringe suburbs working to enjoy their active lifestyles

Segmentation Profiles – Family Union



1.90% of Frisco Households

1.21% of Frisco Library Card Households

- Segment I30: Stockcars and State Parks – Middle-class couples and families living in more remote rural communities
- Segment I31: Blue Collar Comfort – Middle-class families in smaller cities and towns with solid blue-collar jobs
- Segment I32: Steadfast Conventionalists – Conventional Hispanic Generation X families located in selected coastal city homes
- Segment I33: Balance and Harmony – Middle-class Hispanic families living lively lifestyles in city-centric neighborhoods

Segmentation Profiles– Autumn Years



0.80% of Frisco Households
0.01% of Frisco Library Card Households

- Segment J34: Aging in Place – Middle-class seniors living solid, suburban lifestyles
- Segment J35: Rural Escape – Older, middle-class couples and singles living comfortable lives in rural towns
- Segment J36: Settled and Sensible – Older, middle-class and empty-nesting couples and singles in city neighborhoods

Segmentation Profiles– Significant Singles



7.20% of Frisco Households
8.10% of Frisco Library Card Households

- Segment K37: Wired for Success – Young, mid-scale singles and couples living socially-active city lives
- Segment K38: Gotham Blend – Mix of middle-aged and middle-class singles and couples living urban New York City-style lifestyles
- Segment K39: Metro Fusion – Ethnically-diverse, middle-aged singles living urban active lifestyles
- Segment K40: Bohemian Groove – Older divorced and widowed individuals enjoying settled urban lives

Segmentation Profiles– Blue Sky Boomers



0.80% of Frisco Households
0.06% of Frisco Library Card Households

- Segment L41: Booming and Consuming – Older empty-nesting couples and singles enjoying relaxed lives in small towns
- Segment L42: Rooted Flower Power – Mid-scale baby boomer singles and couples rooted in established suburban communities and approaching retirement
- Segment L43: Homemade Happiness – Lower middle-class baby boomer households living in remote town and country homes

Segmentation Profiles– Families in Motion



0% of Frisco Households
0% of Frisco Library Card Households

- Segment M44: Red, White, and Bluegrass – Lower middle-income rural families with diverse adult and children household dynamics
- Segment M45: Diapers and Debit Cards – Young, working-class families and single parent households living in small established, city residences

Segmentation Profiles– Pastoral Pride



0% of Frisco Households
0% of Frisco Library Card Households

- Segment N46: True Grit Americans – Older, middle-class households in town and country communities located in the nation's midsection
- Segment N47: Countrified Pragmatics – Lower middle-income couples and singles living rural, casual lives
- Segment N48: Rural Southern Bliss – Lower middle-income African-American multi-generational families living in small towns
- Segment N49: Touch of Tradition – Working-class, middle-aged couples and singles living in rural homes

Segmentation Profiles– Singles and Starters



6.20% of Frisco Households
5.43% of Frisco Library Card Households

- Segment O50: Full Steam Ahead – Younger and middle-aged singles gravitating to second-tier cities
- Segment O51: Digital Dependents – Mix of Generation Y and X singles who live digital-driven, urban lifestyles
- Segment O52: Urban Ambition – Mainly Generation Y African-American singles and single families established in mid-market cities
- Segment O53: Colleges and Cafes – Young singles and recent college graduates living in college communities
- Segment O54: Striving Single Scene – Young, multi-ethnic singles living in Midwest and Southern city centers
- Segment O55: Family Troopers – Families and single-parent households living near military bases

Segmentation Profiles– Cultural Connections



0.50% of Frisco Households
0.05% of Frisco Library Card Households

- Segment P56: Mid-Scale Medley – Middle-aged, mid-scale income singles and divorced individuals in secondary cities
- Segment P57: Modest Metro Means– Mid-scale African-American singles established in inner-city communities
- Segment P58: Heritage Heights – Multi-cultural singles and families with mid and low incomes living settled lives in urban apartments
- Segment P59: Expanding Horizons – Middle-aged, mid-scale income Hispanic families living mainly within US border cities
- Segment P60: Striving Forward – Mid-scale Hispanic families and single parents in gateway communities
- Segment P61: Humble Beginnings – Multi-ethnic singles and single-parent households with mid-scale incomes in city apartments

Segmentation Profiles– Golden Year Guardians



2.20% of Frisco Households
1.41% of Frisco Library Card Households

- Segment Q62: Reaping Rewards – Relaxed, retired couples and widowed individuals in suburban homes living quiet lives
- Segment Q63: Footloose and Family Free – Elderly couples and widowed individuals living active and comfortable lifestyles
- Segment Q64: Town Elders – Stable, minimalist seniors living in older residences and leading sedentary lifestyles
- Segment Q65: Senior Discounts – Downscale, settles retirees in metro apartment communities

Segmentation Profiles– Aspirational Fusion



0% of Frisco Households
0% of Frisco Library Card Households

- Segment R66: Dare to Dream – Young singles, couples, and single parents with lower incomes starting out in city apartments
- Segment R67: Hope for Tomorrow – Young, lower-income African-American single parents in second-city apartments

Segmentation Profiles – Struggling Societies



0% of Frisco Households

0% of Frisco Library Card Households

- Segment S68: Small Town Shallow Pockets – Older, down-scale singles and empty-nesters living in modest ex-urban small towns
- Segment S69: Urban Survivors – Older, down-scale African-American singles and single parents established in modest urban neighborhoods
- Segment S70: Tight Money – Middle-aged, down-scale singles and divorced individuals in transitional small town and ex-urban apartments
- Segment S71: Tough Times – Older, down-scale and ethnically-diverse singles typically concentrated in inner-city apartments

COMMUNITY VOICES DOCUMENT



Community Voices Document

These are a small sample of the hundreds of comments residents have shared about Frisco Library and its impact on their lives.

“As our family was transitioning to the DFW area and looking for a permanent place to live and plant our roots, I realized we needed a thriving community. Great schools were a given, but another consideration was the library. A thriving community has a rich, vibrant library eco-system. I looked on the internet and called different libraries before settling on our town....

“To me, a library is much more than books. But first books-- I need books to breathe. My kids have inherited that need. But a library is so much more. It is computers, internet, movies, music, story time, clubs, magazines, e-books, reference databases, used-book store, and so much more.

“The Frisco library is one of the strengths of this community.”

— Deanna

“We love having the Frisco Public Library as part of the Frisco Square community! They are great neighbors and community partners. The FPL continuously offers fresh, fun, engaging, educational programs/events/activities drawing all ages into the Square. We steadily hear rave reviews about the FPL from those in the community who are followers on Frisco Square social media outlets. Frisco Square greatly appreciates FPL's support and partnership in our community events as well!”

— Lara

“I grew up in the Phillipines and didn't have a library like this one. I always tell my boys “how lucky they are to have a library in their city.

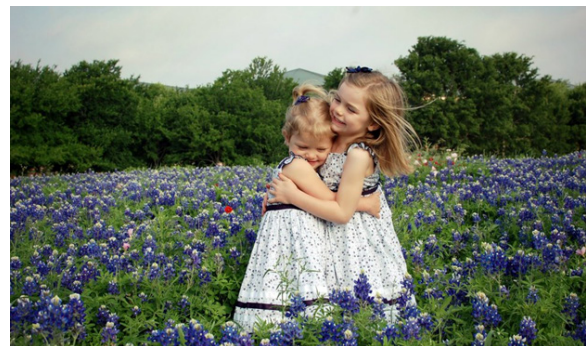
“Education is very important and as long as we

have a library that is open to everybody people will have the opportunity to get the information they want. Kids read books they love and just keep learning, learning and learning!”

— Jenny

“The library benefits our family because of all the resources that they have available. We are always happy with the large book selection. They offer wonderful programming for children and families, and have classes and book clubs available for the adults. It is just a great place where we can go as a family and there is something for everyone. Also from a homeschooling perspective, the library's collection is a HUGE help with our teaching efforts. I greatly appreciate that and love coming to find resources both in the library and online as well.”

— Lisa



Brandie's daughters

“The library benefits me and my family because it gives me an opportunity to educate my preschool aged girls and stay home with them. We would not have the resources on a stay-at-home mom budget to expose our girls to so many books and learning activities.

“It also teaches our girls independence in making decisions on what items to check out and responsibility of taking care of borrowed items and returning them.”

— Brandie

"I'm a contractor for the federal government. My resume has a long list of bullet points, but the technical accolades top out with "Proficient Microsoft Excel skills." Last month I was attempting to merge and analyze a huge amount of data from multiple sources. A colleague noticed my frustration (exasperated sighs are hard to hide in cubicle-culture) and suggested that I build a database for easier information management.

"I'd never created a database, so I opened Microsoft Access and clicked the help button. It was no help; the directions assumed the user had a base of knowledge that I did not possess. A quick Google search for Access tutorials returned an overwhelming number of offerings on the web – I didn't have time to figure out which were legitimate and which would be a waste of time. Then I remembered: the library!

"Several years ago, I attended a class about pivot tables at the Frisco Public Library; I wondered if classes for databases were offered as well. I went to the library's website, but was disappointed to find that I had just missed an Access course. My distress was short-lived, though: the library website had a list of online video tutorials for the Microsoft Office suite. FPL redirected me to www.gcfllearnfree.org, where I was able to search for my specific version of Access and watch fifteen tutorials – starting with an introduction to databases and ending with advanced reporting options.

"It took a full morning to get through the lessons, but by that afternoon I was happily creating a database of my own. Since then, I've tutored a coworker on the basics of Access; and the success of that initial database project became a focal point of my mid-year review.

"Yes, I could have learned Access through other means – but the Frisco Public Library made it quick, easy and free."

— Catherine

"I first walked into the Frisco Library two and a half years ago. There must have been forty children running around on the first floor. I even asked if it was a day care center. Then, it hit me if this many children were already involved with books this was going to be a really smart town in the next decades. It was the beginning of my love affair with the city."

— Gloria

"After living in Grand Prairie for 60 years I moved to the Frisco area with my eldest daughter. I was skeptical about switching to a new library after 40 years of visiting the same library. Upon visiting the Frisco Library for the first time any skepticism I had went out the door! The staff was superb, to say the least, and the selection of materials was outstanding. After being a librarian myself for 30 years, I was impressed, and at 89 years old this doesn't happen often! Every Friday I visit the library and am constantly reminded of what great customer service really is. I am always inspired when I come to the Frisco library."

— Fern

"Having moved to Frisco four years ago, to provide elder care 24/7 for my very aged parents, my computer skills languished! The time had finally come to return to the "regular" job market. It was very, very daunting to come to the computer lab and try to prepare a resume and cover letter because I was so rusty. For two days I came and worked, and occasionally got stuck and needed a little help.

"Gabi was patient and so helpful and capable; she's great. Judy took extra time to help me on printing my resume/cover letter, saving my work to a thumb drive, showing me how to "pull it up again" the next time I came, and attaching files to an e-mail. She was cheerful, and encouraging, and I got the resume out to a company that is hiring.

"The next week, in response to my new resume/cover letter, I was called to come interview. At my second interview, I filled out my paperwork and will join the next training class."

— Debbie



Erin and friend

“During my junior year, I took a course that required me to find a mentor in the field of creative writing. My first question was, of course, where to find such a person. Well, where else but in a five-story building dedicated to all things writing? After a quick interview, I found my mentor at the Frisco Public Library—Lisa Kilian, librarian and founder of the Frisco Library’s Teen Writers Group. The things I learned under her tutelage were and are invaluable to me. Like what, you ask? Well, where to start? First off, I learned so much about the writing industry. Lisa taught me everything from how query letters are constructed to what copywriters do. Each week that I met up with her, I came in with an excitement to learn, and left with new understanding of the writing and publishing world. Also, I learned so much about my own writing, and what I could do to improve.”

— Erin

“We move often because of my husband's job and joining the local library is always one of the first

items on my to-do list. The public library provides instant access to local resources, volunteer opportunities, community groups, and fun activities. Yes, we check out our share of books and videos (hard copy and e-books), but the library is so much more than that for us. It's the town center and hub of everything Frisco. We moved here just 6 months ago and already the Frisco Public Library and its staff and volunteers have become my friends and my favorite resources. Frisco is an especially lucky community with a beautiful and very active library full of books and programs for every member of my family. We are fortunate to have landed here with this amazing resource.”

— Toni

“For the adults in our family, the library has allowed us to borrow our book club books instead of having to buy each one. And for my husband, the books on CD have been invaluable in turning a 40 minute commute to work into a pleasurable experience and a good use of time.”

— Miranda

"I live in Frisco, and I'm in seventh grade. I have been to four or five Teen Anime Club meetings, and I really like them.... No other place in the area besides the library has a teen anime club, not even my school.... Besides visiting the library because of anime club, I also come here because of the money I save by checking out materials here instead of buying them."

— *Kendall*

"Last year I enrolled in an instructor facilitated online class through the Frisco Public Library: Becoming a Veterinary Assistant.

"I have no desire to change careers or work with animals; but I am a first-time dog owner and love learning new things. The course was offered free through the Gale Courses program on the library website... so why not try it?

"The class allowed me to do the reading and assignments on my own schedule, with an actual instructor providing guidance and feedback every week. One of the lessons required students to analyze the nutritional information from a pet food of our choice. At the time, I fed my dog a high-end boutique food that boasted large amounts of protein. I was shocked to discover that it was essentially junk. I wrote to my professor, sure I was overlooking something, and he responded: my analysis was correct, and I might want to consider changing to a different brand. Further research led me to the realization that a much cheaper, more readily available brand was the best choice nutritionally.

"I expected to enjoy myself and learn a little something when I signed up for that free online course through the FPL. I didn't realize that my dog would lose weight and gain energy. I also didn't realize that I would soon begin saving a significant amount of money by switching brands.

"The way I see it, the FPL pays me \$25 every time I purchase a 40lb bag of dog food!"

— *Catherine*

"Since moving to Frisco in 2009, I have gradually begun to avail myself of more and more of the library's terrific services. I began writing a novel in 2011, and have found the library to be a great resource for the tremendous amount of research involved. I've also found the armchairs facing the giant picture windows to be a great place to sit and brainstorm. The thing I love about the library the most, however, is my book club: Undead and Unread. Finding a group of fellow sci-fi/fantasy fans to discuss books with on a regular basis has enhanced my perception of how others feel about the genre. On top of all that, meeting each month with kindred spirits is a whole lot of fun, too!"

— *Denise*

"I am an international student who moved to America two year ago. Since English is not my first language, I could not communicate with others when I was moved to here. I learned some English in China, and I could read some easy books in English. I still remember the time that my mom checked out whole bunch of English books from Frisco Public Library. I did not like to read any type of books in the English language, but my mom encouraged me to do it. I read the books every day, and my English improved a lot. Because I improved my English, I could talk to others after living here for only three months.

"Since reading helped me a lot with my English, it's now my favorite activity. I still read books every single day. I cannot live without reading books.

"Thanks to the Frisco Public Library - the books I got from there helped me a lot with my English and my studying.... Every time I get some books from Frisco Public Library, the books remind me the time that I tried to acclimate the new environment. Frisco Public Library is not only a place that I can check out books, but also a place where helped me to overcome my problems and achieve useful knowledge. Frisco Public Library has given to me priceless and invaluable help."

— *Lang*

“We’re actually planning on moving closer to the library simply because it’s the best thing in Frisco. The library here just rocks!”

— Sharon

“I’m a volunteer for the Frisco Public Library’s English as a Second Language (ESL) Class. I got involved in this program to help people reach their goals through learning and improving their English....

“With improved English, anyone can achieve his or her goal. In our class, we have had students who have gained enough confidence to search for and get jobs. We have had students who have gone on to study at the community college, and we have also had students who wanted to gain enough English to change their career paths in their native countries. Additionally, we have students who have become friends and socialize and are involved at the Senior Center.

“With the power of English, all of these things are possible.”

— Jen

“Participating in the Annual Poetry Contest was not just incredibly fun, but it was surprisingly confidence boosting for my daughter. She got very enthusiastic about reading more poetry after she began writing drafts. Her little sister joined in the fun by creating a craft project to go with the poem. After she submitted her entry, my husband and I had to gently explain to the girls that Olivia might not win the contest. She couldn’t contain her excitement when she told people that she had entered it. When we got the call that she won, she was clearly so thrilled and proud of herself. For the next three weeks, it was all she could talk about. Going to the award ceremony, reading her poem out loud and meeting Mayor Maso all made a great impression on her. Olivia’s confidence in herself and interest in writing have soared as a result of winning the

poetry contest. This year, both girls will be submitting poems and they’re already drafting their masterpieces!”

— Anne

“Our daughter [Marianna] participated in the amazing storytelling festival of 2013 organized by the Frisco Public Library. Ever since she was very tiny she loves having an audience to either read or tell stories. When she was selected to participate in this event she could not have been any happier. The coaches that worked with her are so committed, kind, and talented! They helped her tremendously to grow on her skills as a storyteller and on her confidence on stage. She was always counting the days to the next coaching session. We cannot thank the Library enough for providing such a great experience to our daughter!”

— Gabriela



Marianna

"Armed with vague descriptions of a children's series, I approached the "Ask Us" counter in search of recommendations.

"The staff person could not have been nicer. She made multiple recommendations and generally provided customer service we now no longer expect. I left with a handful of books and a renewed sense of pride in our community library.

"In my business life I am more frequently reminded when our staff fails to meet expectations and seldom am advised when they have been successful in their efforts to respond to a client need.

"Her courtesy and actions reflect the values of the system, staff and its leadership. Your collective hard work, dedication and leadership are greatly appreciated and reflected by your staff."

— John

"I have also used Frisco Library to study with groups of friends or complete a group project. It's a great place to meet, and do research, and it helps us complete the task much faster. Due to the large quantity of books available there, it's a great place to start researching for a project and gaining ideas."

— Nisha

"When I first set foot into our beautiful establishment, I was floored. Nothing previously held a candle to the amazing resource in front of me. I was in heaven, trying to figure out a way to live in the aisles and never have to leave. In the beginning, I used the adult section only, checking out all the books I could ever want, even requesting an elusive book I had been looking for for years to complete my favorite series ever....

"After the birth of my baby, Bella, we began coming to story time weekly, getting to know David and meeting new people and friends in our new town. As she grew older, our story times changed and grew with her, which we both loved. I also brought my older daughter, a third grader at the time, to Reading to Rover, a great program... Kimberly talked about it for weeks, and to this day I've recommended it to

friends with age-appropriate kids.

"Most recently, my favorite thing about the library is the new addition of being able to check out e-reader books. I have a Kindle, and having the ability to check out books.... I've also passed this information on to friends who are now also taking advantage of this great tool.... I also bring my children there to complete their homework assignments and use the Teen section for research and just hanging out with a good read."

— Gretchen

"I learned about the Pre-K Storytime Backpacks during my Frisco ISD library meeting. I was so excited to get the opportunity to try them out with my monthly Pre-K Storytime. Usually it takes me several hours to plan my Pre-K Storytime, but with the aid of Frisco Public Libraries Storytime Backpacks it was a snap!

"The backpacks contain books, sign language lessons, puzzles, songs and many other great materials that aid in my story times. I love how easy it is to access and request the story time backpacks and they are always a hit with my students and parents. Not only does this cut down on my planning time, but it also provides the students with great books and reading lessons that tie in with their needs."

— Blaire



Blaire

APPENDIX C SURVEY RESULTS

TELEPHONE SURVEY RESULTS

ONLINE SURVEY RESULTS



TELEPHONE SURVEY RESULTS



FRISCO PUBLIC LIBRARY

Telephone Survey

March - April, 2014

BACKGROUND

In March - April, 2014, The Ivy Group designed and conducted a telephone survey on behalf of the Frisco Public Library. The goal of the survey was to gather statistically reliable information the Strategic Planning Committee can rely on to identify future strategic priorities. The data from the telephone survey will provide the Library with a more accurate and realistic understanding of the needs of current and potential customers.

RESEARCH OBJECTIVES

Specific objectives of the telephone survey were to:

- Determine current frequency of use patterns and primary motivations for patronizing the Frisco Public Library;
- Evaluate the relative importance of providing library services to specific market segments;
- Determine which programs and services Frisco residents most value;
- Assess community satisfaction with specific aspects of the collection and customer service attributes;
- Identify specific concerns that the Master Plan might address;
- Ascertain top descriptors associated with the Frisco Public Library brand; and
- Measure the community's level of support for the Library.

RESEARCH METHODOLOGY

8,000+ randomly selected residential landline and cell telephone numbers for the City of Frisco were obtained from a commercial list broker. In order to qualify to participate in the study, respondents had to be at least 18 years old and a resident of Frisco. On average, calls lasted less than 12 minutes and were conducted by professional telephone interviewers experienced in conducting studies on behalf of public libraries. Frisco Public Library was identified as the sponsor of the research study.

Between March 12 and April 8, 2014, 401 telephone interviews were completed—201 on residential landlines and 200 on cellphones. 401 interviews yield a margin of error of +/- 5% at the 95% confidence level across the entire population 18+ years old, but not for individual population segments. Calls were made during the day, at night, and over the weekend. To generate participation, Frisco Public Library promoted the survey using a variety of marketing communication channels.

<u>Disposition</u>	<u>Landline</u>	<u>Cell</u>	<u>Total</u>
No answer	1116	2130	3246
Phone busy	254	297	551
Disconnected phone	577	248	825
Business/Govt phone	157	94	251
Respondent not available	200	264	464
Initial refusal	243	562	805
Computer tone	96	1	97
Language problems	10	34	44
Schedule callback	15	185	200
Call substitute phone #	0	1	1
Answering machine	2705	4658	7363
Unable to complete call	30	49	79
Number changed	18	7	25
Blocked call	5	34	39
Duplicate number	1	3	4
Add to study do not call list	11	72	83
Break off in mid-interview	10	12	22
DNQ-NON RESIDENT	16	257	273
DNQ-AGE	1	14	15
OVER QUOTA	0	14	14
Completed Interviews	201	200	401
Avg. length of interview	10:54	11:15	

RESEARCH HIGHLIGHTS

- 40% of all respondents are male and 60% are female.
- 62% of all respondents have a Frisco Public Library card. Landline respondents (67%) are more likely to have a library card than cellphone respondents (58%).
- 49% of all respondents have used Frisco Public Library services *two times or fewer* in the past twelve months. (For purposes of this study, these respondents are classified as *non-users of library services*.) This percentage of non-users is significantly higher than what we typically see in similar field studies. There is a well-established correlation between being a registered card holder and using the Library: 74% of card holders versus 12% of non-card holders report that they use the Library.
- 48% of library users indicate that they have patronized the Library more than 12 times in the past year. 42% of those users are “power patrons”, having used Frisco Public Library more than 25 times in the past year. It is interesting to note that one of these power patrons reports not even having a library card!
- Parsing data by landline vs. cellphone respondents reveals virtually no statistical significance across the vast majority of survey questions, despite the facts that cellphone users trend younger and new arrivals to the United States are more likely to use cellphones. *Areas where a spread of 10 points or more exists between the two respondent populations are noted in the Survey Findings section of this report.*
- The three reasons that users cite most frequently for patronizing Frisco Public Library are to obtain books/magazines for leisure/enrichment (43%); to get materials for a child (17%); and to download eBooks or eAudiobooks (10%).
- Respondents believe that the most important market segment for the Library to serve is elementary school aged children. Among the seven market segments rated, business owners and entrepreneurs ranked the least important.
- Among 16 possible services or materials provided by the Library, respondents consider research and information assistance, access to computers and WiFi, and web-based services the three most important. DVDs and CDs, community meeting rooms, classes and cultural events, and space for group work ranked least important.
- Library users are most satisfied with staff courtesy, competence and professionalism.
- While many comments offered at the conclusion of the survey center on hours, only 3% of users report that they are not at all satisfied with existing hours of operation.
- A significant percentage of library users indicated their unfamiliarity with a number of Frisco Public Library services, answering “don’t know” regarding their level of satisfaction: number of computers (39%), number of outlets for laptop use (53%), and Internet speed (43%).

- Users do not highly rate Library technology. Only 14% are extremely satisfied with the Library's mobile apps, while 53% "don't know". And perhaps more significantly, less than half (43%) of users report that they are extremely satisfied with Frisco Public Library's website, with 20% expressing unfamiliarity with it.
- Only 26% of users are extremely satisfied with marketing communications, an indication of a serious challenge for the Library.
- Sentiment regarding the Library's location is mixed and somewhat unclear. While 81% of users report they are extremely satisfied with the Library's location, less than half describe Frisco Public Library as "convenient". Only 43% of respondents (45% of users) feel strongly that the Library needs additional service locations, but when asked about the one thing they would change about the Library, many respondents cited location as an area of concern.
- 79% of all respondents (86% of library users) completely agree that the Library plays an important role in the community.
- 86% of respondents (90% of users) completely agree that it is important that the Library receive sufficient funding to satisfy community needs for library services.
- 86% of respondents say they intend to vote in upcoming local elections.

SURVEY FINDINGS

Gender of survey respondents (noted, but not asked)

60% of respondents are female and 40% are male. This finding is in line with other public library surveys which have found that, in general, females are more likely to use public library services and thus are more inclined to participate in library-related studies.

Question 2: Percentage of respondents who have a card for the Frisco Public Library

62% of survey respondents are registered cardholders; 36% are not card holders; and 1% are unsure. Respondents most likely to have a card are current library customers, women, landline respondents, and individuals 36-50 years old.

Question 3: Use of Frisco Public Library services in the past 12 months

49% of telephone survey respondents have used Frisco Public Library services *two times or fewer* in the past twelve months and are thus classified as *non-users for purposes of this study*. (It is worth noting that over one-third of respondents (36%) did not use the Library at all last year.)

Among library users (51% of survey respondents), frequency of use in the past 12 months is as follows:

3-6 times	33%
7-12 times	17%
13-25 times	28%
26+ times	20%

Question 4: Primary reason for using Frisco Public Library

Asked only of Library users

To get books/magazines for leisure/enrichment	43%	
To get materials for a child		17%
To download eBooks or eAudiobooks	10%	
For school/coursework-related reasons	6%	
To attend children's programs	5%	
To conduct personal research	5%	
To read or work in a quiet place	3%	
For job, career, or business-related purposes	2%	
To use the Library's computers	2%	
To get movies and music for entertainment	2%	
For reasons related to hobbies, personal pursuits, or topics of interest	2%	
To use the Library's WiFi		1%
To use the Library's printer, copier, fax, scanner, notary ("office center" services)	<1%	
To attend adult programs or classes	<1%	
To get help finding information (staff-assisted)	<1%	
Other		<1%
To meet, socialize, or hang out	---	
To volunteer		---

Question 5: Population segments rated "Extremely Important" for the Library to focus on serving:

All respondents Users only

Elementary school aged children	87%	88%
Pre-school aged children	76%	78%
Middle and high school aged students	75%	77%
Adults raising families and/or working	65%	69%
English language learners	62%	58%
<i>69% of cellphone respondents vs. 55% landline</i>		
Retirees	57%	62%

Business owners and entrepreneurs	30%	30%
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Question 6: Programs, materials, and services rated "Extremely Important" for the Library to provide:

All respondents Users only

Research and information assistance	78%	80%
Access to computers and WiFi	75%	76%
<i>80% of cellphone respondents vs. 70% landline</i>		

Web-based library services	71%	73%
Fiction books and bestsellers	64%	72%
Non-fiction materials <i>59% of cellphone respondents vs. 69% landline</i>	64%	66%
Comfortable places to study <i>69% of cellphone respondents vs. 58% landline</i>	63%	67%
eBooks and streaming media	61%	68%
Adult literacy programs <i>66% of cellphone respondents vs. 54% landline</i>	60%	58%
Opportunities to learn and use technology	58%	57%
Homework help <i>62% of cellphone respondents vs. 41% landline</i>	51%	52%
Assistance in job search/career advancement <i>57% of cellphone respondents vs. 44% landline</i>	50%	49%
Professional development opportunities <i>50% of cellphone respondents vs. 29% landline</i>	40%	42%
Classes and cultural events <i>45% of cellphone respondents vs. 30% landline</i>	37%	40%
Space for group work <i>43% of cellphone respondents vs. 30% landline</i>	37%	37%
Community meeting rooms <i>40% of cellphone respondents vs. 25% landline</i>	32%	29%

DVDs and CDs 29% 32%

Question 7: Service attributes with which Library users are “Extremely Satisfied”

Asked only of library users

Staff courtesy <i>40% of cellphone respondents vs. 50% landline</i>	88%
Staff competence and professionalism <i>39% of cellphone respondents vs. 50% landline</i>	87%
Location	81%

Access to the facility	77%
Layout of the facility	69%
Hours <i>29% of cellphone respondents vs. 39% landline</i>	67%
Library website	43%
Number of computers	34%
Internet speed	28%
Marketing communications	26%
Electrical outlets for laptop use	19%
Mobile apps	14%

Question 8: From a list of six words, respondents were asked to select the three that best describe the Frisco Public Library:

	<i>All respondents</i>	<i>Users only</i>
Valuable	54%	62%
Useful	54%	62%
Welcoming	51%	55%
Convenient	49%	48%
Comfortable	39%	43%
Hi-tech	24%	27%

Question 9: Respondents indicating *complete agreement* with the following statements:

	<i>All respondents</i>	<i>Users only</i>
“The Frisco Public Library plays an important role in our community.”	79%	86%
“It is important that Frisco Public Library receive the predictable and adequate funding it needs to provide quality library services in our City.”	86%	90%
“Frisco Public Library needs additional locations in order to serve the City’s growing population.”	43%	45%

Question 10: Respondent likelihood of voting in upcoming, local elections

Yes	86%
Maybe	4%
No	9%

Question 11: Age distribution of survey participants

18-24	7%
25-35	6%
36-50	42%
51-65	26%

Over 65 19%

Question 12: “If you could change just one thing about the Frisco Public Library, what would that thing be?”

62% of survey respondents answered the survey’s only qualitative question. The complete list of these comments, recorded *verbatim* by the interviewer and categorized into topic areas, follows below.

Collection and Collection Management

- Reorganize the music library by type of music rather than in one group by name only-country and every type of music is together and it is hard to look for
- More popular eBooks and audio books
- Add more teen books-mystery, fiction, sci-fi, just more teen books in general
- More eBooks available online
- More copies of eBooks available for androids and tablets
- More books-more eBooks being current
- I would like to have more newer books so I don't have to go on the waiting list for new books
- More juvenile selections-books
- Audible books (fiction and nonfiction) and audible research
- More eBooks offered
- More classic fiction books
- Larger collection of children's books and additional branches
- More classic books for children
- More college friendly research books-culture, business, countries, make it easier
- Downloadable books for children-don't know what age group-just any small children
- Making sure they have the latest titles for eBooks
- The Library's discretion on books for children-access to certain books is inappropriate-in sexual education on reproduction-too liberal for an 8 year old
- Have more eBooks, including murder mysteries
- More children's reference books like encyclopedias, and being able to check them out
- Understand what a library is-it should provide books and literacy materials and not try do things outside of the definition of a library like providing job search services
- Make the Library bigger and provide more real books
- Offer even more eBooks
- Need more materials-more audio and video material and more selection of non-fiction books
 - Get more technical eBooks

- More large print books
- More eBooks
- More inventory in bestselling books
- More eBooks available
- More eBooks-double the amount-fiction
- Have more movies to check out
- And I would like more newspapers, magazines, dvds, more computer terminals-they should look at the Plano library and emulate them
- Better books on internet-child looks for books not available on the ipad-for 7 to 12 year olds
- The amount of materials they have
- Have more eBooks available to download for mac users
- Complete online books and research literature
- We need new books-they are older-business research-and non fiction books
- More eBooks-historical fiction
- Would like a larger selection of best sellers
- Update business section—it's not up to speed
- Larger variety in book selection
- More electronic books
- An appropriate figure to keep the library current with new material
- Can't always find what you want-not the library's fault
- FAA information is not always available
- I'd like to see more fiction books in the adult section
- More specialized information in certain areas like how to start a business, how to file for a corporation, how to work for the government
- Develop new categories for books
- Expanding the scope of reference books
- I would like to request a book that you don't have
- Proper organization of books on the shelves
- Increase the amount of books in the library
- More digital books available
- More stock of DVDs of mini series
- More non fiction books-more children's programs
- Get more new releases of books on tv or audio books
- More DVDs
- When new books come out they need to have enough of them so you're not waiting a long time to get the new book
- Add more eBook selections-a broader selection, including some current fiction works, and some of the older stuff

Facility / Space

- Adding more community rooms
- More work study rooms
- Better book return area-by the entrance door
- I would make it more comfortable-the computers are too close to each other when you sit to study

- There's no place really to sit
- There's not adequate space to sit
- It's too crowded
- More seating options for people to read at
- You need to places to sit
- I'm always in the kids area to sit there while they are looking for their books and I never find a place
- Access the library through a parking garage or park a distance from the library-it can be difficult for senior citizens
- Sometimes the Frisco Library doesn't have the book my child needs for school and it's faster to go to the other library
- On the first floor, it is so noisy that I have to go to other floors to find quietness
- Bigger children's area—more space or a different layout; it is crowded; it needs more space; when children line up to see shows, the line is in the middle of the Library and it makes it crowded
- Smaller group-more opportunities to accommodate smaller groups for story time; last time I was there it was really packed
- I wish they had more parking in the front; the north side of the building—the part that faces Frisco square—Frisco Blvd, maybe
- Better parking
- Make it more convenient for picking up and depositing books when using drive thru and parking lot is a little confusing
- The parking: need more spaces
- They need seating at the cafe area
- More access to conference rooms for training or business meetings
- Missed the coffee shop inside the library
- Better parking space; not enough spots in the front-main street
- The elderly should have an area like the handicap to better access the library: that would be considerate considering a lot of us aren't legally classified as handicap but we are challenged at times due to our age
- Make larger and more high-tech
- Expanded parking; not enough spaces
- Improve the parking lot for handicapped people; it's a long walk
- Closer parking
- More parking
- Make the facility bigger
- Not enough parking spaces
- Parking—it's just not convenient
- Need more parking spaces
- Needs to be larger
- Faster elevators; don't like the fact that it has three floors; I wish that the Library had one floor so that I don't have to go up and down the floors; it's tiring
- Bathroom accessible on first floor
- Need more meeting rooms; difficult to get space
- Bring the cafeteria back
- I wish they had kept the coffee shop open

- Size bigger—50% bigger
- Bring the coffee shop back, with seating
- Make the building bigger; more volume
- Get rid of the revolving doors; instead, get out in automatic sliding doors; it would give better access to moms with strollers and some handicap persons
- To have it all one floor, it would be more convenient
- More sections to easily find books

Hours

- I would like to have the Library open on Sundays
- Have extended hours
- Increase hours of operation
- Hours of operation need to increase—at least an hour
- I think that they should close on Sundays; they're only open 4 or 5 hours anyway; it costs too much to keep it open; how many people go on Sunday anyway
- Longer hours; be open until 8:00
- Better hours; longer hours; they need to be open longer on weekends (only about 4 hrs if that on Sundays); some people can only use it on weekends in the evening; keep hours of operation; I want them to be open 24hrs
- Expansion of hours; a couple days of week longer hours open till 9:00 on Monday, Wednesday, Friday
- Hours
- Hours of operation; a few more hours; add an hour to both the beginning and the end of the hours they have now
- Longer hours
- Too limited and too confusing; can't remember what day and time they're open
- More hours on the weekend
- Also longer hours
- The hours need to be expanded: open till 9:00 for the children to hang out and the hours for the morning should be open at 8:00
- Longer hours into the evening
- Hours need change; all working people need it to be open late
- The hours it is open; I know I have been there before and it was not open; I would like it to be open until 10 o'clock
- Open up earlier on Saturday and close an hour later on Sunday
- More hours at the end of the day 11:00 pm
- More times on Friday

Location

- Location—more central to Frisco residents; it is just on one side of town; they should add satellite branches
- Additional branches; 2 on each side of the city
- I would add satellite sites; there needs to be more sites
- Add another library probably in the northeast; they used to have a bus that would take people

- to the library from different locations in the city and the library was one of the spots
- A location closer to me-I live near the border of McKinney, Allen and Plano
 - More locations-I would like one on the west side of Frisco and the east side of Frisco that has more convenient access-to access the library now
 - The location is too far away; it's 15 to 20 minutes away-we have one in Plano that's just a few minutes from our home and we use that one more often because of its convenience
 - Location-just keep the current location
 - Location-bring it closer to 121 and independence
 - More locations-don't feel qualified to suggest a location-maybe the eastside near me
 - Important to be available to all people
 - More locations-more around the city
 - To have more locations; on Preston road around the Stonebriar Mall
 - Better locations-something that's more convenient and central to people who actually use the library
 - And add more locations too
 - Just more locations-no specific location
 - Locations-add one on the east side of town-it doesn't have to be as big as the main one
 - Multiple locations-within 10 to 20 minutes of everyone-put one at each end of town-extreme east side, north and south as well
 - Maybe another drop off location-on the other side of the city
 - Expand to 4-5 branches in the Frisco area
 - More locations-somewhere north central-Preston Rd
 - Open locations in Stonebriar area community convenience-I don't think people utilize it Another location closer to McKinney
 - Location-make library more accessible
 - A branch in western Frisco
 - I would build more library locations-I would put a library in the preston campus-the community needs a public library
 - Location-bring it more towards the southeast quadrant
 - Need more locations
 - I'd remove it from the city building and would like it to have a separate building
 - I like to have another library on the east side of town
 - I would like it closer to my location-I live in far south Frisco, and it is a little bit of a drive for me
 - Location-closer to home
 - For it to have more locations-i'm close but other people are far away
 - Location
 - Add more locations-add more locations near the north end of Frisco-near Independence Street and Custer Street
 - More locations-in the west part of the city-Lebanon St.
 - I wish I had one closer to me-near the Centennial High School
 - That there would be more locations-as far east from where it is now as you can get
 - The number of locations-at least 2 more-in the east side and southern side of Frisco
 - More locations
 - More convenient locations
 - To me-I live at Four Corners Junction of 121 and Custer
 - More branches throughout the city-the south east part of the city

- Location-more central
- Open more branches
- Open more branches-have it be within walking distance from me
- Increase the size—25% bigger
- They need to have more locations-they only have that one Library- this will make it more convenient to their citizens
- To open a branch near Stonebriar Mall
- Open more libraries
- Add more locations
- Change how many locations it has-from one to many-it will give easier access to more people

Policies

- Wish that they would lend magazines
- I would like for them to check out video games-the last library I was at in Traverse City, Michigan did that
- The rule on the holiday books-there is a limit of 2 or 4 that you can check out at night
- Limit residents to Frisco Library
- Allowing leniencies for forgotten cards
- I would prefer to be able to check out 6 at a time
- The flexibility to check out videos for a longer period of time
- The rules have to be enforced-people should not talk loudly on their cell phones and a Library has rules
- Checkout books-make it 3 weeks
- That they allowed teenage readers to read anything-even something with porn in it-it was in the teen section-my daughter is thirteen and it's not right-they should have a section for young teens-allow grade level material for appropriate ages and grade levels

Programs

- More cultural events
- More programs for kids-technology, books, educational programs, etc
- More Continuing Ed. classes for adults-maybe more computer workshops and various other computer related courses
- I would like them reach out to computer illiterate-show me how to use eBooks
- Would like more art programs for the children
- Presentations in different cultures-all things to do with different country's ways of life and business
- More children's programs
- Accommodate more children at children story time; don't turn a child away; use one of the bigger rooms
- Have more summer programs for preschooler's; get Mother Goose back
- I want to learn more on how to access on line
- More activities and events for preschool aged children-story hours, puppet shows, guest readers, crafts that went along with the story hour
- Have an emphasis on educational materials from kindergarten to 12th grade, especially math and science

- More available times for story time, where they read stories to kids

Customer Service

- Have the ability to get new books faster
- Friendlier staff-ability to easily print on the system-the system is terrible-it does not work from your laptop in many cases-it is cheap charging for each single page-using coin type vending machine 15 cents per page and it is terrible to operate having more copies of popular books so that wait time will not be so long
- Quick directory when you walk in as to where to go
- And a better layout of where the books are located in the library - story time for toddlers is too crowded-and add more story times
- We do a lot of homework there-maybe a qualified staff to help-homework help
- It's noisy and it's not very welcoming-you just walk in and nobody asks you if you need help; you don't interact with the workers when you go in-you're on your own; I'm from a big city and the libraries there are very engaging and the Frisco Library is not very engaging
- Able get library card on line not have to go to Library to pick it up
- To have more people there to help if people have any questions about how to use the Library or locate books
- Story time should have a system where you can get tickets in advance so that we don't have to be excluded from the session I'm there about 45 min early—10 percent of the time I'm not able to access the session
- Being able to download audible material without having to go to the Library
- Story time is very crowded with children; need more space
- Add a person to greet and direct people coming into the Library; also, add flyers to be handed out for upcoming events; I love all the preschool things that you have—the animal person—all the guests I think are really important to preschool mothers
- The bus would really help people like myself who find it difficult to find parking spaces
- More accessibility, help and more materials; the clerks are often busy and you have to stand in line when you are in a hurry
- More toilet paper in the restrooms
- Like to see them offer coffee on a consistent basis; they offer some things but they need to offer more
- Some days it's overrun with children; try to limit number of people in the Library at one time
- Help with nook book; I want to come in and download my nook with a book; make it easier; I would like to be able to call and give them a specific subject, have them pull it so I can pick it all up when necessary; we have had to look all over the Library to find the research we need; the Plano Library has a resource librarian that did all of this, and I would like to see it at the Frisco Library
- Control the screaming children
- Also do a survey with the customers at the front desk when taking out the books what days and hours they feel would be appropriate for hours

Marketing and Public Relations

- More information about the library disseminated to the community
- Probably more marketing-getting the word out

- I wish I knew we had one-I had no idea in 6 yrs; send out fliers in the mail making it known
- More advertising in the city
- Get the word out-highlighting all the things they offer
- They need to do a better job advertising their programs and classes-a lot of the time when I walk in I have no knowledge of the programs or classes they're doing
- Don't really know all about its services
- Better marketing-community publications
- More advertisements-get the word out more-commercials, billboards and newsletters
- The Library doesn't market itself to the community - more public awareness of what they provide-a resource for knowledge-they need more publicity about the hours and their location
- Make it more visible to the public-advertise more; I'm not sure where the Library is
- They need to publicize what they have to offer; the Library should move closer
- Advertise a little more in the public school system
- Get the word out about how positive the Library is from what I've heard

Website

- I'd like to be able to know how I can access info from the Library when I'm there with my children on my ipad
- Books search website-hard to find the books I want
- The Library search on the website is a bit confusing; maybe adding a help screen to help to navigate the site
- More online services, a better online selection of eBooks
- Easier online access to borrow online books; it is very complex to use now-too many steps

Technology

- More computers-but it's pretty good as it is
- The eBook access on regular website vs mobile apps-make it more straight forward to access like the mobile apps are
- One thing I would change is the genealogy and ancestry.com - I think it needs to be more high tech-add tablets, iphones, and things like that for classes-
- Getting on the site: fix ebook download errors; make it more hi-tech
- Need more computers
- The technology: they should have imac, android devices
- The technology is outdated-kids should be doing their homework on updated, not archaic equipment
- Mac book pros and modern ios system
- I would update the computers to have newer software
- More high tech-more computers-more technology to handle more seniors- more user friendly
- 6 more computers
- More computers
- Improve technology
- There were not many multimedia offerings-it seemed to be a bit behind the times
- More computers for children; a computer room for kids and have classes for computers
- Faster computers
- I rely on wifi and it needs to be faster

- Get rid of the computers-kids need books in order to be able to read and write-today kids cannot compose a basic sentence-they need more books and not computers
- Improve access to online publications
- More content available for downloadable books, eBooks
- It needs more technical support people
- Faster Internet speed

Other

- Not quite sure-it's nice as it is
- Probably I wouldn't change anything

ONLINE SURVEY RESULTS



Online Survey Results

1. Tell us which best describes you:		
Answer Options	Response Percent	Response Count
I'm a Frisco resident with a Frisco Public	94.0%	1220
I'm a Frisco resident, but do not have a Frisco	2.5%	33
I'm not a Frisco resident, but I have a Frisco	2.9%	38
I'm not a Frisco resident and I don't have a	0.5%	7
answered question		1298
skipped question		0

2. Which answer best represents how often you visit the library in a typical month?		
Answer Options	Response Percent	Response Count
Never	3.9%	51
Less than once a month	25.6%	332
Once a month	21.0%	273
Twice a month	27.8%	361
Weekly	17.0%	221
Twice a week	3.5%	46
Daily	1.1%	14
answered question		1298
skipped question		0

3. What is the primary reason you do not use the Frisco Public Library more often? Please mark only one.		
Answer Options	Response Percent	Response Count
I don't have a way to get to the Library	0.8%	3
A physical condition prevents me from going	0.8%	3
I don't read a lot	6.2%	23
I don't have a library card	0.5%	2
I have other places to get books, DVDs, etc.	12.9%	48
I don't know what the library offers	2.4%	9
I use the Internet to get information	12.9%	48
The Library's hours are not convenient for me	0.5%	2
The Library is too far away	9.9%	37
Library staff is unfriendly/unpleasant	0.3%	1
The Library does not have what I need	3.2%	12
I use the services of other libraries	4.8%	18
I don't have time	15.0%	56
I owe money for lost books	0.0%	0
The Library is crowded and noisy	0.8%	3
There is no place to park	2.9%	11
Other (please specify)	26.0%	97

answered question	373
skipped question	925

Number	Response Date	Other (please specify)	Categories
1	May 11, 2014 11:55 PM	I download e-books from the site	
2	May 8, 2014 3:07 PM	No good answer. . . our library is great. . . I should use it more	
3	May 6, 2014 1:19 AM	I download ebooks and audiobooks	
4	May 5, 2014 5:28 PM	I plan to use the library more often as my sons enjoy the library. In addition, I don't work in Frisco and need to make the time to go. I assume this would be one of the main reasons some people do not go to the library (spend most of their time outside of Frisco)	
5	May 1, 2014 11:21 AM	I primarily listen to audiobooks through OverDrive that the Frisco Library provides	
6	Apr 29, 2014 11:13 PM	Just have not gotten there yet - but plan to!!	
7	Apr 29, 2014 1:59 AM	Borrowing ebooks is very easy!	
8	Apr 29, 2014 12:21 AM	I'm off at college and am there very little during holiday breaks	
9	Apr 28, 2014 11:41 PM	I don't feel welcome at the Frisco Public Library anymore. I kind of feel like a leper since I'm not a Frisco resident, although I am a Frisco ISD teacher.	
10	Apr 24, 2014 2:00 PM	I check out E-books from your website	
11	Apr 24, 2014 1:46 AM	i down load the books i want to read from the intenet	
12	Apr 23, 2014 11:06 PM	Temporary time limitations	
13	Apr 23, 2014 10:11 PM	I am not a heavy reader	
14	Apr 23, 2014 2:39 AM	I read the e-books and can check them out from home	
15	Apr 23, 2014 1:39 AM	I use the frisco library but check out ebooks online.	
16	Apr 22, 2014 7:25 PM	No good reason. Just busy!	
17	Apr 22, 2014 6:09 PM	I use the library's online resources.	
18	Apr 22, 2014 4:10 PM	I usually have to wait more than four weeks to pick up the title I want to borrow. Long hold lists.	

19	Apr 22, 2014 2:47 AM	I download many ebooks and audio books from the library apps. little need to visit.
20	Apr 22, 2014 2:46 AM	I check books out online from the library for my kindle
21	Apr 22, 2014 2:29 AM	I check out books from the library online.
22	Apr 21, 2014 10:41 PM	I use the library for audiobooks.
23	Apr 21, 2014 7:46 PM	I borrow a lot of e-books from the Frisco Public Library
24	Apr 21, 2014 5:46 PM	check out books online
25	Apr 21, 2014 5:38 PM	I use the online access to get books from the FriscoLibrary
26	Apr 21, 2014 4:54 PM	I have a Nook Color so I get online to download my books but I do not physically visit the library that often
27	Apr 21, 2014 3:18 PM	primarily utilize digital formats (Kindle, audio)
28	Apr 21, 2014 2:54 PM	I Use the ebook service regularly. Great service.
29	Apr 21, 2014 2:11 PM	Distance
30	Apr 21, 2014 1:40 PM	I utilize the digital portion of the library most often, so I do not physically come to the library.
31	Apr 21, 2014 12:57 PM	The number of days it takes me to read a book is sometimes longer than the period I can borrow the book. Even though I can re-check a book, I sometimes might not finish it because I only read a few pages at night.
32	Apr 21, 2014 3:09 AM	dvd or books cant keep for long
33	Apr 21, 2014 2:13 AM	I use Frisco Library ebooks.
34	Apr 21, 2014 1:01 AM	We are there every week or so during summer, but too busy during school year because of distance.
35	Apr 21, 2014 12:00 AM	Primarily use online services from the Frisco library
36	Apr 20, 2014 5:21 PM	I bought a Kindle and just don't need the library any more.
37	Apr 20, 2014 2:14 PM	I read books from Overdrive through Frisco Library

38	Apr 20, 2014 4:37 AM	I don't have time unfortunately. I get to go more often during the summer months and love the Feisco library! Beautiful facility and all around fantastic library!
39	Apr 20, 2014 1:50 AM	Mostly that I don't have time. I do use the online ebook option often. I get to go to the library more often in the summer and
40	Apr 20, 2014 12:35 AM	I love it!
41	Apr 19, 2014 10:30 PM	Busy
42	Apr 19, 2014 10:16 PM	Have an infant at home We use it in the summer when the kids are out of school.
43	Apr 19, 2014 8:52 PM	I checkout books from Frisco library via OverDrive
44	Apr 19, 2014 8:45 PM	Don't have kids and I check books out from the library's digital collection.
45	Apr 19, 2014 8:41 PM	borrow epub books
46	Apr 19, 2014 6:59 PM	I read off my iPad and nook. I check out books online when I want one.
47	Apr 19, 2014 5:33 PM	I get books to read from the library for my nook.
48	Apr 19, 2014 4:44 PM	I recently moved to McKinney; I still use your library. I find it more user-friendly than McK.:~)
49	Apr 19, 2014 3:01 PM	I download e-books
50	Apr 19, 2014 2:52 PM	Now that I have a Kindle, I don't need the library
51	Apr 19, 2014 2:35 PM	i rent ebooks regularly, 2-3 a month
52	Apr 19, 2014 2:34 PM	I use an ereader to check out digital books.
53	Apr 19, 2014 1:47 PM	We are looking for more kids classics books. It seems like Plano has more of a selection.
54	Apr 19, 2014 1:30 PM	I due the library's ebook a and audiobooks so I can download them without physically visiting the library
55	Apr 19, 2014 1:22 PM	I do Genealogy on line
56	Apr 19, 2014 11:22 AM	I use the library ebooks
57	Apr 19, 2014 11:13 AM	I take my grandchildren when they visit us in Frisco

58	Apr 19, 2014 9:43 AM	The tech books I read are not available at the library
59	Apr 19, 2014 9:26 AM	I use ebooks
60	Apr 19, 2014 6:41 AM	I download e books from the library.
61	Apr 19, 2014 6:16 AM	It is too far
62	Apr 19, 2014 5:58 AM	I mostly check out ebooks. I use frisco public library's digital services. Read 2 books every week on my ipad.
63	Apr 19, 2014 5:44 AM	Love it.
64	Apr 19, 2014 3:32 AM	Mostly use overdrive & 3m for ebooks I find the location of the library very
65	Apr 19, 2014 3:21 AM	inconvenient. Children are not told to be quiet in adult section floor 1. by library staff. Sometimes it is like a playground.kids running around, crying.not the quiet library I grew up with
66	Apr 19, 2014 3:12 AM	in the 1970's.
67	Apr 19, 2014 2:39 AM	Use digital website
68	Apr 19, 2014 2:39 AM	Download books most of the time to my kindle from library I use the librrary's e-book service. LOVE
69	Apr 19, 2014 2:31 AM	IT!!!! I use your digital lending website
70	Apr 19, 2014 2:08 AM	exclusively (and love it!)
71	Apr 19, 2014 2:06 AM	I read ebooks.
72	Apr 19, 2014 1:53 AM	I use iPad for ebooks I haven't had a real need. But now that my daughter is of school age, we will be going
73	Apr 19, 2014 1:52 AM	weekly.
74	Apr 19, 2014 1:19 AM	I travel for my job but I would love to use the library more
75	Apr 19, 2014 1:18 AM	I download your ebooks
76	Apr 19, 2014 1:08 AM	I plan to use it more now that I retired. Parking is inconvenient & not enough items. Easier to get in and out of Plano
77	Apr 19, 2014 12:31 AM	libraries
78	Apr 19, 2014 12:23 AM	I check out all my books online - love it!
79	Apr 19, 2014 12:19 AM	Use the online services to get books for kindle

80	Apr 19, 2014 12:06 AM	I have so many books going at once, you know? plus I dig buying books.
81	Apr 18, 2014 11:54 PM	I use the internet to check out books from the Frisco Library.
82	Apr 18, 2014 11:53 PM	I check out eBooks from the library and digital magazines
83	Apr 18, 2014 11:52 PM	We have a large library at Frisco Lakes by Del Webb, where I live I use the library overdrive site to check out ebooks
84	Apr 18, 2014 11:51 PM	I use the digital Frisco Library
85	Apr 18, 2014 11:51 PM	don't think about it
86	Apr 18, 2014 11:44 PM	i borrow ebooks
87	Apr 18, 2014 11:39 PM	We use ebooks from the library.
88	Apr 18, 2014 11:35 PM	
89	Apr 18, 2014 7:27 PM	I use Overdrive for all my reading but check them out from Frisco Library
90	Apr 17, 2014 10:55 AM	I borrow books weekly from Frisco library
91	Apr 13, 2014 3:07 PM	Too far, too crowded, books are always gone
92	Apr 12, 2014 4:36 AM	Can't keep books long enough
93	Apr 10, 2014 1:26 PM	I primarily use my library card with Overdrive listening to audio book MP3's that way. I also check out books on gardening/herbs and quilting.
94	Apr 10, 2014 1:07 AM	I use a lot of the inter library loan services
95	Apr 9, 2014 9:52 PM	ebooks
96	Apr 9, 2014 8:45 PM	generally check out ebooks online
97	Apr 9, 2014 12:30 AM	I primarily read eBooks

4. Thinking back over the last year, which of the following were the top two reasons you used the Frisco Public Library? (Select only two.)

Answer Options	Response Percent	Response Count
To complete school work or course work	5.7%	51
To run a business, do my job, or advance my	1.5%	13
To use office services like the printer, copier,	1.5%	13
To use the computers	1.9%	17
To use the WiFi	1.3%	12
To check out books	75.3%	672
To download eBooks	20.2%	180
To check out movies or music	23.2%	207
To pursue a hobby or personal interest	4.6%	41
To check out materials for a child	34.5%	308
To attend a class or program for adults	2.4%	21
To attend a class or program for children	10.4%	93

To do research	2.9%	26
To read or work in a quiet place	7.7%	69
To meet, socialize, or hang out	1.6%	14
To volunteer	1.9%	17
Other	3.6%	32
answered question		893
skipped question		405

5. How much benefit do you personally receive from the Frisco Public Library's role as:

Answer Options	A lot	Some	None	Rating Average	Response Count
A community gathering place	106	311	444	1.61	861
A technology center	99	321	441	1.60	861
A source for reliable information	374	360	127	2.29	861
A place to borrow books, audiobooks, movies,	811	41	9	2.93	861
An educational support center	293	325	243	2.06	861
A place for families and children	455	205	201	2.30	861
A cultural center for the arts	111	376	374	1.69	861
answered question					861
skipped question					437

6. How often do you use the computers / internet access (including wireless) at Frisco Public Library for:

Answer Options	Frequently	Occasionally	Never	Rating Average	Response Count
Job searching	19	56	786	1.11	861
Filling out a job application	17	42	802	1.09	861
Updating or writing a resume or cover letter	16	48	797	1.09	861
Researching colleges, SAT prep, financial aid	21	56	784	1.11	861
Researching something for a business you've	31	95	735	1.18	861
Running a business	19	51	791	1.10	861
Applying for government programs like Social	11	13	837	1.04	861
Checking email	42	144	675	1.26	861
Using Facebook, or other personal or social	34	94	733	1.19	861
Your or your family's enjoyment (watching	38	121	702	1.23	861
answered question					861
skipped question					437

7. Have the services at the Frisco Public Library helped you accomplish any of the following?

Answer Options	Definitely	Some	Did not help	N/A	Rating Average	Response Count
Improve job skills	71	158	391	215	1.48	835
Find a job	27	63	479	266	1.21	835
Start, grow, or improve a business	31	93	453	258	1.27	835
Train employees	15	38	499	283	1.12	835
Advance my education	130	177	339	189	1.68	835

Prepare for standardized tests	60	76	439	260	1.34	835
Improve grades at school	78	100	414	243	1.43	835
Finish high school	23	28	498	286	1.13	835
Finish associates, bachelors, or graduate	45	53	465	272	1.25	835
Increase my computer skills	53	88	448	246	1.33	835
Learn to use Microsoft Office software	39	59	477	260	1.24	835
Learn to use an eReader, tablet, or other	70	115	420	230	1.42	835
Teach someone to read	101	98	407	229	1.50	835
Prepare my child for success in school	266	192	256	121	2.01	835
Raise an avid reader	365	159	210	101	2.21	835
Boost my child's confidence	287	179	252	117	2.05	835
Learn English	40	36	484	275	1.21	835
Help me learn about my community	87	251	339	158	1.63	835
Make friends	60	182	403	190	1.47	835
answered question						835
skipped question						463

8. In your opinion, how important is it for the Frisco Public Library to serve the following?

Answer Options	Extremely	Somewhat	Not at All	N/A	Rating Average	Response Count
Preschool aged children	993	138	22	7	2.84	1160
Elementary aged children	1053	90	10	7	2.90	1160
Middle and high school aged students	978	156	15	11	2.84	1160
Adults raising families and/or working	889	244	19	8	2.76	1160
Retirees	845	278	18	19	2.72	1160
Business owners and entrepreneurs	485	538	99	38	2.34	1160
English language learners	670	386	64	40	2.54	1160
answered question						1160
skipped question						138

9. How valuable are the following Library services to you?

Answer Options	Extremely	Somewhat	Not at all	Rating Average	Response Count
Fiction books and bestsellers	864	243	53	2.70	1160
Nonfiction materials such as history, DVDs and CDs	755	345	60	2.60	1160
eBooks and streaming media	492	493	175	2.27	1160
Research and information assistance	707	302	151	2.48	1160
Professional development opportunities	516	470	174	2.29	1160
Classes and cultural events	294	407	459	1.86	1160
Adult literacy programs and English as a	322	493	345	1.98	1160
Children's storytimes	227	270	663	1.62	1160
Homework help	541	262	357	2.16	1160
Web-based library services	305	335	520	1.81	1160
Access to computers and WiFi	626	335	199	2.37	1160
Comfortable places to study	442	334	384	2.05	1160
Community meeting rooms	515	296	349	2.14	1160
	336	393	431	1.92	1160

Space for group work	335	353	472	1.88	1160
Assistance in job search and career	246	338	576	1.72	1160
Opportunities to learn and use technology,	348	375	437	1.92	1160
answered question					1160
skipped question					138

10. Overall, how satisfied are you with the services of the Frisco Public Library?

Answer Options	Response Percent	Response Count
Extremely	80.2%	920
Somewhat	18.8%	216
Not at all	1.0%	11
answered question		1147
skipped question		151

11. Please indicate your level of satisfaction with the following aspects of the Frisco Public Library:

Answer Options	Extremely	Somewhat	Not at all	N/A	Rating Average	Response Count
Staff courtesy	1018	105	7	15	2.89	1145
Staff competence and professionalism	1001	124	5	16	2.88	1146
Hours	809	300	23	13	2.69	1145
Location	889	205	47	5	2.74	1146
Access to the facility	899	199	38	9	2.76	1145
Layout of the facility	854	235	41	16	2.72	1146
Number of computers	607	313	41	184	2.59	1145
Electrical outlets for laptops, tablets, phones	519	360	49	215	2.51	1143
Internet speed	509	369	58	207	2.48	1143
Library's website	656	414	41	33	2.55	1144
Mobile apps	403	423	111	203	2.31	1140
Communication about library classes and	469	471	112	91	2.34	1143
Availability of desired materials	461	559	96	27	2.33	1143
Availability of preferred format of materials	486	525	79	55	2.37	1145
Length of checkout period	680	357	88	19	2.53	1144
answered question						1146
skipped question						152

12. How well do you feel the following words describe Frisco Public Library?

Answer Options	Extremely	Somewhat	Not at all	Rating Average	Response Count
Welcoming	958	169	9	2.84	1136
High Tech	581	526	29	2.49	1136
Valuable	987	140	9	2.86	1136
Convenient	847	244	45	2.71	1136
Useful	955	170	11	2.83	1136
Comfortable	914	209	13	2.79	1136

<i>answered question</i>	1136
<i>skipped question</i>	162

13. Please indicate the extent to which you agree with the following statements:

Answer Options	Completely agree	Somewhat agree	Completely Disagree	Rating Average	Response Count
The Frisco Public Library plays an important	1041	90	5	2.91	1136
It is important that Frisco Public Library	1062	66	8	2.93	1136
Frisco Public Library needs additional	582	380	174	2.36	1136
	<i>answered question</i>				1136
	<i>skipped question</i>				162

14. If you could change just one thing about the Frisco Public Library, what would that one thing be?

Answer Options	Response Count
	917
<i>answered question</i>	917
<i>skipped question</i>	381

Number	Response Date	Response Text	Categories
1	May 12, 2014 4:06 AM	The interface of the website and the mechanics of the catalogue	
2	May 11, 2014 11:59 PM	the depth of e-book/online resources	
3	May 10, 2014 4:12 PM	more flexible checkout period like Plano	
4	May 10, 2014 12:40 PM	satellite locations to drop off books more music CDs in stock. As the music industry is converting to digital, I would think there would be many folks who would contribute their old cds to the library. Go out and announce this to your clientele. I was gathering up mine	
5	May 9, 2014 12:24 PM	I would have it open earlier - 10:00 is too la	
6	May 9, 2014 4:42 AM	add a tiny breastfeeding space on second fl	
7	May 8, 2014 11:48 PM	Be more appreciative of volunteers (leader is, but not others...not thanked for volunteering for 5 hours, treated like I owed them something)	
8	May 8, 2014 11:43 PM	Lower the cost or out of towners to \$25. Prosper doesn't have a library we can visit during school hours so Frisco is our only option.	
9	May 8, 2014 11:29 PM		
10	May 8, 2014 11:17 PM	Offer more time frames for preschool 'class	
11	May 8, 2014 3:09 PM	More audio books to download. . . .	

12	May 8, 2014 12:29 PM	Separate the drive through pick up from the drive through. drop off
13	May 8, 2014 3:01 AM	More books And movies or tv shows
14	May 7, 2014 4:23 PM	I have never seen a sign telling people to silence their cell phones.
15	May 7, 2014 3:16 PM	More locations
16	May 7, 2014 1:24 AM	Add more online business resources such as wallstreet journal, barrons, vault etc.
17	May 6, 2014 7:10 PM	LOCATION
18	May 6, 2014 9:44 AM	More Books,
19	May 6, 2014 1:24 AM	nothing
20	May 5, 2014 8:59 PM	n/a
21	May 5, 2014 8:26 PM	More electronic copies of books The library has multiple levels and the rails scare me. But then again, I'm afraid of heights.
22	May 5, 2014 5:34 PM	Fix DVD security (always sets off alarms)
23	May 5, 2014 3:27 AM	Better communication of availability
24	May 4, 2014 7:12 PM	The layout is horrible. It is inconvenient if you have family members of different ages trying to check out books. It is very cold and unfriendly. I have not once encountered a staff member who was more space so it isn't crowded
25	May 3, 2014 1:08 PM	Provide convenient handicapped parking
26	May 2, 2014 1:57 PM	to use the library
27	May 2, 2014 2:38 AM	More books
28	May 2, 2014 1:23 AM	add additional catalog search station on each floor.
29	May 1, 2014 10:53 PM	better selection
30	May 1, 2014 5:43 PM	Please add Morningstar mutual fund reports!!
31	May 1, 2014 2:52 PM	More funding budget for audiobooks and paper/hard back books.
32	May 1, 2014 11:26 AM	would like to have more eBooks available for download
33	May 1, 2014 6:54 AM	More programs for school-aged children in the summer.
34	Apr 30, 2014 7:24 PM	have a better way to explore new books by acquisition date
35	Apr 30, 2014 1:56 AM	more Christian books
36	Apr 29, 2014 11:17 PM	additional locations (and/or drop off boxes)
37	Apr 29, 2014 6:20 PM	better communication about offerings and events
38	Apr 29, 2014 5:46 PM	Need more locations for Libraries in Frisco
39	Apr 29, 2014 1:20 PM	better communication about new tech, events, classes, new offerings.
40	Apr 29, 2014 4:39 AM	Love the FPL! Would like to see more author events.
41	Apr 29, 2014 3:43 AM	

		Wished it had a stronger marketing campaign so I knew more about onsite events.
42	Apr 29, 2014 2:03 AM	
43	Apr 29, 2014 2:00 AM	Open at 8 AM
44	Apr 29, 2014 1:57 AM	additional location, like plano has multiples Gate or doors surrounding second floor
45	Apr 29, 2014 1:06 AM	children's room
46	Apr 29, 2014 12:54 AM	add more books, CD's and DVD's.
47	Apr 29, 2014 12:26 AM	Bigger spaces for group work Greater variety of SAT and AP prep books
48	Apr 28, 2014 11:53 PM	and materials
49	Apr 28, 2014 11:46 PM	Allow non-residents to pay for Overdrive services Less people wanting the same best sellers I do...*lol* Just kidding...nothing, we
50	Apr 28, 2014 10:56 PM	LOVE our library!
		I would love to see more branches- I'm in east Frisco, so it's not convenient for me to get to the library often.
51	Apr 28, 2014 10:06 PM	
52	Apr 28, 2014 9:36 PM	extend the length of ebook checkout to 21 days instead of 14. I would love to be able to browse adult titles on the children's floor. I can't take them with me to the adult floors so that's the only way I would ever be able to check
53	Apr 28, 2014 8:57 PM	out material for myself. I he extended marketing of their classes, events, etc (need more visibility in well-frequented channels of printed/ digital
54	Apr 28, 2014 8:51 PM	mediums)
55	Apr 28, 2014 8:12 PM	More ebooks
		Allow DVD's to be checked out for 2 weeks
56	Apr 28, 2014 7:37 PM	like the books.
57	Apr 28, 2014 7:08 PM	Have more author/writer events
		Hours of operation - open later for high
58	Apr 28, 2014 4:08 PM	school and college students
59	Apr 28, 2014 4:02 PM	More locations.
60	Apr 28, 2014 2:49 PM	Change checkout period to three (3) weeks
61	Apr 28, 2014 2:11 PM	The location. It needs at least one more location
62	Apr 28, 2014 5:58 AM	More best sellers and new mystery books
63	Apr 28, 2014 3:54 AM	your doing it with this survey
64	Apr 28, 2014 1:20 AM	Build a dedicated building for the library.
65	Apr 28, 2014 12:57 AM	more current online books
66	Apr 28, 2014 12:13 AM	n/a
		Easier e-book checkout on the OverDrive
67	Apr 27, 2014 5:35 PM	Media app and more titles
		A central library is important, but branch libraries will help involve the community
68	Apr 27, 2014 4:37 PM	and be more accessible.
69	Apr 27, 2014 12:49 PM	More ebooks

70	Apr 27, 2014 6:23 AM	add branch locations
71	Apr 27, 2014 2:38 AM	Another location on the east side of town.
72	Apr 26, 2014 8:07 PM	Better communication of closures
73	Apr 26, 2014 5:17 PM	More location please
74	Apr 26, 2014 4:01 PM	a drop box for returns in west Frisco
75	Apr 26, 2014 3:18 PM	parking and access to the building
76	Apr 26, 2014 12:54 PM	We need a wider selection of ebooks
77	Apr 26, 2014 3:25 AM	no comment
78	Apr 26, 2014 3:19 AM	computer classes
79	Apr 26, 2014 2:05 AM	adding more locations to better serve community
80	Apr 25, 2014 10:12 PM	Location
81	Apr 25, 2014 9:51 PM	Everything on one level
82	Apr 25, 2014 5:12 PM	get more non fiction collection e books
83	Apr 25, 2014 2:40 PM	happy with it Additional library/annex for the growing west Frisco population, especially to serve seniors.. Del Webb Frisco Lakes on the west side.
84	Apr 25, 2014 2:13 PM	I love so many things about the library and am so grateful for it's state of awesome! It is hard to think of one thing. However, it would be the availability of training classes on up to date
85	Apr 25, 2014 1:41 PM	programs/technology/media. Programs
86	Apr 25, 2014 12:40 PM	more locations..more hours
87	Apr 25, 2014 5:08 AM	More number of books
88	Apr 25, 2014 2:48 AM	A MUCH larger selection of e-books and e-audiobooks
89	Apr 25, 2014 1:18 AM	Additional locations I really do not use the library much at all. Have tried to utilize their meeting space and found the requirements too
90	Apr 24, 2014 10:02 PM	restrictive. have not returned since.
91	Apr 24, 2014 8:23 PM	make downloading of ebooks/ematerials easier. It's perfect! Oh well, add coffee/tea shop in lobby of bldg. And a library cat like
92	Apr 24, 2014 7:38 PM	Dewey.. in a case or a lost item from the Library, it would be great if we can replace the item by purchasing it by ourselves and bringing to the library. I paid almost \$20 dollars for a Barbie movie, which could have cost
93	Apr 24, 2014 7:38 PM	me less than \$10 dlls in Target. Thank
94	Apr 24, 2014 6:38 PM	More variety of how-to books and/or magazines
95	Apr 24, 2014 6:11 PM	Parking is terrible, can't get quickly in and out.
96	Apr 24, 2014 6:03 PM	The hours need to be expanded
97	Apr 24, 2014 5:53 PM	Improve communication of events to the community
98	Apr 24, 2014 5:00 PM	Another branch in the Frisco area
99	Apr 24, 2014 2:57 PM	extend the hours.
100	Apr 24, 2014 2:04 PM	offer more e-books
101	Apr 24, 2014 11:27 AM	More e-book choices
102	Apr 24, 2014 5:27 AM	More locations

103	Apr 24, 2014 4:51 AM	Have multiple locations as city is growing
104	Apr 24, 2014 3:24 AM	have more branches
		If you could add literature in south asian
105	Apr 24, 2014 2:25 AM	languages that would be wonderful.
106	Apr 24, 2014 2:09 AM	make it bigger
		more adult fiction books available on
		internet; children's fiction books are
		always available but never seem to be
107	Apr 24, 2014 1:53 AM	checked out
108	Apr 24, 2014 1:38 AM	--
109	Apr 24, 2014 1:09 AM	need more locations
110	Apr 24, 2014 12:53 AM	More adult and children's classes offered
		more 3d blurays...ability to recheck
111	Apr 24, 2014 12:45 AM	ebooks without having to refund it
112	Apr 24, 2014 12:42 AM	More branches with more selection
113	Apr 24, 2014 12:41 AM	I wouldn't change anything! I LOVE it!!
114	Apr 24, 2014 12:10 AM	more ebooks for Kindle - current bestsellers
115	Apr 24, 2014 12:05 AM	More and a wider variety of ebooks
116	Apr 23, 2014 11:36 PM	add more children program
117	Apr 23, 2014 11:27 PM	add more meeting rooms
118	Apr 23, 2014 11:17 PM	More best seller (newer) books available
119	Apr 23, 2014 11:16 PM	more ebooks
		None - just a couple of drop off locations
120	Apr 23, 2014 11:14 PM	around the city.
121	Apr 23, 2014 11:08 PM	More convenient locations
122	Apr 23, 2014 10:16 PM	Very pleased with services, especially ebooks
		A larger selection of nonfiction audio
123	Apr 23, 2014 9:09 PM	books, and a wider genre of music.
124	Apr 23, 2014 8:45 PM	more newly published ebooks
		They need to fine for overdue books,
		DVDs. It would add revenue and would
		make people return items in a timely
		manner. I've been on hold for months
		before on certain books because people
		don't return. I don't think blocking does
		much good. Some people I've spoken to
125	Apr 23, 2014 6:49 PM	say they just use their children's cards
		1. Remote/convenient satellite locations;
126	Apr 23, 2014 6:47 PM	2. AV materials
127	Apr 23, 2014 6:41 PM	a second location
		more copies of the latest best sellers, the
		hold list can be 20 to 30 deep for a new
128	Apr 23, 2014 4:24 PM	book.
		Have more conference rooms for private
129	Apr 23, 2014 4:21 PM	tutoring or study.
130	Apr 23, 2014 2:58 PM	nearer location
131	Apr 23, 2014 1:29 PM	no changes i can think of
132	Apr 23, 2014 10:34 AM	Have a media room that shows documentaries all day.
133	Apr 23, 2014 2:56 AM	hours

		books. The latest e-books are not
134	Apr 23, 2014 2:50 AM	available.
135	Apr 23, 2014 12:52 AM	Longer hours Friday & Saturday evening Better computers when searching the library database. It is very slow and at
136	Apr 23, 2014 12:12 AM	times is down.
137	Apr 22, 2014 11:46 PM	better and closer parking for handicaps
138	Apr 22, 2014 10:16 PM	More books
139	Apr 22, 2014 10:06 PM	Bigger location/space for children's programs better selection of book - especially classic children's literature, not just current
140	Apr 22, 2014 9:52 PM	popular books
141	Apr 22, 2014 8:50 PM	---
142	Apr 22, 2014 7:57 PM	wider selection of digital books
143	Apr 22, 2014 7:48 PM	Expanded selection of eBooks.
144	Apr 22, 2014 7:27 PM	More audiobooks available online Broader and deeper availability of adult
145	Apr 22, 2014 6:48 PM	literature in book form.
146	Apr 22, 2014 6:12 PM	Have more books for Kindle
147	Apr 22, 2014 5:18 PM	another location on the east side of town
148	Apr 22, 2014 5:07 PM	Open a little earlier in the morning The drive up window could be more efficient so wait to pay utility bills or pick
149	Apr 22, 2014 4:50 PM	up books is not so long. more evening offerings for children. more
150	Apr 22, 2014 4:34 PM	locations in the city.
151	Apr 22, 2014 4:18 PM	more author events and sources for aspiring writers
152	Apr 22, 2014 3:56 PM	to have more classical literature More recent/new books, books in the top
153	Apr 22, 2014 3:37 PM	100 on amazon
154	Apr 22, 2014 3:14 PM	More locations
155	Apr 22, 2014 2:46 PM	Expand
156	Apr 22, 2014 2:24 PM	make the drive through drop off easier to maneuver
157	Apr 22, 2014 1:38 PM	More comfortable and brightly lit seating
158	Apr 22, 2014 12:59 PM	floor layout, revolving door makes no sense
159	Apr 22, 2014 12:55 PM	none
160	Apr 22, 2014 12:25 PM	Add more books and classes
161	Apr 22, 2014 12:19 PM	Maintain what we have and build no more
162	Apr 22, 2014 11:31 AM	Satellite locations :-) I think the idea of satellite locations is worth consideration but more special
163	Apr 22, 2014 9:09 AM	community programs may be useful.
164	Apr 22, 2014 4:33 AM	Not have one- it's unnecessary More professional books or ability to get
165	Apr 22, 2014 4:18 AM	books from other locations A return bin that you could actually use without getting out of your car. Poor placement and flap makes impossible to
166	Apr 22, 2014 3:41 AM	use.

167	Apr 22, 2014 3:02 AM	Increase expositions not just the art on walls.
168	Apr 22, 2014 3:00 AM	location, closer to Preston and 121
169	Apr 22, 2014 2:55 AM	N/A
170	Apr 22, 2014 2:51 AM	Hours
171	Apr 22, 2014 2:33 AM	Longer checkout times
172	Apr 22, 2014 2:19 AM	N/A
173	Apr 22, 2014 1:55 AM	Update children's resources
		The placement of library labels/ bar codes
		obscure the book summary on the back
174	Apr 22, 2014 1:31 AM	covers. Very annoying!
175	Apr 22, 2014 1:09 AM	More copies of best-sellers.
		More books - less wait time for materials,
176	Apr 22, 2014 12:50 AM	not having to use inter library loan
177	Apr 22, 2014 12:47 AM	adding mailbox-type drop offs for CDs & books
		Consider closing it. given that technology
		has moved past having a physical library.
		All Frisco residents can access the internet
		from any number of devices today (phone,
		tablet etc). That access is far superior to
		anything being provided by the library.
		Lets us the 2.8 m we are spending to pay
178	Apr 22, 2014 12:14 AM	off City debt at a faster pace.
		Longer book checks outs. I love my books
		and most of the time forget to re-up
179	Apr 21, 2014 11:51 PM	online.
180	Apr 21, 2014 11:26 PM	More variety in the teen fiction and movie sections
		more new books and more copies. The
181	Apr 21, 2014 10:57 PM	waiting for book is sometimes long
182	Apr 21, 2014 10:45 PM	Add more eaudio book titles
		the hours on weekends - sunday is crunch
183	Apr 21, 2014 10:21 PM	day at our house!
184	Apr 21, 2014 9:52 PM	Hours till 8pm on Fridays
185	Apr 21, 2014 9:43 PM	Add more locations
186	Apr 21, 2014 9:35 PM	Nothing. It is awesome!
187	Apr 21, 2014 9:35 PM	I am totally happy with it just the way it is
188	Apr 21, 2014 9:30 PM	more epub books
		A more user friendly website andore
189	Apr 21, 2014 9:11 PM	copies of ebooks
190	Apr 21, 2014 8:51 PM	more books selection / new book selections
		It would be even closer to my house so I
191	Apr 21, 2014 8:22 PM	could walk there more often.
		Provide lists of suggested reading by age,
		i.e. Best books for 2 year olds, 3 year olds,
192	Apr 21, 2014 7:54 PM	2nd-3rd graders, etc.
193	Apr 21, 2014 7:43 PM	Annex locations
194	Apr 21, 2014 7:36 PM	More resource books
195	Apr 21, 2014 7:02 PM	open earlier
196	Apr 21, 2014 6:59 PM	more space
197	Apr 21, 2014 6:53 PM	Not sure.

198	Apr 21, 2014 6:44 PM	The layout. I do not like the multiple floors and limited access.
199	Apr 21, 2014 5:55 PM	add additional locations
200	Apr 21, 2014 5:53 PM	Larger book selection
201	Apr 21, 2014 5:41 PM	Add more books to be checked out online a better more user friendly catalog system. The existing one is confusing and not user friendly. Hard to find materials.
202	Apr 21, 2014 5:36 PM	I always have to wait for books. Books that I want to read are rarely available
203	Apr 21, 2014 5:21 PM	when I want to check them out.
204	Apr 21, 2014 5:18 PM	Add more genealogy databases The website is too "busy", also need a
205	Apr 21, 2014 5:13 PM	larger variety of downloadable materials.
206	Apr 21, 2014 5:02 PM	availability of more eBooks
207	Apr 21, 2014 4:57 PM	Add more ebook choices
208	Apr 21, 2014 4:56 PM	add video games to borrow As a parent of two school aged children, we have visited the Frisco Library numerous times to search for research material for History and Science projects. Sadly, there is very little that the library offers for elementary, middle school, or high school aged students. While the internet is a great resource for research material, projects often require researched acquired from books. I have found it necessary to travel to Plano, Carrollton, The Colony, and Lewisville libraries to find the necessary materials- which they all carry in abundance. It is extremely frustrating that the Frisco Library, which is an expensive monument
209	Apr 21, 2014 4:54 PM	in our community, lacks the necessary
210	Apr 21, 2014 4:50 PM	Bigger selection of books, especially popular fiction More books for elementary science, middle school age events, writing
211	Apr 21, 2014 4:40 PM	workshops, authors visits,
212	Apr 21, 2014 4:25 PM	More classes
213	Apr 21, 2014 4:24 PM	na
214	Apr 21, 2014 4:20 PM	expand open hours
215	Apr 21, 2014 3:51 PM	The parking at Frisco Square isn't good. The master plan of that area to be a pedestrian area is counter to the culture of our community. They should build it to suit the desires of the community rather than forcing people into a pedestrian mall.
216	Apr 21, 2014 3:49 PM	more info on classes offered

217	Apr 21, 2014 3:47 PM	more materials, books as well as ebooks
218	Apr 21, 2014 3:47 PM	It needs branch libraries through out the city.
219	Apr 21, 2014 3:36 PM	more copies of bestsellers
220	Apr 21, 2014 3:29 PM	There could be a small cafe serving coffee/tea
221	Apr 21, 2014 3:25 PM	Streaming movies/documentaries online like netflix
222	Apr 21, 2014 3:22 PM	additional licenses for e-books for best sellers The book drop; have to get out of car to
223	Apr 21, 2014 3:08 PM	use. Is not sheltered.
224	Apr 21, 2014 3:00 PM	Nothing
225	Apr 21, 2014 2:59 PM	More ebooks More books, I have to go to Plano Library
226	Apr 21, 2014 2:56 PM	many times to find the books I need for
227	Apr 21, 2014 2:51 PM	It serves my needs as is suggested reading lists for elementary and
228	Apr 21, 2014 2:50 PM	middle students and or a popular list
229	Apr 21, 2014 2:48 PM	More locations_ people....get out to the people rather than
230	Apr 21, 2014 2:41 PM	need to go to the library. More sci-fi / fantasy audiobooks online
231	Apr 21, 2014 2:09 PM	and in the library. extended night hours on certain days,
232	Apr 21, 2014 1:59 PM	extended weekend hours More Books/Aurthors available on
233	Apr 21, 2014 1:59 PM	Overdrive Media Console - Audio books
234	Apr 21, 2014 1:57 PM	open later hours
235	Apr 21, 2014 1:56 PM	More kindle books in all subjects
236	Apr 21, 2014 1:51 PM	Add more Computer programming books recently released material available including books, e-books, and DVD
237	Apr 21, 2014 1:48 PM	movies.
238	Apr 21, 2014 1:47 PM	more e books
239	Apr 21, 2014 1:46 PM	bigger facility
240	Apr 21, 2014 1:45 PM	more recent dvds
241	Apr 21, 2014 1:42 PM	more digital (audio specifically) availalble
242	Apr 21, 2014 1:37 PM	More available electronically/digitally
243	Apr 21, 2014 1:36 PM	not sure
244	Apr 21, 2014 1:35 PM	More Music/Movies
245	Apr 21, 2014 1:23 PM	More ebooks larger selection of science fiction &
246	Apr 21, 2014 1:18 PM	fantasy books & ebooks
247	Apr 21, 2014 1:09 PM	Length of time to check out a book
248	Apr 21, 2014 1:04 PM	Have feedback when new e books are recommended Increased participation in inter-library loan programs. Too many times I have been unable to use the library because
249	Apr 21, 2014 12:56 PM	they couldn't get the book I needed,
250	Apr 21, 2014 12:56 PM	Latest books on eBooks
251	Apr 21, 2014 11:06 AM	I don't know of anything to change.
252	Apr 21, 2014 8:59 AM	More available digital e-books

		expand range of available materials -
253	Apr 21, 2014 7:56 AM	breadth of selection
254	Apr 21, 2014 6:03 AM	It's perfect for me!
255	Apr 21, 2014 5:05 AM	More copies of popular books available.
256	Apr 21, 2014 4:40 AM	longer hours
257	Apr 21, 2014 4:01 AM	None
		more DVD's Book for Adults in IT, Children Education books,Have one more center near Independence Pkwy,need more educational and cultural Evens,tax filing
258	Apr 21, 2014 3:40 AM	help,bad quality cd and dvds
		more books. I still use Plano library for
259	Apr 21, 2014 3:36 AM	books that are not in Frisco
260	Apr 21, 2014 3:34 AM	making the drive-thru slots reachable from the car
261	Apr 21, 2014 2:54 AM	More locations
262	Apr 21, 2014 2:48 AM	There is a long wait time for popular materials E books should be instantly available. Why
263	Apr 21, 2014 2:26 AM	is there a limited number when it is an
264	Apr 21, 2014 2:16 AM	even more Christian fiction ebooks.
265	Apr 21, 2014 2:15 AM	Additional facilities far from east Frisco
266	Apr 21, 2014 2:14 AM	New Release DVD's
		More books available of the popular series
267	Apr 21, 2014 1:48 AM	and more Christian fiction novels.
268	Apr 21, 2014 1:47 AM	more books With the uprising of indie authors it would be nice to be able to get more of their
269	Apr 21, 2014 1:35 AM	books at the library
270	Apr 21, 2014 1:10 AM	can't think of anything Not require library cards it have a family
271	Apr 21, 2014 1:07 AM	login and password.
272	Apr 21, 2014 1:07 AM	The mobile app personnel who follow patrons desires
273	Apr 21, 2014 1:03 AM	when checking out books
274	Apr 21, 2014 12:55 AM	More DVDs to choose from.
275	Apr 21, 2014 12:32 AM	More copies of popular kids books
276	Apr 21, 2014 12:25 AM	The web site is sometimes confusing
277	Apr 21, 2014 12:13 AM	Parking availability
278	Apr 21, 2014 12:06 AM	book drop is a bit awkward - access and window
279	Apr 20, 2014 11:44 PM	Closer to my home
280	Apr 20, 2014 11:42 PM	More inventory
281	Apr 20, 2014 11:19 PM	Noise, this is the loudest library I have ever visited
282	Apr 20, 2014 11:13 PM	longer checkout times
283	Apr 20, 2014 11:08 PM	More new released books
284	Apr 20, 2014 11:01 PM	location or additional location

		The layout of the first floor is not helpful. There are too many sections and services there. Teen room should be somewhere else, allowing less clutter and (therefore chaos and ruckus) on the first floor. Moving the library out of City Hall to a park-type setting on one floor would improve access and ambience. Parking would also be easier in a free standing building. Having public services on 3 floors is more expensive and inconvenient for
285	Apr 20, 2014 10:58 PM	staff. Why does Frisco use so many
286	Apr 20, 2014 10:48 PM	The books
287	Apr 20, 2014 10:46 PM	Need more locations, main location not easy in and out
288	Apr 20, 2014 10:42 PM	fewer floors
289	Apr 20, 2014 10:41 PM	easier ILL for difficult to find books
290	Apr 20, 2014 10:33 PM	have more e-books available to rent storytime for ESL students (classic books),
291	Apr 20, 2014 10:33 PM	in different age groups
292	Apr 20, 2014 10:25 PM	Longer Hours
293	Apr 20, 2014 10:22 PM	Keep expanding electronic offerings.
294	Apr 20, 2014 9:36 PM	Closer to my house on the far east side of town I would provide more ebooks -especially
295	Apr 20, 2014 9:01 PM	all areas of fiction
296	Apr 20, 2014 8:37 PM	library all on the same level
297	Apr 20, 2014 8:28 PM	independent closed rooms to study
298	Apr 20, 2014 8:25 PM	Having to pay for a card
299	Apr 20, 2014 8:15 PM	MORE AUDIO BOOKS The teen cataloguing of books, even though it is by genre it is completely frustrating to look for a novel by the same
300	Apr 20, 2014 7:10 PM	author and have to go across the room to
301	Apr 20, 2014 6:03 PM	More ebooks
302	Apr 20, 2014 5:42 PM	More locations and ebooks Kindle (and easier instructions on how to do this).
303	Apr 20, 2014 5:26 PM	more digital book options for kids - English
304	Apr 20, 2014 5:07 PM	and Spanish
305	Apr 20, 2014 5:01 PM	Books dropoff at children's floor
306	Apr 20, 2014 4:51 PM	More copies of books for me, info on plastic model building and
307	Apr 20, 2014 4:33 PM	the hobby in general
308	Apr 20, 2014 4:01 PM	open earlier
309	Apr 20, 2014 3:48 PM	Location
310	Apr 20, 2014 2:46 PM	more self improvement audio books Ability to turn in an ebook when finished instead of waiting for lending period to
311	Apr 20, 2014 2:39 PM	finish
312	Apr 20, 2014 2:18 PM	More books available through Overdrive.

		more children's books. In the summer the shelves are empty. And more Bluebonnet
313	Apr 20, 2014 2:02 PM	books.
314	Apr 20, 2014 1:58 PM	Extended hours on Friday
315	Apr 20, 2014 1:51 PM	More books on CDs
316	Apr 20, 2014 1:32 PM	Increase the quantity of audio book CDs
		Location - something closer to my home
317	Apr 20, 2014 1:14 PM	would be welcome, but not a must have.
318	Apr 20, 2014 1:07 PM	More computer software development materials
319	Apr 20, 2014 10:22 AM	nothing
320	Apr 20, 2014 6:11 AM	Longer hours
		Faster online notices when books on hold
321	Apr 20, 2014 5:15 AM	were ready for pick-up
322	Apr 20, 2014 5:05 AM	Good
323	Apr 20, 2014 4:34 AM	have more DVD's that increase our knowledge.
324	Apr 20, 2014 4:33 AM	build more locations
325	Apr 20, 2014 4:13 AM	Get more books
326	Apr 20, 2014 3:29 AM	more locations
327	Apr 20, 2014 3:05 AM	Nothing
328	Apr 20, 2014 3:05 AM	earlier hours
		putting out list of materials coming off the shelves for sale or disposal.
329	Apr 20, 2014 3:01 AM	
		Don't try to be all things to all people -
330	Apr 20, 2014 2:23 AM	know your strengths and leverage that!
331	Apr 20, 2014 2:22 AM	Web site book download
332	Apr 20, 2014 2:20 AM	Nothing, I think it's pretty awesome as is.
333	Apr 20, 2014 2:10 AM	nothing
334	Apr 20, 2014 2:07 AM	more kids music
335	Apr 20, 2014 1:42 AM	extend the weekend hours
336	Apr 20, 2014 1:41 AM	website
337	Apr 20, 2014 1:32 AM	There would be more space on the first floor.
338	Apr 20, 2014 1:31 AM	Better location and parking.
339	Apr 20, 2014 1:26 AM	Expanded non fiction
340	Apr 20, 2014 1:15 AM	Nothing, it is one of the best libraries in Collin County.
341	Apr 20, 2014 1:01 AM	Additional locations
342	Apr 20, 2014 12:39 AM	Parking
343	Apr 20, 2014 12:16 AM	More New releases of books and movies
344	Apr 20, 2014 12:10 AM	more diversity in materials and staff
		Have new releases available sooner so I don't feel like I need to buy so many books. (which I then donate to the
345	Apr 20, 2014 12:02 AM	library)
346	Apr 19, 2014 11:49 PM	more breadth of computer books
347	Apr 19, 2014 11:39 PM	Can't think of anything I would change.
348	Apr 19, 2014 11:35 PM	more accesss from home to library sites (ancestry)
349	Apr 19, 2014 11:09 PM	more movies / tv shows dvd rentals
350	Apr 19, 2014 11:08 PM	More welcoming with comfortable places to sit.
351	Apr 19, 2014 11:01 PM	more new release books
352	Apr 19, 2014 10:53 PM	more art history books
353	Apr 19, 2014 10:50 PM	It's too crowded in some places, I'm afraid of people.

354	Apr 19, 2014 10:36 PM	more locations
355	Apr 19, 2014 10:36 PM	Parking situation
356	Apr 19, 2014 10:25 PM	More E Books
357	Apr 19, 2014 10:10 PM	better communication of services
358	Apr 19, 2014 10:05 PM	offer more summer activities for toddlers
359	Apr 19, 2014 9:50 PM	Put outlet covers on outlets on children's floor. An adult floor-and/or floors with no children. Also, additional private rooms (with computers) which may be reserved
360	Apr 19, 2014 9:41 PM	for longer periods of time.
361	Apr 19, 2014 9:28 PM	Install more computers in a silent place.
362	Apr 19, 2014 9:14 PM	longer time for check outs
363	Apr 19, 2014 8:59 PM	Increase the number of titles for Books on CD
364	Apr 19, 2014 8:49 PM	More locations
365	Apr 19, 2014 8:45 PM	layout Complete series in Ebook format from sf/f section. Too many series are hit or miss re:
366	Apr 19, 2014 8:31 PM	ebook format it would be less of an employment bureau
367	Apr 19, 2014 8:18 PM	and more of a learning center
368	Apr 19, 2014 8:06 PM	more children reading books
369	Apr 19, 2014 8:00 PM	more locations
370	Apr 19, 2014 8:00 PM	more extensive collection of eBook resources
371	Apr 19, 2014 7:58 PM	Larger collections
372	Apr 19, 2014 7:53 PM	More Computer
373	Apr 19, 2014 7:47 PM	Can't think of a thing at this time
374	Apr 19, 2014 7:39 PM	More research materials for middle school projects
375	Apr 19, 2014 7:34 PM	Inter-library lending
376	Apr 19, 2014 7:28 PM	More fiction authors
377	Apr 19, 2014 7:25 PM	have more copies of new books
378	Apr 19, 2014 7:23 PM	more locations more audiobooks. I commute so I listen to
379	Apr 19, 2014 7:19 PM	audiobooks while driving just thinking - have "sets of books, references" by categories - example. Your searching for a job - learn about writing resume's, cover letters, how to search for companies and learn about companies, learn about LinkedIn features, Networking events, How to interviews education - the whole package as a "reference set" and
380	Apr 19, 2014 7:14 PM	maybe some learning sessions.
381	Apr 19, 2014 7:10 PM	Better selection of current fiction book titles
382	Apr 19, 2014 7:05 PM	More e books and easier access to e books allow time after the '30 aps in 30 minutes' classes for actually downloading and
383	Apr 19, 2014 7:04 PM	trying an ap
384	Apr 19, 2014 6:53 PM	Additional e-book enhancements

		Make a the programs and opportunities better known, perhaps encouraging it at
385	Apr 19, 2014 6:51 PM	the high and middle schools.
386	Apr 19, 2014 6:50 PM	none
387	Apr 19, 2014 6:48 PM	more e-books
388	Apr 19, 2014 6:46 PM	Adding additional locations
389	Apr 19, 2014 6:41 PM	Open Sundays
390	Apr 19, 2014 6:36 PM	nc
391	Apr 19, 2014 6:33 PM	More sheet music for check out
392	Apr 19, 2014 6:02 PM	nothing
393	Apr 19, 2014 5:56 PM	More Reading material
394	Apr 19, 2014 5:45 PM	I would love more branches.
395	Apr 19, 2014 5:39 PM	Moe genealogical information
396	Apr 19, 2014 5:39 PM	More books
397	Apr 19, 2014 5:34 PM	more handicap parking
		Add additional locations in city to return
398	Apr 19, 2014 5:31 PM	borrowed materials.
399	Apr 19, 2014 5:30 PM	Ease of using ebooks and internet accessibility
400	Apr 19, 2014 5:30 PM	More audiobooks and downloadable versions
401	Apr 19, 2014 5:11 PM	more copies of new releases in more formats
		I don't think I would change anything!
402	Apr 19, 2014 5:10 PM	Keep up the good work!!
403	Apr 19, 2014 4:56 PM	Branch locations are needed.
404	Apr 19, 2014 4:52 PM	Extend checkout duration and have it closer to home
405	Apr 19, 2014 4:48 PM	Other areas served
		Updated webpage with easier navigation (especially for ILL), clearer events and a less cluttered home page. More functions
406	Apr 19, 2014 4:43 PM	(like suspending a hold) on the app.
		separate rooms to study for longer time
407	Apr 19, 2014 4:43 PM	periods and not just one hour
		More comfortable chair in the adult
408	Apr 19, 2014 4:40 PM	services computers on 4th floor
409	Apr 19, 2014 4:36 PM	More study rooms
		Bigger selection of children's picture
410	Apr 19, 2014 4:32 PM	books and chapter books
411	Apr 19, 2014 4:31 PM	Needs more Christian or Family Friendly videos
		More materials - The wait on new books is really long. Maybe look at getting some
412	Apr 19, 2014 4:31 PM	video games for kids to rent.
		NO CHARGE FOR LATE MATERIAL -- PLANO
413	Apr 19, 2014 4:28 PM	DOES NOT CHARGE LATE FEES.
414	Apr 19, 2014 4:20 PM	More e books
415	Apr 19, 2014 4:16 PM	More clubs and special guest speakers for kid/teens
416	Apr 19, 2014 4:14 PM	More senior activities
417	Apr 19, 2014 4:05 PM	have more ebooks!!
418	Apr 19, 2014 3:56 PM	Have a branch further south.
419	Apr 19, 2014 3:47 PM	outside drop box

420	Apr 19, 2014 3:45 PM	Newer movies
421	Apr 19, 2014 3:41 PM	more parking
422	Apr 19, 2014 3:37 PM	More copies of popular books
423	Apr 19, 2014 3:24 PM	No changes, the library is state of the art.
424	Apr 19, 2014 3:22 PM	Better ebook services with a broader selection.
425	Apr 19, 2014 3:21 PM	Better availability/condition of books
426	Apr 19, 2014 3:14 PM	More locations
		I would like to be able to check out books
427	Apr 19, 2014 3:09 PM	for 3 weeks.
428	Apr 19, 2014 3:04 PM	more locations
429	Apr 19, 2014 2:59 PM	More parking
		I don't have anything that the library
430	Apr 19, 2014 2:59 PM	could do more for me Website log in accepts drivers license number to sign in when it can also be used
431	Apr 19, 2014 2:56 PM	to check out books
432	Apr 19, 2014 2:53 PM	More books
		Large Signs indicating where books are
433	Apr 19, 2014 2:47 PM	located, i.e. fiction, romance, history, etc.
434	Apr 19, 2014 2:47 PM	more E-books
435	Apr 19, 2014 2:42 PM	i dont use it often enough to answer
436	Apr 19, 2014 2:37 PM	Satellite locations
437	Apr 19, 2014 2:36 PM	More emphasis on research capabilities
438	Apr 19, 2014 2:35 PM	sponsor poetry readings and/or group
439	Apr 19, 2014 2:34 PM	Broader scope of eBooks
440	Apr 19, 2014 2:33 PM	Nothing
		to have a list of books you have checked
441	Apr 19, 2014 2:31 PM	out (by pulling up your member no.)
442	Apr 19, 2014 2:28 PM	More comfy spaces to read
		Have more ebook options and more books
		on CD and lastly to have some type of
		program that can indicate what age books
443	Apr 19, 2014 2:26 PM	are recommended for.
		I would like to see a larger selection of
444	Apr 19, 2014 2:24 PM	Children's books
445	Apr 19, 2014 2:23 PM	Improve the search engine. It is terribly slow.
		Multiple books of the same title and
446	Apr 19, 2014 2:19 PM	homeschool materials/academic books
		More availability of stuff; too often items
447	Apr 19, 2014 2:17 PM	are checked out
448	Apr 19, 2014 2:11 PM	More eBooks
449	Apr 19, 2014 2:10 PM	Layout of the library.
450	Apr 19, 2014 2:10 PM	na
		more textbooks such as for accounting,
		economics, finance, business law, etc. And
451	Apr 19, 2014 2:06 PM	more professional lecture series.
452	Apr 19, 2014 2:05 PM	add more Spanish book selection

		longer checkout times for books--one
453	Apr 19, 2014 2:04 PM	month is better
454	Apr 19, 2014 2:04 PM	quiet atmosphere on the children's floor
455	Apr 19, 2014 2:00 PM	More eBooks available
		Add more sessions of babies & books not just wednesdays for working moms.
		Evening sessions with activities for babies
456	Apr 19, 2014 1:56 PM	and toddlers would be nice.
457	Apr 19, 2014 1:55 PM	More books
458	Apr 19, 2014 1:52 PM	Maybe another location???
459	Apr 19, 2014 1:50 PM	add satellite locations
		The checkout duration for materials should be a few days longer. There should also be a larger quantity of ebooks.
460	Apr 19, 2014 1:45 PM	Bring more children books for elementary
461	Apr 19, 2014 1:45 PM	school kids
462	Apr 19, 2014 1:45 PM	Nothing
463	Apr 19, 2014 1:43 PM	More group rooms for classes.
464	Apr 19, 2014 1:42 PM	More programs for Tweens
465	Apr 19, 2014 1:41 PM	Have a Genealogy research program
		add more books - there have been several occasions where they did not have what I
466	Apr 19, 2014 1:38 PM	was looking for
467	Apr 19, 2014 1:34 PM	More ebooks and audiobooks
468	Apr 19, 2014 1:32 PM	More current best seller & western romance ebooks
469	Apr 19, 2014 1:31 PM	Only Americam White are the staff workers...?
		Obtain Historical Nwspapers in hte
470	Apr 19, 2014 1:30 PM	genealogy section; genealogybank.com
471	Apr 19, 2014 1:20 PM	Expand collection of books/CDs/DVDs
472	Apr 19, 2014 1:12 PM	the behavior of children using the library
473	Apr 19, 2014 1:06 PM	Longer Sunday hours.
		Bring the library services to the west side
474	Apr 19, 2014 1:05 PM	of the city.
475	Apr 19, 2014 12:56 PM	satellite locations would help
476	Apr 19, 2014 12:53 PM	more ebooks
477	Apr 19, 2014 12:51 PM	have more books available online
478	Apr 19, 2014 12:50 PM	more large print current titles=not older titles
		I would have an easy to locate floorplan guide showing what is available on each
479	Apr 19, 2014 12:45 PM	floor. I still can't find my way around .
480	Apr 19, 2014 12:41 PM	Nothing at this time

		A little more proactive in informing Frisco residents of programs, activities, etc. (especially for people not "into" social media)
481	Apr 19, 2014 12:41 PM	
482	Apr 19, 2014 12:39 PM	Another east Frisco location
483	Apr 19, 2014 12:39 PM	More community activities
484	Apr 19, 2014 12:29 PM	More materials
485	Apr 19, 2014 12:29 PM	Less handicap parking.
		Stock every Craftsman home style book that comes out
486	Apr 19, 2014 12:26 PM	
487	Apr 19, 2014 12:26 PM	Location
488	Apr 19, 2014 12:21 PM	More activities for kids
489	Apr 19, 2014 12:21 PM	Increase number of new books on CD
490	Apr 19, 2014 12:20 PM	open at noon on Sundays
491	Apr 19, 2014 12:16 PM	Library would be on one floor, not 4 as it is now.
492	Apr 19, 2014 12:14 PM	Easy access to e- books
493	Apr 19, 2014 12:12 PM	Have new books
494	Apr 19, 2014 12:08 PM	The floor reerved for studying needs to be quieter.
495	Apr 19, 2014 12:05 PM	Long waits for some materials
496	Apr 19, 2014 12:00 PM	Open more locations.
		larger audiobook selection/check obviously old ones for disk damage & fix so users don't have to quit book
497	Apr 19, 2014 11:59 AM	midstream due to bad disk
498	Apr 19, 2014 11:51 AM	Parking
499	Apr 19, 2014 11:42 AM	larger e-book selection
		The library would have newer audio books available.
500	Apr 19, 2014 11:28 AM	
501	Apr 19, 2014 11:27 AM	More ebooks in my favorite category.
		Increase number of books available, especially for new nonfiction and for popular children's books.
502	Apr 19, 2014 11:27 AM	
		I would make more books available in electronic format.
503	Apr 19, 2014 10:33 AM	
		Add more educational materials for middle and high school students
504	Apr 19, 2014 10:29 AM	
505	Apr 19, 2014 10:02 AM	Have current books in the technology section
506	Apr 19, 2014 9:29 AM	I don't know
507	Apr 19, 2014 8:47 AM	Parking
		A better atmosphere for children. Comfortable places for them to sit and read.
508	Apr 19, 2014 8:37 AM	
509	Apr 19, 2014 8:29 AM	Should open earlier

510	Apr 19, 2014 7:55 AM	More current ebooks availability.
511	Apr 19, 2014 7:48 AM	More latest materials
512	Apr 19, 2014 7:30 AM	n/a
		Access to the children's section. I remember the days of having a stroller and having to deal with the elevator or carry kids up stairs. It also does not allow us to get in and out quickly and easily.
513	Apr 19, 2014 6:54 AM	I would change the location to help patrons that live closer to the outlining areas.
514	Apr 19, 2014 6:54 AM	Make it available to Proper residents without charging for it.
515	Apr 19, 2014 6:47 AM	Designated parking near entrance, short term
516	Apr 19, 2014 6:35 AM	The layout
517	Apr 19, 2014 6:27 AM	longer hours
518	Apr 19, 2014 6:20 AM	Availability of more ebooks
519	Apr 19, 2014 6:02 AM	change the closing song....
520	Apr 19, 2014 5:55 AM	More new books accessible in digital format.
521	Apr 19, 2014 5:48 AM	More books in electronic format.
522	Apr 19, 2014 5:45 AM	Availability of information for checkout
523	Apr 19, 2014 5:42 AM	Improvement of electronic data base and e-library
524	Apr 19, 2014 5:36 AM	Additional Locations
525	Apr 19, 2014 5:33 AM	IDK
526	Apr 19, 2014 5:18 AM	More locations
527	Apr 19, 2014 5:15 AM	more ebooks in kindle mode
528	Apr 19, 2014 5:15 AM	
		Put the cafe back inside. It was so nice going in and ordering a coffee and dessert and reading a good book. The vending machines don't have the same effect.
529	Apr 19, 2014 5:14 AM	Nothing
530	Apr 19, 2014 5:12 AM	Bigger selection of current ebooks
531	Apr 19, 2014 5:10 AM	More copies of books available.
532	Apr 19, 2014 4:59 AM	Earlier hours on Sundays
533	Apr 19, 2014 4:57 AM	policy withdrawing books too quickly
534	Apr 19, 2014 4:57 AM	
		Nicer employees who want to help and not just there to earn a paycheck. There are a couple of nice employees but that is it.
535	Apr 19, 2014 4:56 AM	More books
536	Apr 19, 2014 4:52 AM	Accessibility
537	Apr 19, 2014 4:51 AM	increase e book selections
538	Apr 19, 2014 4:49 AM	
		I wish they would offer a wider selection of fiction and non fiction books
539	Apr 19, 2014 4:43 AM	Better play areas for kids
540	Apr 19, 2014 4:36 AM	More books on CD for children
541	Apr 19, 2014 4:34 AM	Increase the selection of new DVD's.
542	Apr 19, 2014 4:33 AM	

543	Apr 19, 2014 4:31 AM	More space for young children
544	Apr 19, 2014 4:26 AM	kids academic/educational books and more uptodate computer programming/software books.
545	Apr 19, 2014 4:26 AM	Filling out surveys.I'm 85 and I use the library only for borrowing books.
546	Apr 19, 2014 4:26 AM	Larger rooms or additional classes with more seating
547	Apr 19, 2014 4:22 AM	ban talking on bloody cell phones inside library
548	Apr 19, 2014 4:21 AM	Location
549	Apr 19, 2014 4:19 AM	More travel related books
550	Apr 19, 2014 4:13 AM	more available ebooks and audiobooks
551	Apr 19, 2014 4:10 AM	timings during weekends
552	Apr 19, 2014 4:10 AM	Independent building, or a separate children's library, or separate technology/adult/meeting center
553	Apr 19, 2014 4:09 AM	Afternoon Week day storytime for school going children
554	Apr 19, 2014 4:08 AM	more ebooks please.
555	Apr 19, 2014 4:00 AM	Offer courses like how to save money course
556	Apr 19, 2014 3:59 AM	Longer hours on weekends
557	Apr 19, 2014 3:59 AM	After hours drop box.
558	Apr 19, 2014 3:58 AM	Longer checkouts
559	Apr 19, 2014 3:55 AM	More locations
560	Apr 19, 2014 3:50 AM	More conveniently located children's area
561	Apr 19, 2014 3:47 AM	More new books and books on CD
562	Apr 19, 2014 3:47 AM	Broader book/movie and other materials selection
563	Apr 19, 2014 3:47 AM	drop box in the premises
564	Apr 19, 2014 3:44 AM	The number of classes offered to adults
565	Apr 19, 2014 3:43 AM	More computers/built in programs easy to find for kids
566	Apr 19, 2014 3:39 AM	Ease of use of online materials for studying and research....still not user friendly.
567	Apr 19, 2014 3:35 AM	More ebooks& eaudio books
568	Apr 19, 2014 3:35 AM	more locations, with increase in space for quite place to read or do research
569	Apr 19, 2014 3:33 AM	The library cards should be used on Passbook. The app that allows you to store you're loyalty cards. So that you never forget your library card.
570	Apr 19, 2014 3:33 AM	Add more study rooms
571	Apr 19, 2014 3:26 AM	Move E books
572	Apr 19, 2014 3:25 AM	Increase holdings in books on leadership.

		When you take out several books you don't know which one to read first because if someone requests that book
573	Apr 19, 2014 3:24 AM	you can't renew it.
574	Apr 19, 2014 3:23 AM	new ebooks
575	Apr 19, 2014 3:18 AM	Add more materials, more Ebooks
		Staff needs to tell children of all ages to be quiet. Or have them & parent removed from adult sections, like 1st floor
576	Apr 19, 2014 3:17 AM	
		the hold policy - often I have had to return a book someone had on hold before I finished it. I can't always finish a book in
577	Apr 19, 2014 3:16 AM	two weeks .
578	Apr 19, 2014 3:14 AM	ease to find material
		Better access to classic, hard-to-find or out-of-print literature (especially
579	Apr 19, 2014 3:12 AM	children's and young readers)
580	Apr 19, 2014 3:11 AM	another branch on the East side
		Update the search capability on the
581	Apr 19, 2014 3:11 AM	computer catalog
582	Apr 19, 2014 3:10 AM	computer screen
583	Apr 19, 2014 3:07 AM	Better communication of adult programs
584	Apr 19, 2014 3:07 AM	More study tables on the adult section
585	Apr 19, 2014 2:59 AM	open more locations like the way it is in plano
586	Apr 19, 2014 2:59 AM	Need satellite locations
		I would change the the size of the physical
587	Apr 19, 2014 2:57 AM	space, making it bigger
588	Apr 19, 2014 2:56 AM	longer hours
589	Apr 19, 2014 2:56 AM	Multiple locations,...one in East Frisco
590	Apr 19, 2014 2:55 AM	more ebooks
591	Apr 19, 2014 2:51 AM	Add new and up to date books
592	Apr 19, 2014 2:51 AM	More children's activities
		More science & math related events for k-
593	Apr 19, 2014 2:51 AM	8 kids, additional location
594	Apr 19, 2014 2:51 AM	Make drive in window bigger for bigger bookse
595	Apr 19, 2014 2:51 AM	main door.
596	Apr 19, 2014 2:50 AM	I can't think of anything
597	Apr 19, 2014 2:48 AM	More downloadable books
598	Apr 19, 2014 2:47 AM	Nothing
599	Apr 19, 2014 2:47 AM	Increase loan period to three weeks.
		Having more books in kindle format (more
600	Apr 19, 2014 2:44 AM	bestsellers/new releases)

601	Apr 19, 2014 2:41 AM	More books to help with research rather than just popular books.
602	Apr 19, 2014 2:38 AM	Add a paranormal romance section, and have more ebooks available!
603	Apr 19, 2014 2:36 AM	Larger selection of e-books. Less romance novels.
604	Apr 19, 2014 2:35 AM	more ebooks
605	Apr 19, 2014 2:35 AM	More locations throughout the city
606	Apr 19, 2014 2:33 AM	digital library needs better interface, search engine etc.
607	Apr 19, 2014 2:26 AM	Decor/color schemes/more seating
608	Apr 19, 2014 2:25 AM	Not have a third floor that doesn't have books.
609	Apr 19, 2014 2:22 AM	more inviting first floor
610	Apr 19, 2014 2:22 AM	longer hours so students like me can study late night on weekdays and weekends
611	Apr 19, 2014 2:22 AM	Wider variety of ebooks
612	Apr 19, 2014 2:21 AM	faster internet.
613	Apr 19, 2014 2:21 AM	more e books,better dvds
614	Apr 19, 2014 2:19 AM	More adult books, additional copies of most popular titles
615	Apr 19, 2014 2:16 AM	Remove revolving doors!
616	Apr 19, 2014 2:16 AM	Better catalog of books, DDs and DVDS
617	Apr 19, 2014 2:16 AM	extend the hold period to at least 1 week, not 5 days
618	Apr 19, 2014 2:15 AM	More space for circulating materials and periodicals
619	Apr 19, 2014 2:13 AM	Greatly expand the number of eBooks/Kindle books offered.
620	Apr 19, 2014 2:12 AM	More availability of ebooks. Children's story time for toddlers - additional locations, - include playtime afterward, circle seating to provide a more welcoming sense of community, more variety in the program/less scripted, allow kids to move around, playtime afterward lends itself to building community and friendships among children and caregivers
621	Apr 19, 2014 2:11 AM	make downloading e-reader and e-audio books.easier
622	Apr 19, 2014 2:09 AM	more books
623	Apr 19, 2014 2:09 AM	
624	Apr 19, 2014 2:08 AM	I love going to the library and have no idea of any changes. I am pleased
625	Apr 19, 2014 2:05 AM	More books!
626	Apr 19, 2014 2:00 AM	Build northwest branch library

627	Apr 19, 2014 2:00 AM	.
628	Apr 19, 2014 1:59 AM	Noise
629	Apr 19, 2014 1:59 AM	Better selection of books.
		more books to download to kindle and
630	Apr 19, 2014 1:57 AM	longer checkout time
631	Apr 19, 2014 1:57 AM	More history/biography ePub books
632	Apr 19, 2014 1:57 AM	More books and comfortable chairs
633	Apr 19, 2014 1:56 AM	More e books
634	Apr 19, 2014 1:55 AM	I'm new to town, so I've only been there once.
635	Apr 19, 2014 1:55 AM	Easier parking
636	Apr 19, 2014 1:53 AM	More study rooms
		wider selection of audio books available
637	Apr 19, 2014 1:53 AM	via Overdrive app
638	Apr 19, 2014 1:51 AM	More availability of new books
		Be able to accommodate class reading assignments for preAP classes or a more strict deadline for return of such required reading. After waiting weeks on the waitlist, we finally had to buy the book a week before school started. You could have e-versions of required reading
639	Apr 19, 2014 1:51 AM	maybe. Should work hand in hand with
640	Apr 19, 2014 1:50 AM	Hours
641	Apr 19, 2014 1:49 AM	Branch libraries throughout the city.
		Increased collaboration/resources for
642	Apr 19, 2014 1:49 AM	homeschoolers
643	Apr 19, 2014 1:46 AM	More quiet work areas for homework and laptops
		Better selection and availability for young
644	Apr 19, 2014 1:45 AM	adult fiction books
		Have handicap doors, revolving are a killer for seniors and to open the doors one
645	Apr 19, 2014 1:44 AM	needs help.
646	Apr 19, 2014 1:43 AM	to be close to my house.
647	Apr 19, 2014 1:42 AM	Not sure
648	Apr 19, 2014 1:42 AM	Branch locations
649	Apr 19, 2014 1:42 AM	More parking
650	Apr 19, 2014 1:40 AM	parking
651	Apr 19, 2014 1:40 AM	I would rearrange and change the seating
652	Apr 19, 2014 1:37 AM	Longer hours. Morning hours.
653	Apr 19, 2014 1:34 AM	more libraries in Frisco
654	Apr 19, 2014 1:34 AM	Teens area open
		offer class on how to make a video or
655	Apr 19, 2014 1:32 AM	using technology in teaching
656	Apr 19, 2014 1:30 AM	more extended hours

		Children's section on the first floor. A lot of strollers use the elevators & it becomes congested. Also open earlier for story time. More waiting space outside the
657	Apr 19, 2014 1:28 AM	doors of the children's section.
658	Apr 19, 2014 1:26 AM	Nothing
659	Apr 19, 2014 1:26 AM	More locations
660	Apr 19, 2014 1:25 AM	Layout can definitely be more optimized
661	Apr 19, 2014 1:24 AM	Location
662	Apr 19, 2014 1:24 AM	3m cloud library more user friendly
663	Apr 19, 2014 1:24 AM	ebooks - more copies; COMPLETE Series!!!!
664	Apr 19, 2014 1:23 AM	More eBooks
665	Apr 19, 2014 1:22 AM	To be able to look up books that I have checked out.
		More ebooks. This is my primary method of reading and though they have a wide
666	Apr 19, 2014 1:21 AM	variety of books, formats are limited
		Remove entrance revolving door. It's
667	Apr 19, 2014 1:19 AM	useless and annoying and not kid friendly.
		Success examination of each person is
		determined by using a service from your
668	Apr 19, 2014 1:18 AM	library
		cobb middle school had a Harry Potter
		read a thon thst was very enjoyable to the
		kids...things like that talk to Ms. Meeks. it
669	Apr 19, 2014 1:17 AM	was a fun way to get kids to read.
670	Apr 19, 2014 1:17 AM	just to increases the spanish literature books.
671	Apr 19, 2014 1:17 AM	Hours
672	Apr 19, 2014 1:16 AM	Add even more audiobooks. Love them.
673	Apr 19, 2014 1:15 AM	Longer check-out period for ebooks
674	Apr 19, 2014 1:14 AM	Longer loan times (3 weeks)
675	Apr 19, 2014 1:14 AM	Nothing, I like the way it is now.
676	Apr 19, 2014 1:13 AM	More children's books
677	Apr 19, 2014 1:13 AM	More books to check out.
678	Apr 19, 2014 1:10 AM	An additional location
679	Apr 19, 2014 1:08 AM	Increase collection
680	Apr 19, 2014 1:08 AM	Nothing
681	Apr 19, 2014 1:08 AM	More copies of 1st books in a series
682	Apr 19, 2014 1:07 AM	Longer hours more study areas
		Perhaps more e-books. Books take up
683	Apr 19, 2014 1:06 AM	space & future expensive expansion
		Improved collection of post-1975 fiction
684	Apr 19, 2014 1:06 AM	by prize-winning authors.
685	Apr 19, 2014 1:05 AM	Add a branch location on the west side of town
686	Apr 19, 2014 1:04 AM	Set up
687	Apr 19, 2014 1:04 AM	I would love more audio books for children.

		not have four small floors its silly to have to ride to 4th floor and first floor is only
688	Apr 19, 2014 1:03 AM	place to check out,
689	Apr 19, 2014 1:00 AM	I wish there was a branch on the west side of Frisco
690	Apr 19, 2014 12:57 AM	Higher availability/inventory of Bluebonnet books
691	Apr 19, 2014 12:57 AM	More new books
		Study and conference rooms: More of them and more readily available to the
692	Apr 19, 2014 12:56 AM	public.
693	Apr 19, 2014 12:55 AM	Have a broader, larger collection
694	Apr 19, 2014 12:54 AM	nothing
695	Apr 19, 2014 12:53 AM	More selection of audiobooks and ebooks.
696	Apr 19, 2014 12:53 AM	Other Language material specially Sanskrit
697	Apr 19, 2014 12:51 AM	more diverse material
698	Apr 19, 2014 12:49 AM	More selection of eBooks
699	Apr 19, 2014 12:47 AM	More adult fiction
		more cultural or arts classes/offerings for
700	Apr 19, 2014 12:46 AM	adults, We LOVE the library!!!
701	Apr 19, 2014 12:45 AM	nothing
		Organize Social and Cultural meets and
702	Apr 19, 2014 12:44 AM	spread the awariness of these programs
703	Apr 19, 2014 12:44 AM	coffee shop...please bring it back
704	Apr 19, 2014 12:44 AM	increase the genealogy area.
705	Apr 19, 2014 12:43 AM	satellite site
706	Apr 19, 2014 12:42 AM	Maybe a bit more quiet.
707	Apr 19, 2014 12:39 AM	Greater variety of ebooks available for checkout
		More material. I like audiobooks but everything I try to read is not available in audiobook form. My sister checks it out for me from the Plano or Dallas libraries. More locations are needed and parking is
708	Apr 19, 2014 12:39 AM	a headache!!
		Additional drop off slots for books
709	Apr 19, 2014 12:37 AM	accessible from outside
710	Apr 19, 2014 12:37 AM	Longer check out for dvds
711	Apr 19, 2014 12:36 AM	Let books be checked out for 3 weeks
712	Apr 19, 2014 12:36 AM	Add more children's books to inventory
713	Apr 19, 2014 12:35 AM	Open 9 AM to 9 PM everday
714	Apr 19, 2014 12:34 AM	More couches
715	Apr 19, 2014 12:33 AM	More eBook selection for kindles
		when new books are on your website, only books that are avialable thru the
716	Apr 19, 2014 12:33 AM	library should be listed. .,h
717	Apr 19, 2014 12:32 AM	increase ebook selections
		author meets once a month, Broadway
718	Apr 19, 2014 12:32 AM	musical movies

719	Apr 19, 2014 12:32 AM	not a thing
720	Apr 19, 2014 12:31 AM	Organization of children's books, DVDs, audio
721	Apr 19, 2014 12:30 AM	allow renewals.
722	Apr 19, 2014 12:29 AM	More e audio books
723	Apr 19, 2014 12:29 AM	More Ebook selection
724	Apr 19, 2014 12:28 AM	Length of check out
725	Apr 19, 2014 12:26 AM	Better selection
726	Apr 19, 2014 12:25 AM	nothing - love it
727	Apr 19, 2014 12:25 AM	More electronic titles availables
728	Apr 19, 2014 12:24 AM	More study areas More selection of non-fiction material - especially for elementary & middle school children (biographies, science books, geography etc.)
729	Apr 19, 2014 12:24 AM	
730	Apr 19, 2014 12:23 AM	I would not change anything.
731	Apr 19, 2014 12:22 AM	more career advices
732	Apr 19, 2014 12:20 AM	Fix glitches in holds system
733	Apr 19, 2014 12:19 AM	More best sellers
734	Apr 19, 2014 12:19 AM	Location Do not have drive through window where you also pay utility bills.
735	Apr 19, 2014 12:19 AM	
736	Apr 19, 2014 12:18 AM	Nothing!!
737	Apr 19, 2014 12:18 AM	A second location
738	Apr 19, 2014 12:16 AM	n/a
739	Apr 19, 2014 12:15 AM	Make parking easier
740	Apr 19, 2014 12:15 AM	More comfortable reading/working areas
741	Apr 19, 2014 12:14 AM	More parking should be available
742	Apr 19, 2014 12:14 AM	Closer to where we live
743	Apr 19, 2014 12:14 AM	accessible parking I would like there to be a 3-4 week check out time period.
744	Apr 19, 2014 12:13 AM	
745	Apr 19, 2014 12:13 AM	Change check out period to 3 weeks.
746	Apr 19, 2014 12:12 AM	vastly expand ebook titles
747	Apr 19, 2014 12:11 AM	more ebook/audio books
748	Apr 19, 2014 12:11 AM	More computers or tablets
749	Apr 19, 2014 12:11 AM	More copies of new releases in movies Add more digital material (Audio/Ebooks/Video documentaries/ elearning) to access over the internet
750	Apr 19, 2014 12:10 AM	
751	Apr 19, 2014 12:09 AM	More copies of e books
752	Apr 19, 2014 12:08 AM	I'd love it if it were closer to my house.
753	Apr 19, 2014 12:08 AM	More locations
754	Apr 19, 2014 12:08 AM	Extend library hours.
755	Apr 19, 2014 12:07 AM	More e books be able to renew more than once if no one has reserved it
756	Apr 19, 2014 12:07 AM	

757	Apr 19, 2014 12:06 AM	It can often times be overcrowded with few quiet spaces to study
758	Apr 19, 2014 12:05 AM	Nothing
759	Apr 19, 2014 12:04 AM	Expand locations
760	Apr 19, 2014 12:03 AM	Can't think of anything
761	Apr 19, 2014 12:03 AM	Longer hours
762	Apr 19, 2014 12:02 AM	More Ebooks
763	Apr 19, 2014 12:02 AM	Higher % of budget spent on books, particularly ebooks
764	Apr 19, 2014 12:01 AM	Broader range of available ebooks
765	Apr 19, 2014 12:01 AM	Replace lost books in series.
766	Apr 19, 2014 12:00 AM	Parking
767	Apr 19, 2014 12:00 AM	Nothing
768	Apr 18, 2014 11:59 PM	One additional kids story time after work hours
769	Apr 18, 2014 11:59 PM	More weekend hours. More easily searchable database of books.
770	Apr 18, 2014 11:58 PM	Greater selection of eBooks
771	Apr 18, 2014 11:58 PM	More updated (newer) digital media
772	Apr 18, 2014 11:58 PM	Faster turnaround when requesting hold materials. I have to take my toddler to the library and it's hard for me to get 'grown up' books and not disturb other patrons
773	Apr 18, 2014 11:57 PM	Another branch for us on the East side of town
774	Apr 18, 2014 11:57 PM	Quiet areas that are enforced
775	Apr 18, 2014 11:57 PM	Have a dedicated building and add multiple locations
776	Apr 18, 2014 11:57 PM	The drive thru ; it is so inconvenient to drop off from car and extremely away from driver.
777	Apr 18, 2014 11:57 PM	add more audio books for internet check out
778	Apr 18, 2014 11:57 PM	Nothing it's awesome
779	Apr 18, 2014 11:56 PM	More e books
780	Apr 18, 2014 11:56 PM	Longer hours
781	Apr 18, 2014 11:56 PM	Closer or more convenient parking
782	Apr 18, 2014 11:56 PM	Increase the ebooks available through the digital library
783	Apr 18, 2014 11:56 PM	location
784	Apr 18, 2014 11:56 PM	Additional e-books and audio books
785	Apr 18, 2014 11:56 PM	Add new location in the east frisco
786	Apr 18, 2014 11:55 PM	location
787	Apr 18, 2014 11:55 PM	Timings
788	Apr 18, 2014 11:55 PM	nothing
789	Apr 18, 2014 11:55 PM	Add more copies of the same book
790	Apr 18, 2014 11:54 PM	Add more locations

		Easier access to the library during public events. When there are festivals, or even games/concerts at the stadium across the street, it can be quite difficult to access
791	Apr 18, 2014 11:54 PM	the parking lot.
792	Apr 18, 2014 11:54 PM	Increase online book availability
793	Apr 18, 2014 11:53 PM	Hours on Sunday
794	Apr 18, 2014 11:53 PM	More locations
		East and west locations, e.g.
795	Apr 18, 2014 11:52 PM	Independence and Eldorado
796	Apr 18, 2014 11:51 PM	Longer checkout time for ebooks
797	Apr 18, 2014 11:50 PM	Chess club,activities for kids
798	Apr 18, 2014 11:50 PM	More e-books.
799	Apr 18, 2014 11:49 PM	more children's books
		Bring back holding of materials for 7 days
800	Apr 18, 2014 11:49 PM	instead of the new 5 day hold period.
801	Apr 18, 2014 11:46 PM	Coffee shop on site!
802	Apr 18, 2014 11:46 PM	better selection of older books and dads
803	Apr 18, 2014 11:46 PM	Closer to east side of town
804	Apr 18, 2014 11:46 PM	More books and ebooks
		Once this year, I turned in a book at the outdoor drop and it did not show up on my account. The staff was not very courteous or helpful. I felt like they did not believe me, and were not willing to listen or assist. In the end, however, they did waive the fee. It makes me nervous to
805	Apr 18, 2014 11:45 PM	drop off books at the outdoor slot now.
806	Apr 18, 2014 11:44 PM	DVD sorting on kids floor a bit strange
		Food only in designated areas (especially
807	Apr 18, 2014 11:43 PM	on children's floor!)
808	Apr 18, 2014 11:42 PM	Parking
809	Apr 18, 2014 11:40 PM	switch entirely to digital
		more ebook copies and longer checkout times for ebooks. My kids often can't finish a book before it needs to be
810	Apr 18, 2014 11:38 PM	renewed.
811	Apr 18, 2014 9:24 PM	more tables. no kids on 4th
		More digital materials to checkout. Better mobile app. Easier way to search the entire library catalog and checkout books regardless of format (physical book, epub, 3m, overdrive, audiobok, etc)
812	Apr 18, 2014 8:03 PM	

		The Library has a very limited selection of African-American materials, particularly in fictional novels and movies. This is a concern for the adult and youth/young
813	Apr 18, 2014 7:36 PM	adult collections
814	Apr 18, 2014 7:30 PM	More Romance Novels available in eBooks
815	Apr 18, 2014 7:13 PM	more locations
816	Apr 18, 2014 7:01 PM	longer programming for children
817	Apr 18, 2014 1:16 PM	lack of additional locations
818	Apr 18, 2014 12:31 PM	increase budget for ebooks
819	Apr 18, 2014 1:34 AM	Earlier hours on Sunday.
820	Apr 17, 2014 10:55 PM	Keep open more at "holiday" periods
		For paying nonresidents that use the library, that ebooks and other online
821	Apr 17, 2014 8:50 PM	materials be available as well.
822	Apr 17, 2014 3:14 PM	Branch locations
823	Apr 17, 2014 1:38 PM	More adult classes
824	Apr 17, 2014 12:53 PM	More ePub books
		less congestion in the Book Nook area.
		Too much seating in a small space. I wish you had not cut down the size of shelves
825	Apr 17, 2014 11:25 AM	for the Nook.
826	Apr 17, 2014 11:00 AM	Lots more ebooks and audiobooks
		More options with ebooks and audio book downloads or a new agreement where you can also use this service with Plano if
827	Apr 17, 2014 3:19 AM	you work in the city of Plano.
828	Apr 17, 2014 2:46 AM	No complaints, very happy with it.
829	Apr 17, 2014 2:35 AM	More books
830	Apr 17, 2014 1:56 AM	not much, really
831	Apr 17, 2014 1:47 AM	Hours for children's activities
832	Apr 17, 2014 12:58 AM	book drop in south Frisco
833	Apr 16, 2014 10:24 PM	Obtain a greater number of non-fiction books I would like to see more of the books on tape for check out. Our library in Cape Coral FL had a 75% digital library and it was wonderful for all the ages and needs in
834	Apr 16, 2014 8:40 PM	our family
835	Apr 16, 2014 7:40 PM	add another location
836	Apr 16, 2014 6:59 PM	For it to have it's own free-standing building.
837	Apr 16, 2014 2:35 PM	more ebooks, everything is always checked out
		I would like to see more books available in
838	Apr 16, 2014 1:30 PM	ebook format.
839	Apr 16, 2014 3:23 AM	Private Spaces for Study / Work / Group Work
		More best sellers available, less
840	Apr 16, 2014 1:19 AM	waiting...especially for ebooks.
841	Apr 16, 2014 12:47 AM	additional locations

842	Apr 16, 2014 12:45 AM	add more online books
843	Apr 16, 2014 12:32 AM	None
844	Apr 15, 2014 5:28 PM	To add more books which are useful for kids from 6th to 12th grade
845	Apr 15, 2014 12:34 PM	space for more materials
846	Apr 14, 2014 7:06 PM	Offer Music and Me Classes for Children
847	Apr 14, 2014 4:32 PM	More 'current' books available for Kindle
848	Apr 14, 2014 1:36 AM	Be easier to access
849	Apr 13, 2014 9:35 PM	more tables and study space other than the top floor
850	Apr 13, 2014 9:26 PM	more tables to hang out other than the top floor
851	Apr 13, 2014 8:51 PM	n/a
852	Apr 13, 2014 7:16 PM	a 3 week check out period
853	Apr 13, 2014 5:28 PM	Increase number and quality of materials available for checkout More ebook availability. More best seller ebooks. Better ebook selection. More
854	Apr 13, 2014 3:20 PM	ebook audiobooks
855	Apr 13, 2014 3:11 PM	Less waiting for books, actually have best sellers on the shelf. A place that does not have screaming kids.
856	Apr 13, 2014 3:05 PM	Less waiting for books, better ebook choices
857	Apr 13, 2014 2:58 PM	More places to work in quiet and talk on the phone. Offer computers that run current software and work.
858	Apr 13, 2014 2:12 PM	To be able to do an interlibrary loan of ebooks and mp3 audio books.
859	Apr 13, 2014 3:08 AM	The cleanliness of the children's books/early readers. There is almost always "little disgusting surprises" inside.
860	Apr 12, 2014 10:57 PM	more pre-school programs for working parents if the library is having problems due to volume, remove non residents from its
861	Apr 12, 2014 6:54 PM	membership.
862	Apr 12, 2014 6:47 PM	let us borrow boo for three weeks please
863	Apr 12, 2014 6:41 PM	More new fiction titles availability especially in Kindle apps
864	Apr 12, 2014 3:48 PM	more intuitive search results in catalog database
865	Apr 12, 2014 1:42 PM	more locations Offer support to homeschoolers. Other libraries in other states offer classes, for
866	Apr 12, 2014 6:59 AM	exam

		Closer ties with FISD academic curricula so as to provide specific assistance, especially
867	Apr 12, 2014 4:43 AM	math and science, for all grade levels.
868	Apr 12, 2014 4:04 AM	Another location in the eastern part of Frisco
		Expand the variety of books, authors for
869	Apr 12, 2014 2:46 AM	kids (1st to 5th grade)
870	Apr 12, 2014 2:20 AM	Would love to see more children's books.
871	Apr 12, 2014 1:10 AM	Add other locations
872	Apr 11, 2014 10:34 PM	More availability of titles , more books!
		Add more activities or project for kid to do
873	Apr 11, 2014 9:53 PM	on weekend etc, craft
		I'd love to be able to borrow/reserve
		books from the other libraries in Collin
874	Apr 11, 2014 6:12 PM	County through the website.
		Longer, more ebooks in my professional
875	Apr 11, 2014 1:51 PM	area, more availability, and online classes
		I don't have a card because I am a teen. I
		wish I could get a library card without my
		Dad. Because of his job, he would have to
		take off work to get a card. I am with my
		mom on weekends, so I have to
		everything AT the library and lots of times
876	Apr 11, 2014 1:43 PM	things are checked out that I need.
877	Apr 11, 2014 2:51 AM	More studyrooms
878	Apr 10, 2014 5:21 PM	setup a new library in east Frisco
879	Apr 10, 2014 4:38 PM	More Tech\Computer books added
880	Apr 10, 2014 3:01 PM	location needed on east side now
		Additional branch in East Frisco perhaps
881	Apr 10, 2014 1:42 PM	on Eldorado Pkwy
		More consistant audiobooks available
882	Apr 10, 2014 1:30 PM	through overdrive.
883	Apr 10, 2014 2:55 AM	Not have to pay to belong
884	Apr 10, 2014 2:42 AM	add more classes for middle school aged kids
885	Apr 10, 2014 2:30 AM	Two branch libraries: East and West
886	Apr 10, 2014 1:59 AM	Nothing
887	Apr 10, 2014 1:45 AM	More downloadable audio books.
		I would not change anything, I would like
		to see If Spanish book selection could be
888	Apr 10, 2014 1:29 AM	more extensive.
		More evening and weekend classes and
889	Apr 10, 2014 12:30 AM	programs for adults and kids
890	Apr 9, 2014 10:22 PM	additional location on east side
		Add more library branches all across Frisco
891	Apr 9, 2014 10:12 PM	spanning from WEST TO EAST FRISCO

892	Apr 9, 2014 9:56 PM	Easier to use ebooks and website.
893	Apr 9, 2014 8:49 PM	2nd location on the east side of frisco (or at least east of Preston)
894	Apr 9, 2014 4:46 PM	Longer Hours
895	Apr 9, 2014 4:06 PM	longer hours on friday, saturday, sunday
896	Apr 9, 2014 5:15 AM	more children's non-fiction books
897	Apr 9, 2014 12:34 AM	Expanded selection of eBooks
898	Apr 8, 2014 10:59 PM	give free library access to frisco isd teachers living outside frisco The catalog software. You need to see what Carrollton uses. We can "Freeze" books and take them off freeze when we are able to read them. We can look at upcoming new books 2 mos. in advance and "freeze them." Carrollton has the best I have ever seen and used. Website is better also.
899	Apr 8, 2014 8:21 PM	is better also.
900	Apr 8, 2014 7:35 PM	More non-fiction books promoted on KERA radio
901	Apr 8, 2014 4:50 PM	wish it was closer to my home
902	Apr 8, 2014 3:08 PM	Nothing.
903	Apr 8, 2014 2:48 PM	To be able to renew DVDs online Include more coffee areas, etc., to encourage youth to stay at library and enjoy its resources.
904	Apr 8, 2014 2:46 PM	enjoy its resources.
905	Apr 8, 2014 2:39 PM	Baby/Toddler Story Times on several days Expand membership to people outside Frisco. The library is meant to serve the community, and many people in Little Elm and the Colony work in Frisco, and would benefit from the Frisco Library's resources
906	Apr 8, 2014 2:25 PM	because their libraries are underfunded.
907	Apr 8, 2014 2:23 PM	nothing, keep up the good work.
908	Apr 8, 2014 2:20 PM	I wouldn't!
909	Apr 8, 2014 1:43 PM	More best sellers in non-fiction and snooks i provided detailed feedback about events and most agree with what other residents suggested
910	Apr 8, 2014 5:05 AM	suggested
911	Apr 8, 2014 4:07 AM	additional computers, additional branch to accomodate growing population Allow nearby non-Frisco residents to pay a nominal fee for eBook access
912	Apr 8, 2014 2:37 AM	nominal fee for eBook access
913	Apr 8, 2014 2:32 AM	More available story times for infants/toddlers
914	Apr 8, 2014 1:31 AM	More audio books
915	Apr 7, 2014 11:12 PM	Library branches
916	Apr 7, 2014 8:08 PM	more private work rooms
917	Apr 7, 2014 8:03 PM	stop getting rid of so many regular books

15. Please complete the following sentence, "This year the Frisco Public Library helped me or my family to..."

Answer Options	Response Count
	924
<i>answered question</i>	924
<i>skipped question</i>	374

Number	Response Date	Response Text	Categories
1	May 12, 2014 4:06 AM	It helped me find a professional environment to get work complete, at the library I feel more compelled to do so because of the fact that I am there for that sole purpose.	
2	May 11, 2014 11:59 PM	expand my reading selections through e-books offerings	
3	May 10, 2014 4:12 PM	advance in career	
4	May 10, 2014 12:40 PM	read more	
5	May 9, 2014 12:24 PM	view many more TV series by checking out the DVDs. You have a great selection.	
6	May 9, 2014 4:42 AM	continue the enjoyment of reading both hand held and electronic books	
7	May 8, 2014 11:48 PM	my daughters read over 200 books this school year. i got an A in psychology due to all the audio-books i listened to in my car	
8	May 8, 2014 11:43 PM	Get more comfortable in our new town	
9	May 8, 2014 11:29 PM	Homeschool our children	
10	May 8, 2014 11:17 PM	Socialize with other mommies that have babies the same age as my little boy.	
11	May 8, 2014 12:29 PM	educate our kids.	
12	May 8, 2014 3:01 AM	Find books	
13	May 7, 2014 4:23 PM	find a place where you can get free books	
14	May 7, 2014 3:16 PM	relax with great ebooks & regular books.	
15	May 7, 2014 1:24 AM	my kid to advance in elementary education, reading books.	
16	May 6, 2014 7:10 PM	accomplish nothing, since it's location is very inconvenient	
17	May 6, 2014 9:44 AM	Read More	
18	May 5, 2014 8:59 PM	Learn a new hobby.	
19	May 5, 2014 8:26 PM	raise an avid reader.	

		teach my boys about library resources and how enjoyable visiting the library can be.
20	May 5, 2014 5:34 PM	It's a great family outing if you have elementary school kids.
21	May 5, 2014 3:27 AM	Use my Kindle Keyboard. No other library supports.
22	May 4, 2014 7:12 PM	It is an important public service that ALL municipalities should offer.
23	May 4, 2014 2:24 AM	enjoy some fun entertaining books, providing hours of relaxation & enjoyment,
24	May 3, 2014 1:08 PM	find resources other than the Frisco Public Library discover other places to find materials
25	May 2, 2014 1:57 PM	because they are never available
26	May 2, 2014 1:23 AM	Enjoy reading and spend time together
27	May 1, 2014 10:53 PM	read newly published fiction/non-fiction.
28	May 1, 2014 5:43 PM	w/ resources for my & my daughters school
29	May 1, 2014 2:52 PM	have a safe and comfortable place as we work through our grief.
30	May 1, 2014 11:26 AM	Learn about composting and quilting.
31	May 1, 2014 6:54 AM	have more access to books. Provide a place for my toddler to interact with other children and participate in
32	May 1, 2014 1:44 AM	story time.
33	Apr 30, 2014 7:24 PM	get the books my kids needed for Frisco
34	Apr 30, 2014 1:56 AM	ISD research projects.
35	Apr 29, 2014 11:17 PM	bond by sharing our love of reading
36	Apr 29, 2014 9:19 PM	find a very important resource
37	Apr 29, 2014 6:20 PM	Read
38	Apr 29, 2014 5:46 PM	read more variety of books for our son
39	Apr 29, 2014 3:43 PM	who is a new reader.
40	Apr 29, 2014 1:20 PM	we have not been
		continue our love of reading
		a great extent
41	Apr 29, 2014 4:39 AM	My 85 year old mom loves it and uses it alot. I've stopped. Staff is indifferent. I buy books off audible cause library hasn't typically had what I want to read.
42	Apr 29, 2014 3:43 AM	find ample quality books and provided a great quiet space for me to write.
43	Apr 29, 2014 2:03 AM	Borrow a zillion ebooks I may not otherwise have read.
44	Apr 29, 2014 2:00 AM	read books , watch movies
45	Apr 29, 2014 1:57 AM	find music i would have never tried - it's one of our fav 'date nites'
46	Apr 29, 2014 1:06 AM	Kill time, play, host play dates, work on reading skills
47	Apr 29, 2014 12:54 AM	read, learn, and grow.
48	Apr 29, 2014 12:26 AM	find books that are enjoyable to read

49	Apr 28, 2014 11:53 PM	Prepare academically in school. (Mainly high school)
50	Apr 28, 2014 11:46 PM	nothing. This year the Frisco Public Library shunned all Frisco ISD staff and students who do not live in Frisco city limits.
51	Apr 28, 2014 11:10 PM	Connect and have family time with books. survive life with three kiddos under four by giving us a free place to go for story time and fun
52	Apr 28, 2014 10:56 PM	Teach my child early literacy skills.
53	Apr 28, 2014 10:41 PM	Continue our love of reading with lots of available materials.
54	Apr 28, 2014 10:06 PM	making reading a fun family activity!
55	Apr 28, 2014 9:36 PM	Our favorite events are summer Mondays.
56	Apr 28, 2014 8:57 PM	read more often via their eBook borrowing program
57	Apr 28, 2014 8:51 PM	Have great story times
58	Apr 28, 2014 8:42 PM	Read!!!
59	Apr 28, 2014 8:12 PM	enjoy reading and checking out books, as well as provide a quiet place for me to study and work.
60	Apr 28, 2014 7:37 PM	enjoy reading, learn new things, make new friends.
61	Apr 28, 2014 7:08 PM	study to complete my undergraduate degree.
62	Apr 28, 2014 4:08 PM	Read more
63	Apr 28, 2014 4:02 PM	learn to use e-reader
64	Apr 28, 2014 2:49 PM	find a job via internet usage
65	Apr 28, 2014 2:11 PM	Really enjoy using the beautiful facilities
66	Apr 28, 2014 5:58 AM	enjoy reading on my e-reader
67	Apr 28, 2014 3:54 AM	have access to reading and listening materials that I needed and enjoyed.
68	Apr 28, 2014 1:20 AM	get my child interested in reading
69	Apr 28, 2014 12:57 AM	enjoy TV series through DVD's
70	Apr 28, 2014 12:13 AM	read book with OverDrive Media App
71	Apr 27, 2014 5:35 PM	find books to advance my professional skills and knowledge.
72	Apr 27, 2014 4:37 PM	Read more
73	Apr 27, 2014 12:49 PM	discover new interests
74	Apr 27, 2014 6:23 AM	checkout ebooks and Zinio magazines.
75	Apr 27, 2014 2:38 AM	get involved in a group activity.
76	Apr 26, 2014 8:07 PM	access books/titles for research purposes
77	Apr 26, 2014 5:17 PM	read A LOT of books!
78	Apr 26, 2014 4:01 PM	achieve our school & professional development goals
79	Apr 26, 2014 12:54 PM	no comment
80	Apr 26, 2014 3:25 AM	learn additional computer skills and info.
81	Apr 26, 2014 3:19 AM	about Frisco city.
82	Apr 25, 2014 10:12 PM	find other alternatives due to location.
83	Apr 25, 2014 9:51 PM	Enjoy books without having to incur the cost of purchasing them all the time

84	Apr 25, 2014 5:12 PM	my sons reading skills and I was able to get e books more convientlt
85	Apr 25, 2014 4:15 PM	learn computer skills for a job and help my grandchild to read
86	Apr 25, 2014 2:40 PM	get plenty of bed time books
87	Apr 25, 2014 2:13 PM	read more books. This year the Frisco Public Library helped our family to increase our knowledge and creativity level, strengthen our reading skills, as well as heighten our brain healthy entertainment. THANK YOU FRISCO AND
88	Apr 25, 2014 1:41 PM	LIBRARY EMPLOYEES!!! <3
89	Apr 25, 2014 12:40 PM	nice job
90	Apr 25, 2014 5:08 AM	become avid readers
91	Apr 25, 2014 2:48 AM	Read more
92	Apr 25, 2014 1:18 AM	get comfortable with our tablets and smart phones.
93	Apr 24, 2014 10:02 PM	No comment--use the Library very little.
94	Apr 24, 2014 8:23 PM	being able to read books without going to library. Be informed and entertained. I love the chairs on the 4th floor. And the study tables with lamps and elec outlets.
95	Apr 24, 2014 7:38 PM	improve my daughter's reading skills.
96	Apr 24, 2014 7:38 PM	Grow our cultural level
97	Apr 24, 2014 6:38 PM	Notice new restaurants located next to the library, we didn't know they were there
98	Apr 24, 2014 6:11 PM	access ebooks that were sometimes available
99	Apr 24, 2014 6:03 PM	improve my children's knowledge through books on different subjects
100	Apr 24, 2014 5:53 PM	learn about business strategy with nonfiction books
101	Apr 24, 2014 5:00 PM	complete some certifications needed for my career.
102	Apr 24, 2014 2:57 PM	help develop our child's reading habit.
103	Apr 24, 2014 2:49 PM	read more books in less time
104	Apr 24, 2014 5:27 AM	learn new things
105	Apr 24, 2014 4:51 AM	read more books
106	Apr 24, 2014 3:24 AM	enjoy my retirement
107	Apr 24, 2014 2:56 AM	read books together. expand our knowledge regarding children's books and beginner reading books.
108	Apr 24, 2014 2:25 AM	
109	Apr 24, 2014 2:09 AM	SAVE MONEY BY DOWNLOADING BOOKS FOR E-READING AND AUDIO BOOKS
110	Apr 24, 2014 1:53 AM	Get connected by reading together and discovering new topics to learn about.
111	Apr 24, 2014 1:38 AM	really find a love, joy, and excitement for reading
112	Apr 24, 2014 1:22 AM	save money on books and movies
113	Apr 24, 2014 1:09 AM	

114	Apr 24, 2014 12:59 AM	Teach our child to read
115	Apr 24, 2014 12:53 AM	Expand my grand children's love of literature and continue our reading
116	Apr 24, 2014 12:45 AM	have a cheap outing
117	Apr 24, 2014 12:42 AM	nothing. Unfortunately my library card was deactivated due to not using it for a certain period of time.
118	Apr 24, 2014 12:41 AM	enjoy reading many books and finding a hobby that is enjoyable and free!
119	Apr 24, 2014 12:10 AM	read lots of books
120	Apr 24, 2014 12:05 AM	read more widely, listen to a wide variety of literary works.
121	Apr 23, 2014 11:36 PM	learn and have fun
122	Apr 23, 2014 11:27 PM	improve quality of life :)
123	Apr 23, 2014 11:17 PM	Spend many a cozy week night snuggling up to a book.
124	Apr 23, 2014 11:14 PM	Read, explore, imagine and create!!!!
125	Apr 23, 2014 10:16 PM	enjoy reading and reasearch new car purchase.
126	Apr 23, 2014 9:09 PM	be more informed and spend time together
127	Apr 23, 2014 8:45 PM	read more
128	Apr 23, 2014 6:49 PM	have access to more reading material than we would have if we had to buy everything
129	Apr 23, 2014 6:47 PM	...read more books for school, but were usually out of assigned reading books
130	Apr 23, 2014 6:41 PM	extend business opportunities as well as enjoy a number of interesting reads.
131	Apr 23, 2014 4:24 PM	Research our trip to South Africa and study up on the places we were going to.
132	Apr 23, 2014 4:21 PM	have a place to meet for tutoring my child.
133	Apr 23, 2014 2:58 PM	read
134	Apr 23, 2014 1:29 PM	n/a
135	Apr 23, 2014 10:34 AM	bond in a learning environment
136	Apr 23, 2014 2:50 AM	understand how to use my nook to checkout e-books to read. The staff is very patient and helpful.
137	Apr 23, 2014 1:42 AM	Read more, spend less.
138	Apr 23, 2014 12:12 AM	read a lot of great books!
139	Apr 22, 2014 11:46 PM	read e books
140	Apr 22, 2014 10:16 PM	get projects done
141	Apr 22, 2014 10:06 PM	Meet new friends
142	Apr 22, 2014 9:52 PM	access books for our homeschooling curriculum.
143	Apr 22, 2014 8:50 PM	enjoy ebooks conveniently from my home.
144	Apr 22, 2014 7:57 PM	enjoy more books

		know how to download eBooks on my
145	Apr 22, 2014 7:48 PM	tablet. Staff were helpful
146	Apr 22, 2014 7:32 PM	teach my child prereading skills and love for books
147	Apr 22, 2014 7:27 PM	cultivate the importance of reading together
148	Apr 22, 2014 6:48 PM	Read, relax, and reflect.
		learn Excel and Access via web courses
149	Apr 22, 2014 6:12 PM	and I advanced at my job.
150	Apr 22, 2014 5:18 PM	begin reading books via my phone
		challenge my grandchildren to expanding
151	Apr 22, 2014 5:07 PM	their reading choices
152	Apr 22, 2014 4:50 PM	Pass the time on road trip with a book on CD.
153	Apr 22, 2014 4:34 PM	read more. read a variety of books.
154	Apr 22, 2014 4:18 PM	feed my curiosity on variety of subjects
155	Apr 22, 2014 3:56 PM	enjoy reading books and watching movies
		my 5 year old learn computers and a
156	Apr 22, 2014 3:37 PM	develop a joy for reading
157	Apr 22, 2014 3:14 PM	Find books for my elementary aged child
158	Apr 22, 2014 2:46 PM	experience pre-school activities
159	Apr 22, 2014 2:24 PM	continue our love of reading
160	Apr 22, 2014 1:38 PM	Read more with easy access
161	Apr 22, 2014 12:59 PM	learn
162	Apr 22, 2014 12:56 PM	pick out books to read.
163	Apr 22, 2014 12:55 PM	be a happier person
164	Apr 22, 2014 12:25 PM	Learn and grow
165	Apr 22, 2014 12:19 PM	waste taxpayers money
166	Apr 22, 2014 11:31 AM	Help my kid improve his reading skills
		get materials related to family planning
167	Apr 22, 2014 9:09 AM	and provided leisure reading.
168	Apr 22, 2014 4:33 AM	Raised my taxes and wasted money
169	Apr 22, 2014 4:18 AM	Read more
170	Apr 22, 2014 3:41 AM	Read some books I would have otherwise missed.
171	Apr 22, 2014 3:02 AM	keep on reading!
172	Apr 22, 2014 3:00 AM	select books for daughter who struggles w/ reading
173	Apr 22, 2014 2:55 AM	download MANY ebooks and audio books
174	Apr 22, 2014 2:51 AM	Read books online
175	Apr 22, 2014 2:33 AM	Enjoy many, many books and movies!!!
176	Apr 22, 2014 2:19 AM	N/A
177	Apr 22, 2014 2:07 AM	Creat experiences through text
		Kept my 3rd grader reading this summer
178	Apr 22, 2014 1:55 AM	and a place to meet his tutor
		Save money and expand exposure to
179	Apr 22, 2014 1:31 AM	different genres of literature.
180	Apr 22, 2014 1:09 AM	Enjoy my retirement
181	Apr 22, 2014 12:50 AM	read without going broke!
182	Apr 22, 2014 12:47 AM	learn more about Parkinsons Disease

		have to pay more taxes for something we have never used and will never use. Libraries are headed the way of 8 track tapes. Let's be in front of wasting money
183	Apr 22, 2014 12:14 AM	on libraries. has helped me research back ground information for a book and my son loves story time and social enter action with
184	Apr 21, 2014 11:51 PM	other children his age.
185	Apr 21, 2014 11:26 PM	Find a safe easy place to work on group projects
186	Apr 21, 2014 10:57 PM	enjoy reading
187	Apr 21, 2014 10:45 PM	Listen to over 40 audio books
188	Apr 21, 2014 10:27 PM	helped my daughter read the Hero's of Olympus series
189	Apr 21, 2014 10:21 PM	get acclimated to moving back into town and feel back at home
190	Apr 21, 2014 9:52 PM	finish the Downton Abbey series. Thank you!
191	Apr 21, 2014 9:43 PM	explore children's books.
192	Apr 21, 2014 9:35 PM	enjoy books. Become more computer literate and increase my time reading books
193	Apr 21, 2014 9:35 PM	newspapers magazines
194	Apr 21, 2014 9:30 PM	read more Save lots of money and promote my love
195	Apr 21, 2014 9:11 PM	of reading especially using ebooks catch up on my readings and helped my
196	Apr 21, 2014 8:51 PM	kids learn new stuffs about space and
197	Apr 21, 2014 8:22 PM	encourage our children's love of reading.
198	Apr 21, 2014 7:54 PM	Explore our love for reading and raise avid readers.
199	Apr 21, 2014 7:43 PM	Participate in summer kid programs
200	Apr 21, 2014 7:39 PM	Find books and information for school projects
201	Apr 21, 2014 7:36 PM	Find more books
202	Apr 21, 2014 6:59 PM	read
203	Apr 21, 2014 6:53 PM	learn about travel destinations. grow. It allowed a fun place to take our
204	Apr 21, 2014 6:44 PM	new little guy. We love story time!
205	Apr 21, 2014 5:55 PM	spend time together.
206	Apr 21, 2014 5:53 PM	complete homework projects
207	Apr 21, 2014 5:41 PM	read more
208	Apr 21, 2014 5:36 PM	Use online research for a job explore new authors and ways to read. Love the DVD section, especially the Great
209	Apr 21, 2014 5:21 PM	Courses and all the old TV series.
210	Apr 21, 2014 5:18 PM	learn more through Ancestry.com save money and time by being able to
211	Apr 21, 2014 5:13 PM	download books.
212	Apr 21, 2014 5:02 PM	complete the 2x2 reading list
213	Apr 21, 2014 4:56 PM	enjoy reading

214	Apr 21, 2014 4:54 PM	This year the Frisco Public Library helped
215	Apr 21, 2014 4:40 PM	my children enjoy summer reading.
216	Apr 21, 2014 4:25 PM	read more
217	Apr 21, 2014 4:24 PM	Get computer training
218	Apr 21, 2014 4:20 PM	na
		educate and entertain
		Love the eBooks. Invest more there. I
		would imagine it is a highly used area of
219	Apr 21, 2014 3:51 PM	our library. More titles. More current
220	Apr 21, 2014 3:49 PM	grow our love for reading
221	Apr 21, 2014 3:47 PM	read more.
222	Apr 21, 2014 3:47 PM	have ready access to good reading material.
223	Apr 21, 2014 3:36 PM	read for fun and relaxation
224	Apr 21, 2014 3:29 PM	complete my graduate research paper
225	Apr 21, 2014 3:25 PM	do school homework and movie entertainment
226	Apr 21, 2014 3:22 PM	keep our book worm status :)
227	Apr 21, 2014 3:08 PM	enjoy many many wonderful books. A blessing!
228	Apr 21, 2014 3:00 PM	increase my knowledge of the world.
229	Apr 21, 2014 2:59 PM	read more
230	Apr 21, 2014 2:56 PM	Read, Read, Read. For school, and pleasure!
231	Apr 21, 2014 2:51 PM	save money by not having to buy so many books
232	Apr 21, 2014 2:50 PM	enjoy access to books and dvds for free.
233	Apr 21, 2014 2:48 PM	take a break from television and enjoy a book!
234	Apr 21, 2014 2:41 PM	research about potential pet dogs.
235	Apr 21, 2014 2:09 PM	Enjoy a number of books and audiobooks.
236	Apr 21, 2014 2:04 PM	pursue a love of reading.
		was essential to complete 2 research
		papers and provided many hours of fun
237	Apr 21, 2014 1:59 PM	reading materials to the whole family!
238	Apr 21, 2014 1:59 PM	Listen to mor audio books on our smart phone.
239	Apr 21, 2014 1:57 PM	enjoy recreational reading.
240	Apr 21, 2014 1:56 PM	become avid readers and learn a new language
241	Apr 21, 2014 1:51 PM	It helped my child read
		realize how nice the library was where we
242	Apr 21, 2014 1:48 PM	moved from.
243	Apr 21, 2014 1:47 PM	complete the Blue Bonnet list
		enjoy reading and learning of anything
244	Apr 21, 2014 1:46 PM	that come of interest to us.
245	Apr 21, 2014 1:45 PM	file taxes :)
246	Apr 21, 2014 1:42 PM	have a more pleasurable drive to work.
247	Apr 21, 2014 1:36 PM	have a library experience
		Learn to read more often both together
248	Apr 21, 2014 1:35 PM	and on our own.
249	Apr 21, 2014 1:23 PM	read more.
		encourage my son to read and to let me
		teach others fun board games as a
250	Apr 21, 2014 1:18 PM	volunteer
251	Apr 21, 2014 1:09 PM	I don't use the library often.
252	Apr 21, 2014 1:04 PM	Help with my taxes
253	Apr 21, 2014 12:56 PM	Learn about Texas history.

254	Apr 21, 2014 12:56 PM	Increase our knowledge of many different subjects
255	Apr 21, 2014 11:06 AM	Grow our interest in reading.
256	Apr 21, 2014 8:59 AM	Read conviently by downloading to my kindle
257	Apr 21, 2014 7:56 AM	encourage reading for both education and fun Research topics,learn software like Adobe Suite, use business tech equipment and presentation practice, community meetings, movies, music, novels and
258	Apr 21, 2014 6:03 AM	historical fiction
259	Apr 21, 2014 5:05 AM	obtain necessary knowledge.
260	Apr 21, 2014 4:40 AM	keep my kids busy reading.
261	Apr 21, 2014 4:01 AM	Read I didnt go because its far and the due date for books and dvd is often, no events for
262	Apr 21, 2014 3:40 AM	children
263	Apr 21, 2014 3:36 AM	continue our love of reading!
264	Apr 21, 2014 3:34 AM	read more
265	Apr 21, 2014 2:54 AM	read more
266	Apr 21, 2014 2:48 AM	Enjoy family time together with movies and books we all share Borrow ebooks insteadb od buying them,
267	Apr 21, 2014 2:26 AM	or using heavy real books.
268	Apr 21, 2014 2:16 AM	have easier access to books via ebooks.
269	Apr 21, 2014 2:15 AM	Enjoy reading Enjoy books and movies at no cost to our family. The library has helped increase
270	Apr 21, 2014 1:48 AM	our interest in reading. Thank you.
271	Apr 21, 2014 1:47 AM	stay avid readers
272	Apr 21, 2014 1:35 AM	find new authors!
273	Apr 21, 2014 1:10 AM	husband has started to "read" using audio books!!! Enjoy great afternoons together in a
274	Apr 21, 2014 1:07 AM	clean, free, beautiful and enriching facility.
275	Apr 21, 2014 1:07 AM	Read and experience more books
276	Apr 21, 2014 12:55 AM	Enjoy reading and watch movies as a family.
277	Apr 21, 2014 12:32 AM	enjoying reading and learning
278	Apr 21, 2014 12:25 AM	have a abundance of reading material read lots and lots of ebooks...so convenient and the collection just keeps
279	Apr 21, 2014 12:06 AM	getting better!
280	Apr 20, 2014 11:44 PM	Read a lot!
281	Apr 20, 2014 11:42 PM	Gain more knowledge about Judaism and babies.
282	Apr 20, 2014 11:19 PM	help others through volunteer opportunities
283	Apr 20, 2014 11:13 PM	enjoy books!
284	Apr 20, 2014 11:08 PM	Enjoy literature
285	Apr 20, 2014 11:01 PM	do nothing, because Plano libraries are closer.
286	Apr 20, 2014 10:58 PM	Feel more connected to my community.
287	Apr 20, 2014 10:48 PM	To read more
288	Apr 20, 2014 10:46 PM	continue our love of reading
289	Apr 20, 2014 10:42 PM	spend time together

290	Apr 20, 2014 10:41 PM	read avidly
291	Apr 20, 2014 10:33 PM	download e-books
292	Apr 20, 2014 10:33 PM	appreciate books in English! (ESL)
293	Apr 20, 2014 10:22 PM	Read lots of good books. Enjoy literature.
294	Apr 20, 2014 9:01 PM	check out TV series for shows we like and missed.
295	Apr 20, 2014 8:37 PM	save money renting movies
296	Apr 20, 2014 8:33 PM	broaden general knowledge through reading
297	Apr 20, 2014 8:28 PM	read more
298	Apr 20, 2014 8:25 PM	Read lots of books!
299	Apr 20, 2014 8:15 PM	N/A
300	Apr 20, 2014 7:10 PM	relax and remember why I love to read.
301	Apr 20, 2014 6:03 PM	Enjoy reading more
302	Apr 20, 2014 5:42 PM	Read more
303	Apr 20, 2014 5:27 PM	learn more about various topics.
304	Apr 20, 2014 5:26 PM	. . . talk proudly about what Frisco has to offer.
305	Apr 20, 2014 5:23 PM	Sign & read to my infant/toddlers
		raise children to have a love for reading
306	Apr 20, 2014 5:07 PM	and a respect for libraries
307	Apr 20, 2014 5:01 PM	get lot of books and improve reading
308	Apr 20, 2014 4:51 PM	With my child's school work
309	Apr 20, 2014 4:33 PM	enjoy couple of movies
310	Apr 20, 2014 4:01 PM	read.
311	Apr 20, 2014 3:48 PM	Be better readers!
312	Apr 20, 2014 2:46 PM	grow as a person
		Find what I needed whether it was a book, social media or a Christmas ornament--
313	Apr 20, 2014 2:39 PM	love the Frisco Christmas ornaments!
314	Apr 20, 2014 2:18 PM	read digital books through Overdrive.
		Find new books to read. Having a large selections helps kids and adults find books that interest them.
315	Apr 20, 2014 2:02 PM	that interest them.
316	Apr 20, 2014 1:58 PM	read a lot of books.
317	Apr 20, 2014 1:51 PM	Enjoy listening to books while driving to work
		have access to quality audio book CDs that would have been too expensive for us to purchase.
318	Apr 20, 2014 1:32 PM	purchase.
		Continue working on our goal of creating
319	Apr 20, 2014 1:14 PM	avid reader interest in my children.
320	Apr 20, 2014 1:07 PM	Not sure, only visited once, this year.
321	Apr 20, 2014 12:59 PM	access books needed for school and classroom
322	Apr 20, 2014 10:22 AM	research birthing methods for our first child
323	Apr 20, 2014 6:11 AM	complete some required professional training.
324	Apr 20, 2014 5:15 AM	explore topics of personal or educational interest.
		know how to use computer like word,
325	Apr 20, 2014 5:05 AM	excell and others
326	Apr 20, 2014 4:34 AM	become readers.
327	Apr 20, 2014 4:33 AM	read more
328	Apr 20, 2014 4:13 AM	Be better at school and job

329	Apr 20, 2014 3:29 AM	a safer vehicle
330	Apr 20, 2014 3:05 AM	Check out the books I need to read
331	Apr 20, 2014 3:05 AM	n/a
332	Apr 20, 2014 3:01 AM	broaden my reading
333	Apr 20, 2014 2:23 AM	Continue our children's love of books
334	Apr 20, 2014 2:22 AM	Listen more to audio books. Love it
335	Apr 20, 2014 2:10 AM	have a variety of genre to read
336	Apr 20, 2014 2:09 AM	attend summer classes together.
337	Apr 20, 2014 2:07 AM	read the newest books without having to buy them.
338	Apr 20, 2014 1:42 AM	find interesting books for our teens to read
339	Apr 20, 2014 1:41 AM	research travel, hobbies like photography have access to great reading material and
340	Apr 20, 2014 1:32 AM	a place to relax.
341	Apr 20, 2014 1:31 AM	Understand the e-book download process.
342	Apr 20, 2014 1:26 AM	Read more publish my first e-book. Also LOVE the
343	Apr 20, 2014 1:22 AM	teen area for my thirteen year-old
344	Apr 20, 2014 1:15 AM	read more books than in the years past.
345	Apr 20, 2014 1:06 AM	Check out DVDs since Blockbuster closed.
346	Apr 20, 2014 1:01 AM	Access free ebooks and audiobooks via Overdrive.
347	Apr 20, 2014 12:39 AM	Have access to additional reading materials
348	Apr 20, 2014 12:16 AM	read the latest books
349	Apr 20, 2014 12:10 AM	Start my design business advance our business by providing meeting space to collaborate with other
350	Apr 20, 2014 12:02 AM	managers.
351	Apr 19, 2014 11:49 PM	read more books learn how to download e-books and audio
352	Apr 19, 2014 11:39 PM	books to my ipad.
353	Apr 19, 2014 11:35 PM	2009
354	Apr 19, 2014 11:19 PM	Find books to read
355	Apr 19, 2014 11:09 PM	homeschool! Thank You!!!
356	Apr 19, 2014 11:08 PM	continue my love of reading.
357	Apr 19, 2014 11:01 PM	love reading
358	Apr 19, 2014 10:53 PM	learn to read
359	Apr 19, 2014 10:50 PM	find lots of books!
360	Apr 19, 2014 10:48 PM	Be better readers!
361	Apr 19, 2014 10:36 PM	continue to develop a love of reading
362	Apr 19, 2014 10:36 PM	learn additional skills for business
363	Apr 19, 2014 10:25 PM	research
364	Apr 19, 2014 10:10 PM	plan a trip teach my 3 year old her numbers, letters,
365	Apr 19, 2014 10:05 PM	intetact with other children
366	Apr 19, 2014 9:50 PM	Have access to free kid's books gain extensive information! I have had the opportunity to take classes, research
367	Apr 19, 2014 9:41 PM	employment positions
368	Apr 19, 2014 9:28 PM	Work "from home" / bu also to look for a new job

		learn more English and make new friends. Thank you for the Small Talk classes and their GREAT TEACHERS!!! Very happy
369	Apr 19, 2014 9:14 PM	about this meetings!
370	Apr 19, 2014 8:59 PM	read more via OverDrive downloads.
371	Apr 19, 2014 8:49 PM	Get into reading more.
372	Apr 19, 2014 8:45 PM	no answer
373	Apr 19, 2014 8:31 PM	Discover new middle grade series
374	Apr 19, 2014 8:18 PM	enjoy reading together
375	Apr 19, 2014 8:15 PM	enjoy ebooks
376	Apr 19, 2014 8:06 PM	helped my daughter learn to read
377	Apr 19, 2014 8:00 PM	read and learn
		relax an unwind with good books, as well as further my personal goals in career development. The library is a great source
378	Apr 19, 2014 8:00 PM	of joy, inspiration, and knowledge.
379	Apr 19, 2014 7:58 PM	find entertainment
380	Apr 19, 2014 7:53 PM	make new friends
381	Apr 19, 2014 7:47 PM	have access to new authors and materials
382	Apr 19, 2014 7:45 PM	Check out books
383	Apr 19, 2014 7:39 PM	complete school projects
384	Apr 19, 2014 7:28 PM	have access to good reading material.
385	Apr 19, 2014 7:25 PM	find the latest books available
386	Apr 19, 2014 7:23 PM	discover new music and stories
387	Apr 19, 2014 7:19 PM	listen to a book a week (audio) Helped my 6 year old to ready. She loves books and we are so happy to have a good
388	Apr 19, 2014 7:14 PM	library in Frisco.
389	Apr 19, 2014 7:10 PM	Read a lot of books.
390	Apr 19, 2014 7:05 PM	find audio recordings
391	Apr 19, 2014 7:04 PM	find paper tax forms and instruction booklets
392	Apr 19, 2014 6:53 PM	further enjoy the book/reading selections. enrich ourselves in reading during the summer months (found something better
393	Apr 19, 2014 6:51 PM	for us than video games)
394	Apr 19, 2014 6:50 PM	none
395	Apr 19, 2014 6:48 PM	grow.
396	Apr 19, 2014 6:46 PM	read more books.
397	Apr 19, 2014 6:41 PM	educate and entertain our grandchildren
398	Apr 19, 2014 6:36 PM	increase the genre of books I read
399	Apr 19, 2014 6:33 PM	Further my hobby of photography
400	Apr 19, 2014 6:24 PM	With books about traveling in Europe
401	Apr 19, 2014 6:09 PM	find books and movies.
402	Apr 19, 2014 6:02 PM	read more
403	Apr 19, 2014 5:56 PM	Get e-books.
404	Apr 19, 2014 5:45 PM	have a quiet place to read together
405	Apr 19, 2014 5:39 PM	n/a
406	Apr 19, 2014 5:39 PM	to get better reading experiences
407	Apr 19, 2014 5:31 PM	Enjoy a variety of books
408	Apr 19, 2014 5:30 PM	have desired forms of entertainment conveniently

409	Apr 19, 2014 5:11 PM	find and read the materials I wanted to read.
410	Apr 19, 2014 4:56 PM	Complete school assignments
411	Apr 19, 2014 4:52 PM	Raise my kids interest in reading
		Do research, do taxes(AARP services), study in a relaxing environment,
412	Apr 19, 2014 4:48 PM	compliment by search for learning
413	Apr 19, 2014 4:43 PM	be entertained.
414	Apr 19, 2014 4:43 PM	to get education, learning skills
415	Apr 19, 2014 4:40 PM	Use the computers because our was broken
416	Apr 19, 2014 4:36 PM	get a wonderful learning experience.
		Helped my child by providing a summer
417	Apr 19, 2014 4:32 PM	reading program.
418	Apr 19, 2014 4:31 PM	read more & value books
419	Apr 19, 2014 4:28 PM	NO
420	Apr 19, 2014 4:20 PM	Read more
		Acquire information through books
421	Apr 19, 2014 4:16 PM	related to an illness we had to deal with
		read books I have always wanted to read
422	Apr 19, 2014 4:14 PM	but didn't have time.
423	Apr 19, 2014 4:05 PM	enjoy reading more
424	Apr 19, 2014 3:56 PM	Find a school book for my son's research project
425	Apr 19, 2014 3:47 PM	find an interesting book for a book report.
426	Apr 19, 2014 3:45 PM	Bond with media
427	Apr 19, 2014 3:41 PM	do our daughter's research paper
428	Apr 19, 2014 3:37 PM	Have story time every night
429	Apr 19, 2014 3:24 PM	find a quiet place to read, work, and relax.
430	Apr 19, 2014 3:22 PM	Become better and mor enthusiastic readers.
431	Apr 19, 2014 3:14 PM	Meet other babies
		read as many books as we requested or
432	Apr 19, 2014 3:09 PM	found on the shelves.
433	Apr 19, 2014 3:04 PM	i check on books to use in my class as a teacher
434	Apr 19, 2014 2:59 PM	Borrow books
		I am retired and an avid reader, the library allows me to read all the latest books I enjoy without having the expenses of buying them. I am on a very strict budget and would not be able to enjoy my
435	Apr 19, 2014 2:59 PM	favorite past time. I am grateful.
436	Apr 19, 2014 2:56 PM	Enjoy different literature
437	Apr 19, 2014 2:53 PM	Enjoy reading
438	Apr 19, 2014 2:47 PM	find and read a variety of books.
439	Apr 19, 2014 2:47 PM	use E-books
440	Apr 19, 2014 2:44 PM	Read more online
		fill my time in the hospital with wonderful
441	Apr 19, 2014 2:42 PM	reading material with ebooks.
442	Apr 19, 2014 2:37 PM	relax.
443	Apr 19, 2014 2:36 PM	enjoy access to books and music cds

444	Apr 19, 2014 2:35 PM	read new books
445	Apr 19, 2014 2:34 PM	enjoy reading without cost
446	Apr 19, 2014 2:33 PM	Get much needed information.
447	Apr 19, 2014 2:31 PM	learn more by reading
448	Apr 19, 2014 2:28 PM	Read more books together as a family
		use volunteer tutoring online for middle
449	Apr 19, 2014 2:26 PM	school homework and check out books.
450	Apr 19, 2014 2:24 PM	help my child read and grow.
451	Apr 19, 2014 2:23 PM	enjoy reading.
452	Apr 19, 2014 2:19 PM	Studying about World War II
453	Apr 19, 2014 2:17 PM	build my new consulting business
454	Apr 19, 2014 2:11 PM	Read more books
455	Apr 19, 2014 2:10 PM	enjoy reading!
		become more involved in the community
456	Apr 19, 2014 2:10 PM	because I was better informed
457	Apr 19, 2014 2:06 PM	learn new things and broaden my horizons.
458	Apr 19, 2014 2:05 PM	have available more reading material and music
		keep home schooling exciting, interesting
459	Apr 19, 2014 2:04 PM	and rewarding!
		read hundreds of books amd begin to
460	Apr 19, 2014 2:04 PM	learn Vietnamese
		provide more resources for my classroom
		and helped me reach my goal of reading 4
461	Apr 19, 2014 2:00 PM	books a month.
462	Apr 19, 2014 1:56 PM	Good reference materials
463	Apr 19, 2014 1:55 PM	Give the kids good books to read
464	Apr 19, 2014 1:52 PM	discover new books
465	Apr 19, 2014 1:50 PM	learn to read
466	Apr 19, 2014 1:45 PM	Read materials that are of interest to us.
467	Apr 19, 2014 1:45 PM	Education
		continue enjoying exploring books and
468	Apr 19, 2014 1:45 PM	developing a love for reading.
469	Apr 19, 2014 1:43 PM	teach ESL
470	Apr 19, 2014 1:42 PM	Do research for a school project.
471	Apr 19, 2014 1:41 PM	grow and learn
		Learn more about writing through a free
472	Apr 19, 2014 1:38 PM	online course
473	Apr 19, 2014 1:34 PM	Spend less time watching tv and more time reading
		Enjoy pre-school story time & checkout
474	Apr 19, 2014 1:32 PM	children books
475	Apr 19, 2014 1:31 PM	N/C
		do basic genealogy at home before going
476	Apr 19, 2014 1:30 PM	to Salt Lake City.
477	Apr 19, 2014 1:24 PM	have a wealth of children's books to enjoy.
478	Apr 19, 2014 1:20 PM	Grow our business
479	Apr 19, 2014 1:12 PM	love learning and reading

480	Apr 19, 2014 1:06 PM	To read many books I would not have seen otherwise!
481	Apr 19, 2014 1:05 PM	become involved in the city life.
482	Apr 19, 2014 1:04 PM	Read more books in 1 year.
483	Apr 19, 2014 12:56 PM	found a book from another library for me.
484	Apr 19, 2014 12:53 PM	get a new library card
485	Apr 19, 2014 12:50 PM	share quality time wit my granddaughter
486	Apr 19, 2014 12:45 PM	picking out books to read together
487	Apr 19, 2014 12:41 PM	read more.
488	Apr 19, 2014 12:41 PM	continue to strength my children reading
489	Apr 19, 2014 12:39 PM	A valuable resource for materials to assist in my transition a new career.
490	Apr 19, 2014 12:39 PM	Check out books and DVDs
491	Apr 19, 2014 12:33 PM	Further develop our children's knowledge explore!
492	Apr 19, 2014 12:29 PM	Enjoy reading
493	Apr 19, 2014 12:29 PM	Read excellent books
494	Apr 19, 2014 12:26 PM	save money by NOT buying enjoyable, non-keeper books
495	Apr 19, 2014 12:26 PM	Enjoy books
496	Apr 19, 2014 12:21 PM	Enjoy new authors
497	Apr 19, 2014 12:20 PM	read more enjoyably
498	Apr 19, 2014 12:16 PM	Get through a major life event by letting patrons check out books on line and then being able to pick up the materials at a service window!!! WONDERFUL
499	Apr 19, 2014 12:14 PM	Research And prepare for SAT and ACT
500	Apr 19, 2014 12:12 PM	Read more
501	Apr 19, 2014 12:08 PM	find the information necessary to complete essays for college
502	Apr 19, 2014 12:05 PM	Explore new music
503	Apr 19, 2014 12:00 PM	Save money by borrowing books for our seven year old instead of buying.
504	Apr 19, 2014 11:59 AM	tolerate commute to downtown much better via audiobooks
505	Apr 19, 2014 11:51 AM	entertain children
506	Apr 19, 2014 11:35 AM	Teach our children to love to read
507	Apr 19, 2014 11:28 AM	Listen to many books otherwise to expensive to purchase.
508	Apr 19, 2014 11:27 AM	Read more.
509	Apr 19, 2014 11:27 AM	Enjoy books and reading more
510	Apr 19, 2014 11:19 AM	entertain my grandchildren
511	Apr 19, 2014 10:36 AM	save money
512	Apr 19, 2014 10:33 AM	learn more about my hobbies.
513	Apr 19, 2014 10:29 AM	read lot of interesting books and enhance our knowledge.

514	Apr 19, 2014 10:02 AM	work remotely when my Internet was down
515	Apr 19, 2014 9:29 AM	expose my son to different kinds of books.
516	Apr 19, 2014 8:47 AM	Improve our knowledge
517	Apr 19, 2014 8:37 AM	Have my sons first library visit
518	Apr 19, 2014 8:29 AM	Stay closer to home for work rather than drive to office in Decatur, tx
519	Apr 19, 2014 7:55 AM	Continue my children's love for reading.
520	Apr 19, 2014 7:48 AM	Acquire knowledge and be entertained.
521	Apr 19, 2014 7:30 AM	n/a
522	Apr 19, 2014 6:54 AM	experience a variety of books to help us find books that we enjoy.
523	Apr 19, 2014 6:54 AM	to read more books because of their ebook subscriptions.
524	Apr 19, 2014 6:47 AM	Have access to current ebooks by downloading them.
525	Apr 19, 2014 6:35 AM	Make it through long road trips with book on tape/cd
526	Apr 19, 2014 6:27 AM	Complete research for school
527	Apr 19, 2014 6:20 AM	Enjoy books music and movies
528	Apr 19, 2014 6:02 AM	Enjoy reading.
529	Apr 19, 2014 5:55 AM	Me graduate with my bachelor's in Nursing
530	Apr 19, 2014 5:48 AM	Enjoy reading.
531	Apr 19, 2014 5:45 AM	Become better readers.
532	Apr 19, 2014 5:42 AM	Relax with books and DVDs
533	Apr 19, 2014 5:36 AM	None
534	Apr 19, 2014 5:36 AM	Our Library is Frisco's best kept secret.
535	Apr 19, 2014 5:33 AM	learn more gain access to read 6 novels for my goal of 14 this year (to read for fun).
536	Apr 19, 2014 5:18 AM	read more for pleasure
537	Apr 19, 2014 5:15 AM	Design our pool, start homeschooling,
538	Apr 19, 2014 5:14 AM	learn a language and learn to sew.
539	Apr 19, 2014 5:12 AM	??
540	Apr 19, 2014 5:07 AM	keep reading.
541	Apr 19, 2014 4:59 AM	Read every week.
542	Apr 19, 2014 4:57 AM	continue my love for reading!
543	Apr 19, 2014 4:57 AM	enjoy literature & film
544	Apr 19, 2014 4:56 AM	Watch a lot of movies for free!
545	Apr 19, 2014 4:52 AM	Get started on some new series
546	Apr 19, 2014 4:51 AM	Have some quality child story times
547	Apr 19, 2014 4:49 AM	access books in any subkect
548	Apr 19, 2014 4:43 AM	research, and learn new things.
549	Apr 19, 2014 4:41 AM	Have some quality reading and family time together
550	Apr 19, 2014 4:36 AM	Socialize the kids
551	Apr 19, 2014 4:34 AM	have access to a huge variety of books and entertainment.
552	Apr 19, 2014 4:33 AM	reconnect while viewing a FPL DVD.
553	Apr 19, 2014 4:26 AM	my kids to enjoy reading books.

		No family , just little ole me. But The library serves my needs! Amen! Alleluia!
554	Apr 19, 2014 4:26 AM	The end.
555	Apr 19, 2014 4:26 AM	Have weekly outings that educate young minds
556	Apr 19, 2014 4:22 AM	learn more about books
557	Apr 19, 2014 4:21 AM	Encourage my granddaughter to read
558	Apr 19, 2014 4:19 AM	Check out books that I was interested in
559	Apr 19, 2014 4:10 AM	read more books
		Socialize with other preschoolers and
560	Apr 19, 2014 4:10 AM	parents through the story times
561	Apr 19, 2014 4:09 AM	Make new friends
562	Apr 19, 2014 4:08 AM	read more current books and whole series of books.
563	Apr 19, 2014 4:00 AM	Fill out some Internet forms
		Get a quiet place to study and earn my
564	Apr 19, 2014 3:59 AM	bachelor's in nursing
565	Apr 19, 2014 3:59 AM	Exposed to more reading materials.
566	Apr 19, 2014 3:58 AM	Find interesting books
567	Apr 19, 2014 3:50 AM	Become better readers
568	Apr 19, 2014 3:47 AM	read read read
		enhance reading skills, watch movies and
569	Apr 19, 2014 3:47 AM	read a lots of good books!
570	Apr 19, 2014 3:47 AM	upgrade our knowledge
		help our children with their reading and
571	Apr 19, 2014 3:44 AM	learning development
572	Apr 19, 2014 3:43 AM	Read a variety of books
		raise children that love to read and LOVE
		to go to the library for fun and for getting
573	Apr 19, 2014 3:39 AM	school related materials....very valuable!
574	Apr 19, 2014 3:38 AM	access materials I am interested in
575	Apr 19, 2014 3:35 AM	Read over the summer!
576	Apr 19, 2014 3:35 AM	be informed and entertained
577	Apr 19, 2014 3:33 AM	Read more.
		Study for exams in a quiet environment
578	Apr 19, 2014 3:33 AM	and read more books
579	Apr 19, 2014 3:31 AM	Finish homework.
580	Apr 19, 2014 3:26 AM	Read
581	Apr 19, 2014 3:25 AM	have a good place to study. The Frisco Public Library has helped me and my family locate needed and interesting books, Study for tests, Prepare for tests, and so many other special needs. The library is such a pleasant and inviting
582	Apr 19, 2014 3:24 AM	place to go.
583	Apr 19, 2014 3:23 AM	read books
		Continue to be avid readers without
584	Apr 19, 2014 3:18 AM	having to buy multiple books a month

585	Apr 19, 2014 3:16 AM	have access to reading material that I might otherwise not have.
586	Apr 19, 2014 3:15 AM	have access to books via my Kindle.
587	Apr 19, 2014 3:14 AM	be better people
588	Apr 19, 2014 3:12 AM	continue our life-long love of learning.
589	Apr 19, 2014 3:11 AM	check out books
590	Apr 19, 2014 3:11 AM	Begin our homeschool journey
591	Apr 19, 2014 3:10 AM	keep up with my job responsibility
592	Apr 19, 2014 3:07 AM	Gain access to countless eBooks
593	Apr 19, 2014 3:07 AM	Achieve the best technology in the library
594	Apr 19, 2014 2:59 AM	na
595	Apr 19, 2014 2:59 AM	Enjoy reading
596	Apr 19, 2014 2:57 AM	This year the Frisco Public Library, helped me to identify the apps for downloads
597	Apr 19, 2014 2:56 AM	study for coursework in quiet place
598	Apr 19, 2014 2:56 AM	Me - Work remotely, Family - Develop active readers
599	Apr 19, 2014 2:55 AM	learn
600	Apr 19, 2014 2:51 AM	Please sign language
601	Apr 19, 2014 2:51 AM	Love to read!
602	Apr 19, 2014 2:51 AM	Read more
603	Apr 19, 2014 2:51 AM	Enjoy the pleasures of reading
604	Apr 19, 2014 2:51 AM	complete kids homework
605	Apr 19, 2014 2:50 AM	Read through more books
606	Apr 19, 2014 2:48 AM	Read more books!
607	Apr 19, 2014 2:47 AM	Continue reading!
608	Apr 19, 2014 2:47 AM	Read, read, read!
609	Apr 19, 2014 2:41 AM	Better teach my students because of the online databases! Thank you!
610	Apr 19, 2014 2:38 AM	nothing, it helped with nothing.
611	Apr 19, 2014 2:36 AM	Enjoy hours of reading with the grandkids.
612	Apr 19, 2014 2:35 AM	read ebooks
613	Apr 19, 2014 2:35 AM	get my preschool kids excited to read books.
614	Apr 19, 2014 2:26 AM	Read A LOT of great books.
615	Apr 19, 2014 2:25 AM	Work on our family tree through genealogical web sites
616	Apr 19, 2014 2:22 AM	learn more about natural eating plans, gather new recipes, help us on our journey to better health
617	Apr 19, 2014 2:22 AM	prepare for professional exam by providing study area
618	Apr 19, 2014 2:22 AM	further our enjoyment of reading.
619	Apr 19, 2014 2:21 AM	Check out books for my kids.
620	Apr 19, 2014 2:21 AM	learn new things
621	Apr 19, 2014 2:19 AM	Read more books
622	Apr 19, 2014 2:16 AM	Expand my childrens' knowledge
623	Apr 19, 2014 2:16 AM	not sure they have helped with anything
624	Apr 19, 2014 2:16 AM	spend more time together

626	Apr 19, 2014 2:13 AM	Discover wonderful books that we would not have found otherwise.
		Continue to enjoy reading for my toddler and learn about borrowing, caring for, and returnig books, some interaction with
627	Apr 19, 2014 2:11 AM	peers in children's play area
628	Apr 19, 2014 2:09 AM	read and listen to good books
629	Apr 19, 2014 2:09 AM	learn about new things.
630	Apr 19, 2014 2:08 AM	check out reading material
631	Apr 19, 2014 2:05 AM	Read and watch movies
632	Apr 19, 2014 2:03 AM	Enjoy the love of reading.
633	Apr 19, 2014 2:00 AM	succeed in completion of school assignments
634	Apr 19, 2014 2:00 AM	learn, my kids to read
635	Apr 19, 2014 1:59 AM	learn
636	Apr 19, 2014 1:59 AM	Educate or children.
637	Apr 19, 2014 1:57 AM	read more
638	Apr 19, 2014 1:57 AM	Read more online
639	Apr 19, 2014 1:57 AM	Enjoy reading
640	Apr 19, 2014 1:56 AM	read a lot of books
641	Apr 19, 2014 1:56 AM	Continue our love for reading
		Rent dvd's to watch sitcom shows in their
642	Apr 19, 2014 1:55 AM	entirety. Love that. Who needs Netflix?
643	Apr 19, 2014 1:55 AM	Have computer access
644	Apr 19, 2014 1:53 AM	N/a
		listen to audio books during my commute
645	Apr 19, 2014 1:53 AM	otherwise i dont always have time to read
		Enjoy reading. My kids love the summer
646	Apr 19, 2014 1:51 AM	reading programs!
647	Apr 19, 2014 1:50 AM	Read and learn together
648	Apr 19, 2014 1:49 AM	N/A
649	Apr 19, 2014 1:49 AM	locate an audio book via interlibrary loan
650	Apr 19, 2014 1:46 AM	Finish school
651	Apr 19, 2014 1:45 AM	Go to a story time and get fun books for the kids
652	Apr 19, 2014 1:44 AM	Chose and read books together.
		To find books for science competitions for
653	Apr 19, 2014 1:43 AM	my kids, to find books just for fan too.
654	Apr 19, 2014 1:42 AM	Grow as readers
655	Apr 19, 2014 1:42 AM	Enjoy reading and get helpful materials
656	Apr 19, 2014 1:42 AM	Become exposed to more authors
657	Apr 19, 2014 1:41 AM	read
658	Apr 19, 2014 1:40 AM	read more
659	Apr 19, 2014 1:40 AM	personal growth through online classess
660	Apr 19, 2014 1:37 AM	find new books.
661	Apr 19, 2014 1:32 AM	enjoy books on CD while traveling
662	Apr 19, 2014 1:30 AM	learn to read
		Teach my children through story time &
663	Apr 19, 2014 1:28 AM	checking out books.

664	Apr 19, 2014 1:26 AM	spend quality time together.
665	Apr 19, 2014 1:26 AM	Enjoy reading mire
666	Apr 19, 2014 1:25 AM	browse for literature to engage preschool kids
667	Apr 19, 2014 1:24 AM	Enjoy more books.
668	Apr 19, 2014 1:24 AM	access books for leisure reading
669	Apr 19, 2014 1:24 AM	read a lot.
670	Apr 19, 2014 1:23 AM	Enjoy the library with downloadable books.
671	Apr 19, 2014 1:22 AM	Enjoy read and watching DVD Read a lot more, especially for my younger brother, and provide an awesome place to study or research
672	Apr 19, 2014 1:21 AM	
673	Apr 19, 2014 1:19 AM	Helped my toddler learn to love books, expand his vocabulary through story time. fail one of my exam but to show another
674	Apr 19, 2014 1:18 AM	step in my life to pass my exam in next
675	Apr 19, 2014 1:18 AM	Read a lot more! read books that we want to read without
676	Apr 19, 2014 1:17 AM	buying the books.
677	Apr 19, 2014 1:17 AM	find the best literature books.
678	Apr 19, 2014 1:17 AM	improve
679	Apr 19, 2014 1:16 AM	Share in the latest literary materials. Thank you!
680	Apr 19, 2014 1:15 AM	read ebooks
681	Apr 19, 2014 1:14 AM	Read more Have some very good family time with the
682	Apr 19, 2014 1:14 AM	grandchildren.
683	Apr 19, 2014 1:13 AM	Learn
684	Apr 19, 2014 1:13 AM	Grow as readers.
685	Apr 19, 2014 1:10 AM	Read more
686	Apr 19, 2014 1:08 AM	improve awareness & skills in my children
687	Apr 19, 2014 1:08 AM	Read and listen to books more
688	Apr 19, 2014 1:08 AM	Save money from buying new books for our son
689	Apr 19, 2014 1:07 AM	Study
690	Apr 19, 2014 1:06 AM	check out reading books for my grandson.
691	Apr 19, 2014 1:06 AM	learn more about publishing a novel. enjoy reading a variety of fiction and non-fiction holdings.
692	Apr 19, 2014 1:05 AM	
693	Apr 19, 2014 1:04 AM	read books
694	Apr 19, 2014 1:04 AM	read several books and learn about different things.
695	Apr 19, 2014 1:03 AM	borrow books
696	Apr 19, 2014 1:01 AM	Expand
697	Apr 19, 2014 1:00 AM	read books we enjoyed.
698	Apr 19, 2014 12:57 AM	always have a new story to engage in.
699	Apr 19, 2014 12:57 AM	Read more . . . complete our homeschooling year with resources about Medieval Europe, earth
700	Apr 19, 2014 12:56 AM	sciences, and many other educational
701	Apr 19, 2014 12:55 AM	Learn new things.
702	Apr 19, 2014 12:54 AM	learn together

		Learn about our travel destinations, and relax while listening to audiobooks that
703	Apr 19, 2014 12:53 AM	take us on adventures.
704	Apr 19, 2014 12:51 AM	Enjoy reading in the summer
705	Apr 19, 2014 12:49 AM	teach our 5 year old son to read.
706	Apr 19, 2014 12:47 AM	Learn to love reading
707	Apr 19, 2014 12:47 AM	Read more.
		check out books, attend cultural and art
708	Apr 19, 2014 12:46 AM	classes, have a quiet place to study.
709	Apr 19, 2014 12:45 AM	read a lot of great books
		To help our kids get closer to books and
710	Apr 19, 2014 12:44 AM	learn a lot by reading
711	Apr 19, 2014 12:44 AM	improving reading
712	Apr 19, 2014 12:44 AM	attend classes.
713	Apr 19, 2014 12:43 AM	budget my finances
714	Apr 19, 2014 12:42 AM	Share time with each other.
		enjoy structured, educational time
715	Apr 19, 2014 12:39 AM	through excellent story times.
		Save \$ buy using the hold system and
		drive through pick up. Making new
716	Apr 19, 2014 12:37 AM	features easily accessible and available.
		Enjoy more family time together thru
717	Apr 19, 2014 12:37 AM	bedtime storytime
718	Apr 19, 2014 12:36 AM	Read more
		Increase our excitement for books and
719	Apr 19, 2014 12:36 AM	learning new things.
		In my twilight years, reading checked-out
720	Apr 19, 2014 12:35 AM	books is helpful to me.
721	Apr 19, 2014 12:34 AM	Locate research materials
722	Apr 19, 2014 12:33 AM	Read more
		get information on assignments and many
		hours of enjoyable reading.hoursand
723	Apr 19, 2014 12:33 AM	complete e
724	Apr 19, 2014 12:32 AM	read more and enjoy the storytelling festicsl
725	Apr 19, 2014 12:32 AM	read more
726	Apr 19, 2014 12:32 AM	complete home work assignments.
727	Apr 19, 2014 12:31 AM	Learn to read by providing level books
728	Apr 19, 2014 12:30 AM	help us feel welcome in our new city
729	Apr 19, 2014 12:29 AM	Enjoy reading
730	Apr 19, 2014 12:29 AM	Read lots of books!
		My first grader has begun to devour
		chapter books and the library has kept up
731	Apr 19, 2014 12:28 AM	with her appetite to read :)
732	Apr 19, 2014 12:26 AM	Read more fiction
733	Apr 19, 2014 12:25 AM	always have a book on hand to read on my iPad

734	Apr 19, 2014 12:25 AM	Get lots of reading material for families' devices
		Prepare for professional testing by
735	Apr 19, 2014 12:24 AM	providing quiet study place
736	Apr 19, 2014 12:24 AM	educate ourselves
737	Apr 19, 2014 12:23 AM	In checking books out for the children that I teach.
738	Apr 19, 2014 12:22 AM	enjoying reading
739	Apr 19, 2014 12:20 AM	Teach my now 2 year old the joy of reading
740	Apr 19, 2014 12:19 AM	enjoy books
741	Apr 19, 2014 12:19 AM	Find just right books for my 6 year old to read.
742	Apr 19, 2014 12:19 AM	enjoy and appreciate reading
743	Apr 19, 2014 12:19 AM	Conect more with literature
		Become a better student by providing a
744	Apr 19, 2014 12:18 AM	place to study
745	Apr 19, 2014 12:18 AM	Enjoy children's story time and hands on activities
746	Apr 19, 2014 12:16 AM	learn to grow our mines
747	Apr 19, 2014 12:15 AM	Have fun!
748	Apr 19, 2014 12:15 AM	Read
749	Apr 19, 2014 12:14 AM	read more
750	Apr 19, 2014 12:14 AM	borrow books online, while on vacation!
751	Apr 19, 2014 12:14 AM	Enjoy e-books more
752	Apr 19, 2014 12:13 AM	enjoy learning and reading together.
753	Apr 19, 2014 12:13 AM	read more ebooks.
754	Apr 19, 2014 12:12 AM	read quite a bit
755	Apr 19, 2014 12:11 AM	save money by downloading free books
756	Apr 19, 2014 12:11 AM	Read more books
757	Apr 19, 2014 12:11 AM	Read a variety of books I would not normally read.
		enhance our general understanding of
		science/literature and provided a safe and
758	Apr 19, 2014 12:10 AM	inspiring place to learn .
		discover new books and provide an
759	Apr 19, 2014 12:09 AM	educational place to bring my toddler
760	Apr 19, 2014 12:09 AM	Perform geneology research
761	Apr 19, 2014 12:08 AM	Keep reading through the summer and beyond!
762	Apr 19, 2014 12:08 AM	Read electronic format and hard copy of the books
763	Apr 19, 2014 12:08 AM	improve my nephew's reading skills.
764	Apr 19, 2014 12:07 AM	read some enjoyable fiction
765	Apr 19, 2014 12:07 AM	download books
766	Apr 19, 2014 12:06 AM	expand our knowledge through reading
767	Apr 19, 2014 12:05 AM	Enjoy drives more with audio books and downloads
768	Apr 19, 2014 12:04 AM	read ebooks
769	Apr 19, 2014 12:04 AM	educate us
770	Apr 19, 2014 12:03 AM	Plan a trip to Yellowstone and other national parks
771	Apr 19, 2014 12:03 AM	Explore places for a wonderful vacation
772	Apr 19, 2014 12:02 AM	conveniently read ebooks at home and on the go.
773	Apr 19, 2014 12:01 AM	Explore checking out ebooks on our iPad.
774	Apr 19, 2014 12:01 AM	Enjoy reading
775	Apr 19, 2014 12:01 AM	Love reading.
776	Apr 19, 2014 12:00 AM	Watch new movies and read new books
777	Apr 18, 2014 11:59 PM	Read more books!!
778	Apr 18, 2014 11:59 PM	spend most nights reading.
779	Apr 18, 2014 11:58 PM	read more.

780	Apr 18, 2014 11:58 PM	Explore more books
781	Apr 18, 2014 11:57 PM	To achieve my lifelong dream in obtaining my bachelors degree
782	Apr 18, 2014 11:57 PM	Enhance reading activities, conduct research and connect with others in the community.
783	Apr 18, 2014 11:57 PM	show off the city
784	Apr 18, 2014 11:57 PM	Find interesting books and movies
785	Apr 18, 2014 11:57 PM	give my grandchildren a love for the library
786	Apr 18, 2014 11:57 PM	This year the frisco public library helped me or my family to love books.
787	Apr 18, 2014 11:56 PM	Relax and enjoy reading
788	Apr 18, 2014 11:56 PM	not sure
789	Apr 18, 2014 11:56 PM	Find the military service of my husband's grandfather
790	Apr 18, 2014 11:56 PM	read books on my device for free
791	Apr 18, 2014 11:56 PM	become better educated.
792	Apr 18, 2014 11:56 PM	access self-help materials
793	Apr 18, 2014 11:56 PM	Provide reading material
794	Apr 18, 2014 11:56 PM	Educate
795	Apr 18, 2014 11:55 PM	complete research
796	Apr 18, 2014 11:55 PM	Grow learn have fun
797	Apr 18, 2014 11:55 PM	read more
798	Apr 18, 2014 11:55 PM	download a variety of books through the web to our kindles on a regular basis!
799	Apr 18, 2014 11:55 PM	Keep reading and enjoy time together
800	Apr 18, 2014 11:54 PM	Not sure, we only went once because the location is not convenient as we live on the east side of town.
801	Apr 18, 2014 11:54 PM	Complete homework assignments
802	Apr 18, 2014 11:53 PM	grow into our new neighborhood.
803	Apr 18, 2014 11:53 PM	Great extent
804	Apr 18, 2014 11:52 PM	educate our children
805	Apr 18, 2014 11:51 PM	Love reading
806	Apr 18, 2014 11:50 PM	Get the elementary grade books
807	Apr 18, 2014 11:50 PM	learn
808	Apr 18, 2014 11:49 PM	in previous years we've enjoyed audio books
809	Apr 18, 2014 11:49 PM	learn more about the world around us through books, music, and dvds.
810	Apr 18, 2014 11:46 PM	Develop my writing skills
811	Apr 18, 2014 11:46 PM	reconnect with people by volunteering
812	Apr 18, 2014 11:46 PM	Love books
813	Apr 18, 2014 11:46 PM	Get the school work done
814	Apr 18, 2014 11:45 PM	read over 100 books, and helped my children learn literacy skills.
815	Apr 18, 2014 11:44 PM	read & discover lots of exciting books

		Enrich my preschooler's life! The children's library staff, especially the ladies who do
816	Apr 18, 2014 11:43 PM	storytimes are fantastic!
817	Apr 18, 2014 11:42 PM	Love reading and finding material even more.
818	Apr 18, 2014 11:40 PM	have entertainment
819	Apr 18, 2014 11:38 PM	read more conveniently.
820	Apr 18, 2014 9:24 PM	get my master's degree
821	Apr 18, 2014 8:03 PM	Read more
822	Apr 18, 2014 7:53 PM	get my writing done. learn about Frisco as new residents. Shortly after arriving in Frisco my family discovered a flyer for a Frisco Scavenger Hunt. It was fun for the family and helped us find many of the city landmarks,
823	Apr 18, 2014 7:36 PM	entertainment and activities.
824	Apr 18, 2014 7:30 PM	Read more books
825	Apr 18, 2014 7:13 PM	learn more
826	Apr 18, 2014 7:01 PM	help my child's pre-reading skills.
827	Apr 18, 2014 1:16 PM	enjoy a large selection of books
828	Apr 18, 2014 12:31 PM	gain access to quality books and ebooks
829	Apr 18, 2014 1:34 AM	have fun in a safe, educational setting!
830	Apr 17, 2014 10:55 PM	check out books.
831	Apr 17, 2014 8:50 PM	Enjoy and connect to my the city of Frisco
832	Apr 17, 2014 3:14 PM	enjoy and respect books; expand our horizons learn how to down load eBooks and begin
833	Apr 17, 2014 1:38 PM	learning Spanish.
834	Apr 17, 2014 12:53 PM	Read books with grandchildren enhance my grandchildren's love of books
835	Apr 17, 2014 11:25 AM	and reading.
836	Apr 17, 2014 11:00 AM	Take some classes
837	Apr 17, 2014 3:19 AM	Enjoy books using the ebook app.
838	Apr 17, 2014 2:46 AM	Study, do research, learn Microsoft Excel
839	Apr 17, 2014 2:35 AM	Explore new worlds through reading.
840	Apr 17, 2014 1:56 AM	get some good reading and study items
841	Apr 17, 2014 12:58 AM	enjoy reading
842	Apr 16, 2014 10:24 PM	read books I desired to read
843	Apr 16, 2014 8:40 PM	To have quiet study time for homeschooling
844	Apr 16, 2014 7:40 PM	enjoy reading. educate myself on a new topic through an
845	Apr 16, 2014 6:59 PM	online course, and I will be taking others.
846	Apr 16, 2014 2:35 PM	learn how to place holds
847	Apr 16, 2014 1:30 PM	grow our interest in reading.
848	Apr 16, 2014 3:23 AM	get my daughter excited about reading
849	Apr 16, 2014 1:19 AM	Learn more! Enjoy Lots of insightful and fun stories
850	Apr 16, 2014 1:08 AM	over meals and bed time.

851	Apr 16, 2014 12:47 AM	learn about computers, internet use, and obtain wonderful reading materials
852	Apr 16, 2014 12:45 AM	learn to use the iPad and access online books
853	Apr 16, 2014 12:32 AM	Read more and more books get access to what we need as well as
854	Apr 15, 2014 12:34 PM	coming for fun. develop a love for books and songs
855	Apr 14, 2014 7:06 PM	through story time
856	Apr 14, 2014 4:32 PM	Enjoy reading more...
857	Apr 14, 2014 1:36 AM	enjoy story time with our preschool age son. the latest books without have to spend
858	Apr 13, 2014 9:35 PM	money have regular outings as a family and to
859	Apr 13, 2014 9:26 PM	read the latest books without spending
860	Apr 13, 2014 9:04 PM	taking courses pertaining to my job
861	Apr 13, 2014 8:51 PM	enjoy family time/raising kids that love to read.
862	Apr 13, 2014 7:16 PM	read about new things Get involved wih books and reading from
863	Apr 13, 2014 6:55 PM	a very young age. Feel better about our future children being able to utilize the resources
864	Apr 13, 2014 5:28 PM	available via the Frisco library.
865	Apr 13, 2014 3:20 PM	teach my kids and learn myself.
866	Apr 13, 2014 3:11 PM	Nothing...because it doesn't have the service, selection, or atmosphere I require
867	Apr 13, 2014 3:05 PM	Learn to be patient
868	Apr 13, 2014 2:58 PM	develop our careers. better my webpage coding skills (html and CSS) by taking your Learn4Life (or Ed2Go) courses! They were excellent!! I'm looking forward to taking more courses this
869	Apr 13, 2014 2:12 PM	summer. Conduct research for several projects and
870	Apr 13, 2014 3:08 AM	assignments
871	Apr 12, 2014 10:57 PM	meet other moms find interesting fiction and nonfiction for
872	Apr 12, 2014 6:54 PM	my children.
873	Apr 12, 2014 6:47 PM	read more in the summer
874	Apr 12, 2014 6:41 PM	enjoy reading!!!
875	Apr 12, 2014 3:48 PM	read the books I wanted to read
876	Apr 12, 2014 1:42 PM	read hard to locate books
877	Apr 12, 2014 6:59 AM	Find a tax form.
878	Apr 12, 2014 4:43 AM	expand our minds through reading opportunities.
879	Apr 12, 2014 4:04 AM	enjoy the artwork hanging in the hallways develop reading skills and interest in
880	Apr 12, 2014 2:46 AM	reading books for my kid. cultivate an interest and love of reading in
881	Apr 12, 2014 2:20 AM	our preschooler!

882	Apr 12, 2014 1:10 AM	I didn't use the library this year.
883	Apr 11, 2014 10:34 PM	Research projects for school
		Save money because we can borrow
884	Apr 11, 2014 9:53 PM	movies. We rent less.
885	Apr 11, 2014 6:12 PM	read a more diverse selection of books.
		Achieve higher grades by having a place to
		study and librarians to help me. Yay for
886	Apr 11, 2014 1:43 PM	the quiet floor!
887	Apr 11, 2014 2:51 AM	meet people, socialize, work and learn.
		stufy for GMAT with materials and
888	Apr 10, 2014 4:38 PM	providing a place to study.
889	Apr 10, 2014 3:01 PM	read more variety of media
890	Apr 10, 2014 1:42 PM	download ebooks, so convenient, love it
891	Apr 10, 2014 1:30 PM	expand my websites reviews on audiobooks
892	Apr 10, 2014 2:55 AM	read a lot of books
		enjoy reading for fun. Our kids made their
893	Apr 10, 2014 2:42 AM	own reading contests with themselves.
894	Apr 10, 2014 2:30 AM	enjoy life more.
895	Apr 10, 2014 1:59 AM	read all the books we've wanted to
		It helps me relax,any time that I need to
		get away from the fast hectic life I turn the
		public for a book that can help me
896	Apr 10, 2014 1:29 AM	navigate the excess of info available in the
897	Apr 10, 2014 12:30 AM	Learn how to do oragami
		not much of anything - too far away. Use
898	Apr 9, 2014 10:22 PM	Plano Library instead
		find a more convenient PLANO library for
		toddler story time that is somewhat
		CLOSER to my home, doesn't require a
899	Apr 9, 2014 10:12 PM	"ticket" to attend, AND has AMPLE
900	Apr 9, 2014 9:56 PM	Get more ebooks and emagazines.
901	Apr 9, 2014 8:49 PM	enjoy books
902	Apr 9, 2014 6:56 PM	Spend quality time .
		obtain free professional development
903	Apr 9, 2014 4:06 PM	classes online.
904	Apr 9, 2014 5:15 AM	homeschool.
905	Apr 9, 2014 12:34 AM	have reading material available when I travel
906	Apr 8, 2014 10:59 PM	be avid readers
907	Apr 8, 2014 8:21 PM	be aware of and go to the Storytelling event.
908	Apr 8, 2014 7:35 PM	raise avid readers
909	Apr 8, 2014 4:50 PM	enjoy reading new books
910	Apr 8, 2014 3:08 PM	spend more time together.
911	Apr 8, 2014 2:48 PM	Stay avid readers
912	Apr 8, 2014 2:46 PM	bring new books to our child learning to read.
913	Apr 8, 2014 2:39 PM	teach our 9 month old daughter the joy of reading
914	Apr 8, 2014 2:25 PM	stay sane
915	Apr 8, 2014 2:23 PM	enjoy the world of reading.
916	Apr 8, 2014 2:20 PM	Learn and grow during storytime!!!

917	Apr 8, 2014 1:43 PM	Learn more to stay on top of my profession get back to study, learn and re-gain my confidence and start building up my
918	Apr 8, 2014 5:05 AM	resume/hobbies
919	Apr 8, 2014 4:07 AM	access educational materials for my child
920	Apr 8, 2014 2:37 AM	Explore creative writing opportunities.
921	Apr 8, 2014 2:32 AM	instill a love of learning and reading!
922	Apr 8, 2014 1:31 AM	relax
923	Apr 7, 2014 8:03 PM	enjoy reading more.
924	Apr 7, 2014 6:56 PM	fill our summer with reading.

16. If the following activities were not available from the library, would you have an alternative source for obtaining these services?

Answer Options	Yes	Maybe	No	Rating Average	Response Count
Borrowing books, CDs, or DVDs	305	308	506	1.82	1119
Job searching and filling out job applications	749	248	122	2.56	1119
Exposing my child to reading through	288	372	459	1.85	1119
Getting homework help (for me or my child)	486	433	200	2.26	1119
Researching something for my business	561	383	175	2.34	1119
Studying in a quiet place	523	350	246	2.25	1119
Preparing a resume	666	323	130	2.48	1119
Getting internet access	848	191	80	2.69	1119
answered question					1119
skipped question					179

17. Where do you go to learn what services are available from the Frisco Public Library? Check all that apply.

Answer Options	Response Percent	Response Count
Library website	92.4%	1034
Library handouts	30.7%	344
Library staff	42.2%	472
Emails from the library	39.5%	442
City website	15.7%	176
Social media (Facebook, Twitter, Tumblr,	10.4%	116
Frisco-centric websites (Dallas Morning News	11.2%	125
Frisco-centric publications (Frisco Style,	17.1%	191
Friends, neighbors, and family	25.7%	288
answered question		1119
skipped question		179

18. Please indicate your age range:

Answer Options	Response Percent	Response Count
Under 18	1.8%	20
18-24	1.6%	18

25-35	17.2%	192
36-50	50.4%	563
51-64	15.6%	174
Over 65	11.5%	129
Prefer not to say	2.0%	22
<i>answered question</i>		1118
<i>skipped question</i>		180

19. Please indicate your gender.		
Answer Options	Response Percent	Response Count
Female	67.7%	757
Male	29.9%	334
Prefer not to say	2.4%	27
<i>answered question</i>		1118
<i>skipped question</i>		180

APPENDIX D FACILITIES

FACILITY OPTIONS REVIEWED
LOCATION AND SITE CRITERIA



FACILITY OPTIONS REVIEWED



Facility Options Reviewed

The consultants examined a number of alternative service facilities and their possible application to Frisco. This section describes the most viable alternatives, describes the strengths and weaknesses of each, analyzes their ability to address Frisco's needs in a cost effective manner, and makes recommendations as to the feasibility of each.

An Addition to the Existing Municipal Building

The original City Hall/Library building concept indicated that the current library space in the Municipal Center could be expanded to the east. Materials on the east side of building include limestone veneer and a stone and metal mansard roof on the fourth floor tower. A low slope roof extends over the majority of the space with the exception of the mansard towers on the building corners.

The advantages to expanding the Municipal Center include maintaining the continuity of the existing location and retaining the convenience and visibility of combined Library and City Hall functions. Expansion to the 1st, 2nd, and 3rd floors could nearly double the useable square footage in the building and result in significantly increased library space.

However, adding to the Municipal Building would not be practical. The building design does not lend itself to expansion without considerable expense. There are known architectural difficulties presented by creating an addition to the building. There is no indication on the construction documents of special measures taken during design to simplify or facilitate this process.

With a single library location, expansion must be completed while the building is occupied by both staff and the public in order to maintain service. This adds both time and cost to the construction as well as noise and dust throughout the entire Municipal Center during construction. The expense to match and reconfigure existing finishes (both exterior and interior) is not cost effective. In addition to construction costs, the nature of the multistory building would require that additional service points be staffed.

Most significantly, however, even with an expansion to the existing building, as the population increases, library space would once again become quickly undersized.

For these reasons, expansion of the Municipal Complex is not recommended.

Kiosk/Vending

Library service kiosks have been in public libraries since the early 1990's. Several manufacturers continue to develop free standing, self-service library centers that allow patrons access to a limited selection of books in the vending machine – potentially 24 hours a day – by scanning their library card. The kiosks take up very little space and offer limited self-service in convenient locations.

The Library administration and the consultants¹ have performed an assessment of this alternative and determined, based on the experience other libraries have had implementing these structures, that they are not currently suitable for Frisco for a number of reasons.

Kiosk libraries house a very small collection, typically no more than 1,000 volumes. This represents only a small fraction of the Library's current collection of physical items. As such, a kiosk library cannot house enough materials to either reduce the crowding issues at the current facility or expand the collection enough to substantially improve collection services.

Libraries across the country have found there is great initial expense (in excess of \$225,000) just for the equipment to open one of these small kiosks.

In addition, the Library does not currently have infrastructure in place to support the transportation of materials between the Municipal Center and the kiosk. Putting that infrastructure into place would create an ongoing cost for the Library that may not be offset by the small volume of circulations created.

After the initial fanfare of this innovation, libraries have seen initial annual circulations transactions of only 500-1,600 in the first year fall to nearly zero in subsequent years.

At this time, kiosks do not provide enough collection space to meet the Library's space needs, nor provide a cost effective solution for extending library services outside of the current facility.

Reviewed and considered a nonviable option.

Administration and Technical Services Center

Some library systems implement a model of library service that houses the administration, processing, and technical service functions in separate buildings designed to efficiently support multiple library locations without taking up valuable public space. This option was explored with a location near the existing library. The concept was to relieve some pressure on the building by moving staff to a library "office" location, potentially freeing staff space for public use. In addition, materials needed to meet TLA 2014 standards could be housed in the space as collection "overflow."

Upon evaluation, the number of staff that could be moved was low in comparison to the space that could be rededicated for public use. This option also creates a need for expansion of delivery services infrastructure ahead of substantive improvements to services for the public. Collection space is needed, but housing it in a separate, non-browsable area limits use by the public. Finally, office space that is unoccupied during evenings and weekends does not support the Frisco Square concept of a community interaction space

Reviewed and discarded; a nonviable option at this time.

¹ <http://www.ivylibrary.com/blog/2014/08/do-you-need-a-library-kiosk>

A Branch Library

A traditional library solution for meeting service needs when expansion becomes an issue in a community is to develop branch libraries within a city's jurisdiction. Many U.S. communities have libraries with multiple branch facilities. Branches are generally small and offer limited services. It is a concept familiar to many and desired by some in Frisco.

Branch libraries require less initial funding to establish or build. They can be implemented in less time than a larger facility. Due to the smaller size, branches can occupy rental space. Commercial facilities such as vacant supermarkets or big box stores can be remodeled into successful branches (Irving and Denton are examples), which reduce start-up capital costs.

It is easier to plan and locate branches with known adjacency to population centers.

Branches are beloved by neighborhood residents because the close location provides convenient access with a short travel time.

A branch facility in the 12,000 SF range would be easier to co-locate (shared site with separate buildings) with another facility and could offer advantages in terms of shared parking.

However, bigger is more cost effective than small, multiple locations. One important argument against branches in Frisco is the desire to provide quality service while at the same time being conservative in funding. Multiple library branches increase operational costs but cannot and do not provide the same level of service that a larger library facility can.

Frisco focus group participants said they would like a more convenient library location, presumably in their neighborhood, but they also said that comprehensive service was important to them. They did not want to go to more than one location for library services. Location studies have found that patrons will by-pass smaller branches if their needs involve work or special information needs. Based on the current population characteristics, it appears the branch model would be less likely to satisfy a population such as Frisco's, which has become accustomed to a comprehensive level of service in a single location, and might expect that level of service at each library facility.

There is expense associated with managing collection deliveries between locations. The wide scale adoption of online catalogs has radically changed both the library's management of, and the public's perceptions regarding, collection services. The collection no longer lives only in physical space, but is experienced online. Patrons can pick up materials from one location and return them to another. As a result intra-library system delivery costs have increased significantly. The analysis of the current library conditions and information from the Telephone Survey and focus groups indicates a strong desire for more collection space, specialized collections (e.g. International Languages), study rooms, technology, and meetings rooms. A branch library sized at or below 19,000 SF would not provide sufficient space to provide these kinds of services.

Due to anticipated population growth and the size of the current Library, it is calculated that an additional 76,000 SF of library space will be needed to meet Frisco needs through 2025. If Frisco were to

adopt the branch model for expansion, documented needs would require the addition of approximately four new branches by 2025 with more branches to come as the population continues to grow.

As cities such as Austin, Chicago, and Philadelphia have discovered, once branches are established they become identified with a neighborhood. Thus, they become extremely difficult to move or close, which can perpetuate library service in a neighborhood that is changing or losing population while other locations go unserved.

For these reasons, a branch system is not recommended.

The next two options discussed focus on providing specialized services: services to seniors and technology services. Each of these options were considered but deemed not appropriate for the same reason that a branch library was not recommended. These facilities would be small, specialized, and increase operational costs to serve only a limited segment of the population.

Senior Services Focused Branch Library

Seniors are a large portion of typical library users in Frisco and other communities. In addition, the demographics in Frisco are shifting as more seniors move to be near children and grandchildren. However, in comparing Frisco ISD demographics with City demographics, it is unclear as to whether seniors will quickly become a dominate service population.

A potential concept was explored involving leasing a portion of a strip center retail area near the Frisco Lakes area on the west side of Frisco. This concept would be a traditional collection, reading room, and technology instruction focused specialty branch. This branch would be a leased retail space with easy access and parking. The focus group sessions were well attended by this demographic and they were vocal in their specialized needs for collections, seating, convenient parking, and technology training to keep up with their grandchildren. Providing these services in a location convenient to the majority of the senior population in Frisco is the primary advantage of this option.

Without a more focused needs assessment, it is not possible to know whether seniors lack access to library services. A follow-up study should be considered to assess the nature and adequacy of the future plans for municipal services to seniors, which might include specialized library services.

Pending the results of a future study, there may be good reason to revisit this issue . Not recommended at this time.

A Technology Center Library

Technology Centers are designed to support the community's technology information needs by providing library hardware, software, instruction, and small meeting spaces. No collections would be

housed here. A much discussed option in library circles, this concept is not meant to replace traditional library services, but acts as an enhancement.

Several examples of this type of facility exist, including locations in Texas (Bexar County), Colorado (Denver), and Arizona (Tucson). Bexar County Library designed and opened a technology center on the South Side of San Antonio to bring technology to a low-income portion of the population. Tucson-Pima Public Library System in Arizona opened a technology center which received joint funding from a number of different agencies, including the school district and the library. This center has recently been revised to offer collection services after the community requested materials be added.

As noted previously, Frisco's employment profile is highly focused on high skilled jobs in the technology sector. There is evidence from the Telephone Survey and focus groups that Frisco Library patrons use technology services offered by the Library and wish for more support in the way of classes and building technology skills. The library staff, with some training, has the ability to offer "genius" level services.

Frisco residents have made their preference for comprehensive library services and facilities clear. There is nothing to preclude the Library from offering the technology services described above in a comprehensive facility.

Reviewed and discarded as a nonviable option.

Joint Use and Co-Located Facilities

A joint use facility houses two separate service providers in the same building. They are distinct from co-located facilities, which are different buildings on a shared property. Decision makers expressed interest in the possibility of creating a joint use facility in Frisco.

A Joint Use Library with a Recreation Center

Sources consulted on joint use facilities² identified a number of different types. In a few cases, branch (smaller, limited service) libraries and recreation centers share a facility. The Clearwater Beach Branch, part of the Clearwater Public Library System in Clearwater, Florida³ is located in the same building as the recreation center.

Joint use facilities offer convenience to users interested in the offerings of both service providers. Financially, the potential exists to reduce construction and infrastructure costs, as well as operating costs, through shared lobby, restroom, program, and parking spaces.

² A sample of the type of lists of joint use municipal joint use libraries are the following: Lodge, M. Joint-Use Libraries & shared Facility Libraries, State Library of Ohio. N.D.

<http://www.olc.org/pdf/SLOJointUseSharedFacilitiesPLs082011.pdf>

Atlanta Regional Commission. U.S. Examples of Joint Use Facilities. <http://www.atlantaregional.com/local-government/implementation-assistance/schools--communities/opportunities-for-coordination/joint-use/u-s--examples-of-joint-use-facilities>

³ <http://www.floridaleagueofcities.com/Publications.aspx?CNID=3422>

Since there are comparatively few working examples of joint use public library and recreation center facilities, it is difficult to identify the necessary elements to ensure this service arrangement would be successful. Obvious challenges will have to be addressed in both physical design (e.g. acoustics and ventilation) and service provision (e.g. competition for shared spaces will limit library offerings).

Recreation centers have a different history and mission than those of public libraries. The public library's purpose and mission is embedded in providing educational, informational, and cultural services to the community. The balance between recreational needs and the library's mission must be carefully considered.

The public library was founded to offer an alternative to private membership libraries that excluded those unable to pay. Historically, it has been understood that a democratic society depends upon providing equitable access to information for all (particularly those who are unable to pay) to encourage literacy and economic welfare. While a joint use library/recreation center offers the opportunity to recapture costs through the efficiency of sharing expenses, public libraries offer their services altruistically, without fees and open to all.

Care should be taken to ensure there is an understanding that the imposition of "a fee for service model" (such as is common in recreation centers) cannot be easily or appropriately applied to public libraries. The "fee for service" may preclude those who most need a service (children) from access due to the unwillingness or inability of their caregivers to pay. Traditional library services are widely understood, and historically offered, as paid for by tax revenues. The imposition of a "fee for service model" would effectively "privatize" library service and fundamentally alter the library's basic mission.

Any joint use proposal would require a rigorously negotiated written plan of service setting out the nature of the collaboration, as well as the duties and responsibilities of each entity.

In Frisco, the issue of a joint use facility is complicated by the amount of square footage necessary to match library services with population growth. Examples of currently operating library/recreation center joint use facilities involve branch libraries insufficient in size to meet Frisco's needs. Combining a 74,000 SF library with a recreation center will require a large property to accommodate the building and parking. If a library branch/recreation center joint use facility is built, at least one more library facility would need to be built simultaneously to meet the Library's current need for expanded facility space, reducing cost efficiencies.

In other cities, new Municipal Centers have co-located with one or more city facilities, including police stations, libraries, and/or recreation centers. The Wylie Municipal Center in Wylie, Texas includes City Hall, a recreation center, and a library. The library and the recreation center maintain independent programs and services; their separate buildings are connected by a covered walk.

A Joint Use Library with the School District

The Bond Package recently passed for the Frisco ISD provides \$37 million for future land purchases for school sites. Frisco ISD has already engaged in a number of joint ventures with the City of Frisco and

corporate entities. These future land purchases may represent an opportunity for the City and the Library to explore the feasibility of building a joint use school/public library or co-locating a public library on a future school site.⁴

There is a substantial research related to the concept of joint use school and public libraries. As one author noted, combined school and public libraries have been studied for more than 30 years.⁵ One study, primarily descriptive of the nature of joint school/public libraries, was conducted in 2005 by Mary Lankford, a library consultant for the Texas State Library and Archives Commission.⁶ Texas, at that time, had 24 joint public-school libraries.

The key findings of the report are:

- Joint use libraries are applicable to rural areas with few services. Seventy-five (75%) of the joint use libraries served a total population of less than 5,000.
- Facilities are small and expenditures modest.
- A legal basis for establishing these types of libraries does exist. There are distinct standards and guidelines in Texas that are applicable to joint use school/public libraries.
- The burden of funding is not shared and appears to rely most heavily on public funds. The majority of the surveyed libraries responded that the public administration provided more support for the school library mission than the school administration provided for the public library mission.

Since Frisco does not match the community profile of other successful school/public library joint use facilities, predicting the elements necessary to ensure success would be difficult. Obvious challenges will have to be addressed in both physical design and service provision.

Locating a facility that serves adults with one that serves children may create conflict. Security issues have become a major concern on school campuses, leading to measures that limit access. Public libraries should be easily accessible. Joint use may impede physical access to the library as well as the public library's mission to emphasize patron privacy. As a result, legal issues may arise related to conflicting priorities around access and acceptable public behavior.

While both school and public libraries have an educational mission, that mission differs significantly between the two types of libraries. School libraries support the limited curricular needs of their teachers and students. Public libraries support the broad information needs of the entire community. Collections are developed, services are designed, and programs are offered to meet the needs of each library's specific audience. Adjusting priorities to serve both populations requires significant planning and execution time for all parties.

⁴ <http://www.friscoisd.org/bond2014>

⁵ Fitzgibbons, Shirley. *School and Public Library Relationships. School Library Media Research*. Vol. 3, 2000. Reprinted from the national study. *Assessment of the Role of School and Public Libraries in Support of Educational Reform*. Weststat, Inc. 1998-2000.

⁶ Texas State Library and Archives Commission. *Joint Use School/Public Libraries in Texas*. n.d. (2005?)

Differing missions lead to substantially different policies. Public libraries provide largely unrestricted access to materials by the public; schools libraries are much more restrictive. This can (and does) become a cause of conflicts between school and public library management bodies as they develop service models. In particular, the mission of the two library agencies can come into conflict over material selection, Internet use, and freedom of speech issues.

Frisco Library already struggles to provide sufficient collection materials to meet current needs; spreading the collection budget to address additional curricular collection support would appear to be financially counterproductive.

In some cases, joint use school/public libraries pose challenges and problems which have led to being discontinued or dissolved.

For the City of Frisco, the jurisdictional environment may create further complications. Three different school district boundaries overlap the City's boundaries. This raises practical and complex jurisdictional and financing issues. Who would be eligible to use this type of joint library? Would each entity agree to participate? How much support would the various entities be expected to provide?

Research indicates that this type of joint use library is best suited to rural environments serving small populations; there is no compelling financial or service inadequacy to establish this type of facility in Frisco. The future service needs of the Frisco Library argue for a developing a large, easily accessible facility in a location suitable for the entire Frisco population.

Recommendation: Consider co-location, but not a joint use facility. Potential co-location partners should be evaluated based on a shared user base, comparable missions, and mutual benefit.

LOCATION AND SITE CRITERIA



Location and Site Criteria

The new Frisco Library and Information Center site will require a minimum of 3.4 acres. If a future expansion of 40,000 SF is planned, an additional two acres (5.4 acres) will be required for building, parking, and open space.

Preparing a recommendation on a specific site or location for additional facilities is outside of the scope of this study. However, the study consultants did gather information through interviews with various City departments concerning their views about locations for future facilities. Current City departmental planning does not utilize a formula or process (such as population triggers) to plan the development of satellite City facilities or services. In addition, the development of residential and commercial areas across the City is taking place in a manner that does not provide clear pointers as to an obvious location for a library facility without a detailed site-by-site assessment of proposed locations.

The Telephone Survey found that sentiment regarding where library users felt the Library should locate a future facility was mixed. A majority (81%) reported they are extremely satisfied with the Library's location with City Hall; however less than half describe the location as "convenient." When Telephone Survey and focus group participants were asked to name a location that they would prefer for a new or additional library facility, the respondents named a wide variety of options east, west, north, and south of the present location. No unified picture or direction emerged from the data gathered.

When another library facility is to be developed, site criteria for choosing a site should be applied. The following site criteria relate to a full service stand-alone public library building and are not intended as criteria for establishing or locating alternative service units such as kiosks.

Library location variables have been studied since the 1970's, and this research is updated periodically.¹ Future site planning for services should consider a number of factors. Following general retail market service area planning guidelines, library facilities typically consider their primary service area to draw from a population located within a two mile radius of the proposed location and have consistently found that between 50-73% of library users will be drawn from that radius.² Therefore, a general rule of thumb is to space library facilities no closer than 1.5 miles from each other. The distance and use relationship is elastic, however; if users are traveling to a library for work or education-related purposes, or if they wish to use certain specialized services, they are willing to drive farther.

The following chart summarizes other variables associated with increased or decreased library use.

¹ Christine Koontz. Library Facility Siting and Location Handbook. Greenwood Press, 1997. Pp. 56-58.

²Koontz, p. 32 ff.

Figure 7: Variables Associated with Increased or Decreased Library Use³

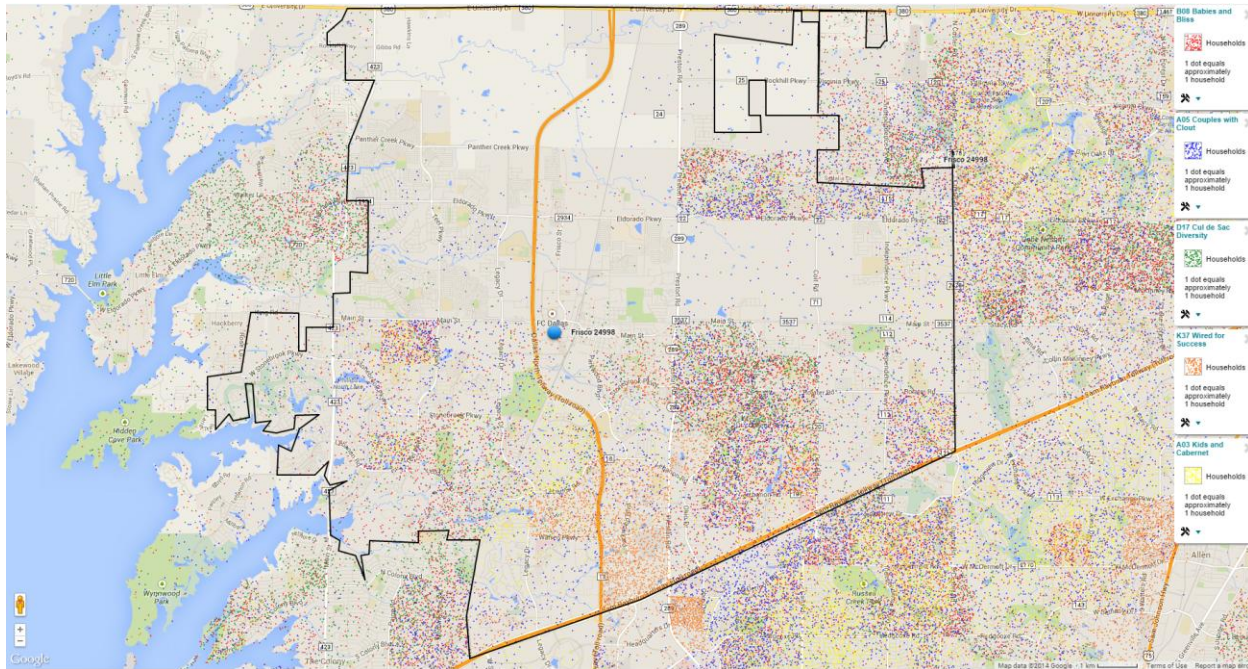
Variable	Increases Use	Decreases Use	Comments
Size of facility	For college education, Business persons, 18-34 year olds		
Less than 2 miles travel distance from facility	Urban dwellers in particular		Low income more affected by travel time than high income
More than 2 miles from facility		90% of non-users live outside 2 mile zone in urban area	
Walking distance from home	Juveniles, Low income, Less educated		
User motivation	Frequent users, Need for specialized services, Work or education related use		
Mall or shopping Center location	Rural areas		
Awareness of library	Yes		
Education, income, and occupation	Yes		
Family Life cycle	Yes, with children in particular		
Active community members	Yes		
Accessible location	Yes		
Hours of operation	Yes, if sufficient	As hours decrease, so does utilization	
Availability of transportation		Lack of transportation is important factor in non-use	
Barriers		Highways, Age, Natural landscape features	

A “gravity model”⁴ developed for siting retail locations has been studied and applied to libraries. Studies have shown that the probability of a user patronizing a store is related to the size of the store and the travel time to reach it. The gravity model can also be useful in determining the appropriate distance between library locations. The concept involves the analysis of the two variables – population and distance. Distance in this model is expressed as “driving time.”

³ Koontz, pp. 56-58.

⁴ This model is ...“the interaction between two population centers is the function of the population size of the centers and the distance between them.”

Population characteristics also affect library utilization. The Library invested in Buxton demographic data related to positioning and marketing the Library's services. This data can be further analyzed and applied to determine whether locating a library in a particular location would be likely to reach those population segments with the highest library penetration. The following Buxton Map indicates locations of the population most likely to utilize the Library (each dot represents one household).



In addition, each of the following criteria should be applied when evaluating potential public library sites:

Site and Exterior Building Criteria

- Drive time for library patrons should typically be about 10 minutes
- Appropriate size and configuration of the building site
- Appropriate zoning and deed restrictions
- Locate the facility on at least one major thoroughfare
- Traffic patterns must not interfere with the approach to the library
- Planning should take into account future public transit
- Consider the location of parks and school buildings
- Sidewalks should be available for pedestrians
- The site should be suitable to accommodate ADA requirements
- The Library entrance should be easy to navigate

Neighborhood Compatibility Criteria

- There should be complimentary “life” and other activities nearby during library hours
- Neighborhoods with a greater population density are suitable for a library location, particularly if there is a mix of single and multi-family residences
- Adjacency to shopping centers/malls brings in people who are visiting businesses (supermarkets, dry cleaners, bookstores, clothing stores, etc.)
- If a co-location is being considered, the facilities offered by the partner should be compatible with the Library’s goals, service population, and services

Visibility Criteria

- The library should be visible and recognizable from the street
- A site at the interaction of two major thoroughfares is a prime location
- There should be easy access to the site by cars, people, and delivery services

Parking Accommodation Criteria

- Parking should be based on the Frisco Zoning Ordinance of one parking space per 300 SF of building plus 10 additional spaces and plan for 325 SF of land area per parking space
- Parking should be close to the entrance and have direct access with adequate lighting at night
- Libraries co-located with other facilities should have an adequate amount of parking designated for library use only
- Ensure parking areas for the staff are adequate, secure, and lit at night

The following space chart indicates the **minimum** size site required to accommodate a new library with parking and exterior amenities.

Figure 8: Building and Site Location Size Requirements

SPACE	DETAIL	SF REQUIRED
Parking (Minimum City of Frisco Zoning Requirements) Ten (10) parking spaces plus one (1) additional space for each three hundred (300) square feet of floor area in excess of two thousand (2,000) square feet. If an auditorium is included as a part of the building, its floor area shall be deducted from the total and additional parking provided on the basis of one (1) space for each four (4) seats that it contains.	Library Use=10+254 (76,397 SF -No Auditorium-2000 SF/300SF) 255 Total Required Spaces x 325 SF per space (Space calculation of 325 SF includes Frisco minimum space size of 9x20, drive and landscape requirements per zoning ordinances)	82,875 SF
Building Footprint	2 Stories	38,200 SF
Site Amenities (Book Return, Outdoor plaza, seating, play area)		16,000 SF
Open Space (zoning ordinance 4.13.03)	7% of developed area must be usable open space	9,595 SF
TOTAL RANGE		146,670 SF (3.4 ACRES)

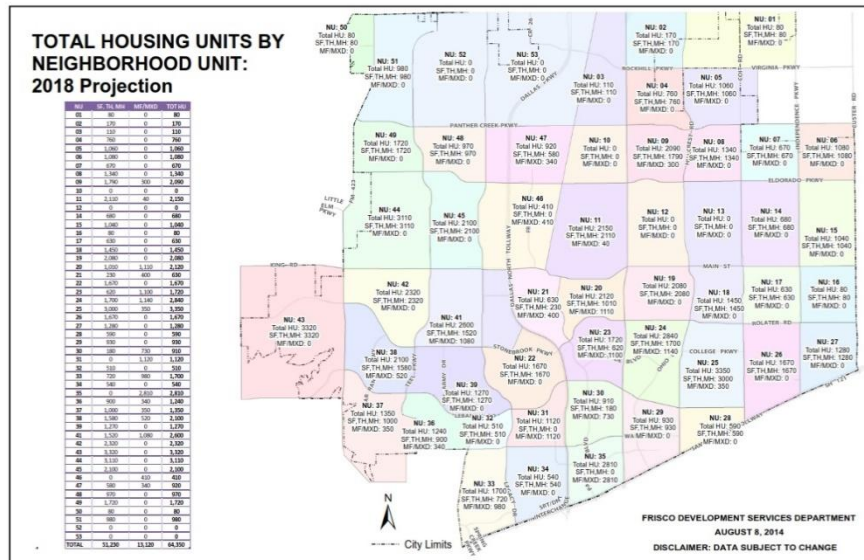
The new Frisco Library and Information Center will require a minimum size of 3.4 acres. If a future expansion of 40,000 SF is planned, an additional two acres (5.4 acres) will be required for building, parking, and open space.

Potential Library Site Locations

The advantage of the existing library facility is its location in the geographical center of the City and its adjacency to City services.

At the present time there is no clear population growth development pattern or criteria that point to an ideal location for a future library facility. As two large tracks of land in the north and east regions of the City are developed, the population center will shift and may become more evenly distributed

geographically (reference the 2018 projections for housing units below). Frisco City Planners are already planning infrastructure development in the north and east areas of the City.



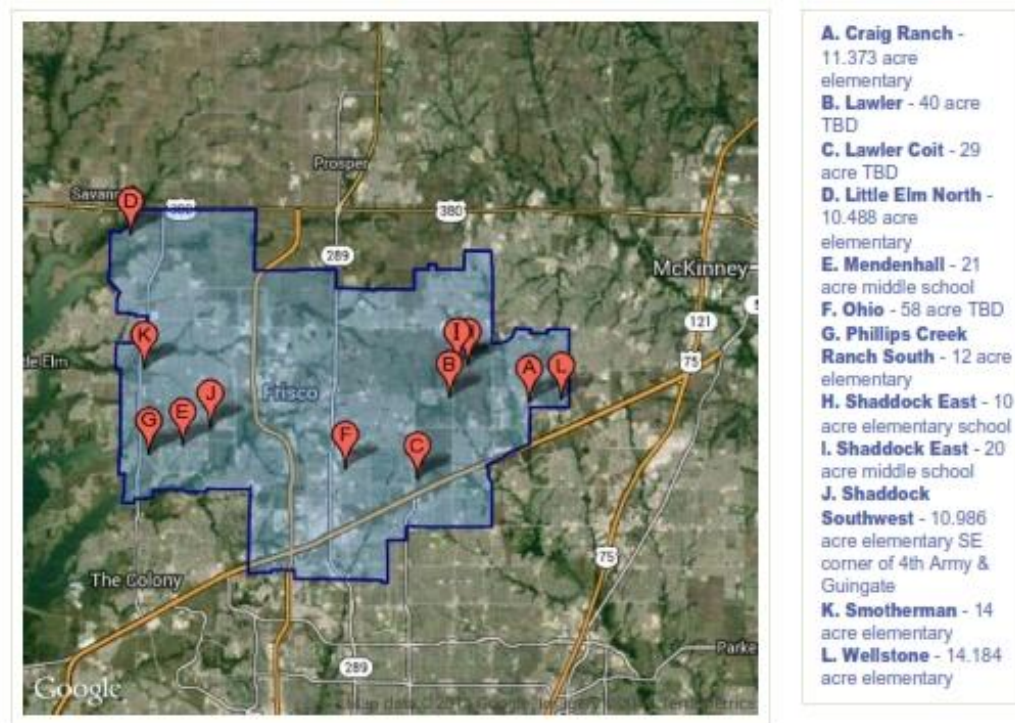
School Sites

The Frisco ISD Bond Package recently passed to fund a number of new schools in Frisco. The bond provides \$37 million for future land purchases for school sites. Since Frisco ISD has already engaged in a number of joint ventures with the City of Frisco and corporate entities in developing joint projects, these land purchases may represent an opportunity for the City, Library, and Frisco ISD to explore the feasibility of co-locating a library on one of the future school sites.⁵

The challenges of housing a public library in a school have been well documented over the years. Key issues of sharing the same building include: security, hours of access to the library by the public, differing collection development policies, internet access, cross training staff, and parking. However, co-locating a library on a school site without sharing the building allows for easy access without the security and other challenges present in directly sharing space.

The 2018 Housing Projections show that new schools, planned to address future population trends, will be located in the following areas:

⁵ <http://www.friscoisd.org/bond2014>



The future school location at Lawler (B) includes 40 acres for a potential campus; Shaddock East (H & I) has 30 acres planned for an elementary and middle school. Either could make excellent co-locations for a public library.

Urban Retail Centers

The Frisco Comprehensive Plan cites the following development trends: more urban growth, multifamily housing, less space per employee in office spaces, and millennials willing to rent but wanting more amenities. These trends in urban “town centers” provide excellent opportunities to incorporate large “anchor” libraries into urban retail and living areas.

City Owned Parks

Parks are a third potential space for a new Frisco Library and Information Center. Already owned by the City, land cost is minimized. Locating a library in a park enhances the image of both as a destination.

APPENDIX E **NOTES SUMMARIES**

COMMUNITY LEADERS NOTES SUMMARY

FOCUS GROUP MEETING NOTES SUMMARY

FRIENDS AND FOUNDATION MEETING NOTES SUMMARY

STAFF MEETING NOTES SUMMARY

MAKER SPACE CONCEPT NOTES SUMMARY

COMMUNITY LEADERS NOTES SUMMARY



Meeting Minutes

PROJECT:

Frisco Public Library Master Plan Development

DATE:

April 2, 2014

TIME: 7 a.m.- 8:30 a.m.

ATTENDEES:

Florence Mason, F. Mason and Associates

Maureen Arndt, 720 design

See attached attendee list

The following minutes reflect our understanding of the primary topics discussed at the **thought leader focus group** on April 2, 2014 held at Frisco Public Library. If you feel that any clarifications need to be made to these minutes, please notify us in writing at your earliest convenience.

Previous Agenda Items: N/A

New Items discussed:

1. What are the benefits of living in Frisco

- a) Schools (public)—don't want to pay for private. Son is taking advantage of the engineering track at the high school.
- b) Early childhood library services and quality of story time and staff. High caliber—people are talking about it! Literacy programs.
- c) Nice house for a reasonable price.
- d) Schools and activities give a sense of community and small town feel.
- e) Schools are fabulous - faith based enrichment available at private schools.
- f) Sports opportunities are great but need more academic opportunities like the library.
- g) Library is a resource to schools.
- h) Private school kids don't know what the library offers besides books—suggest field trips.
- i) Diverse community but like minded.
- j) Lifestyle focus – don't always think about adult opportunities.

- k) The Frisco Lakes retirement community is populated with grandparents moving here to be near children/grandchildren.

2. What does or can the library do to make the workforce more competitive:

- a. Provide location for meetings (corporate).
- b. Tony has bi-monthly meetings with library to use databases.
- c. On line resource training
- d. Awareness of the library
- e. Awareness is a barrier, with schools about library services. .
- f. Biggest resource (? Resource or need?) Is it to let the community know what the library offers?
- g. Participants mostly agree they are not aware of all the things the library is doing.
- h. There is no local paper so perhaps use the utility bill to advertise services? By the Way there are two local papers; Frisco Enterprise (wkly) and Community Impact Frisco (monthly)
- i. The library website and social media are way ahead of other businesses.
- j. Provide an information sheet that could be passed out to newcomers at charity events and at city agencies.
- k. Provide information when they need it, but the problem is -- how do you hook users and when do you know they need the library?
- l. Provide info sheet to city "new comers. Include list of all opportunities. FYI - Currently the library mails a library brochure each household on the Chamber's monthly "new comers" lists. In evaluating the results over the last 12 months it doesn't seem to have much of an effect – 80% of households do not get a card within the next 12 months, 10% get a card before receiving gout mailing, 5% get a card within 2 months of the mailing, and 5% get a card more than 2 months after the mailing.

3. How does the library provide value to the community?

- a. How could city hall ask this question if they've never been in the library?
- b. Before library was in city hall had to drive to Plano to use the library.
- c. Are library services bi-lingual? Some Programs? Some Website? Yes, using Chrome
- d. Library is a mine of opportunity.
- e. Library is a huge asset.
- f. Online classes are important, educational and recreational

4. What are possible partnerships?

- a. The community has a tradition of both the public and private sector working together
- b. Collin County Community College
- c. Chamber of Commerce
- d. Hispanic Catholic Church and Hispanic agencies to provide technology training in particular.

- e. Senior Citizens through the Senior Center which might provide cross generational exposure.
- f. Collaborate with social services for employment and education.
- g. Frisco Women's league is possible partnership.
- h. Consider both private and public partnerships.
- i. Collaboration with family services to help with job search.
- j. Portable genius bar for "day of technology"
Location of the library inside city hall does not give the library the visibility it needs.
- k. Technology (lack of) can be a barrier to using the library.
- l. Transportation has to be easy to get to the library for everyone including those who don't drive, sick etc.
- m. Have a cool feel in teen area for teenagers

5. Issues that make using the library difficult:

- a. Hard to get to location
- b. Parking an issue sometimes when a lot of programs going on.
- c. Dread coming to the library—logistics, parking, traffic.
- d. Hours of access are not adequate. (Current hours are M-Th 9-9; Fri 9-6; Sat 10-6; Sun 1-6)
- e. Transition to electronic books is difficult (how to use, availability)
- f. School personnel do not seem to teach/introduce students to the library and library resources, so students are not aware of services (Not all students in Fisd are Frisco residents and therefore do not get free cards; this has been a problem from the school's point of view.

6. Future Service or Facility Needs?

- a. Need a variety of locations
- b. Create Drop off locations
- c. Have retail locations
- d. Have more technology
- e. Provide a "genius bar" at the library and also make this a mobile service
- f. Ensure there are adequate open hours for facilities see 5d.
- g. Make technology easy to access
- h. Add more books and more e-resources
- i. Create digital library memberships for patrons to access Audible and Netflix accounts.
Currently the library offers downloadable audio, downloadable magazines via Zinio, and will begin offering downloadable video with Hoopla in May
- j. Make a list of library services available 24/7 – Currently available on the website but not easily digestible
- k. Make the library a gathering spot
- l. Have "My little library" "Little Free Libraries"? Boxes at driveways
- m. Create grocery store mini branch locations

- n. Make library app (many not aware) more visible
- o. Help support access to technology , business resources, Collin CC library has a lot of demand and materials are expensive to purchase
- p. Offer more tours so citizens can be better informed about library services

These notes will be used to guide the efforts of the Consultant, and their team, and to guide the direction of the project from here forward. They will become part of the project record and history. Please review these notes carefully, and contact 720 design if the statements recorded here are incorrect.

FOCUS GROUP NOTES



Open Community Meeting Minutes

PROJECT:

Frisco Public Library Master Plan Development

DATE:

April 3, 2014 and June 4, 2014

April 3 TIME: 12p.m.- 1:30 p.m. and 7:00-8:30 p.m.

April 30 TIME: 7:00-8:30 p.m.

ATTENDEES:

Florence Mason, F. Mason and Associates

Maureen Arndt, 720 design

See attached attendee list: Open Community Participation

The following summary reflects our understanding of the primary topics discussed at the **Community focus group** on April 3, 2014 held at Frisco Public Library. If you feel that any clarifications need to be made to this summary, please notify us in writing at your earliest convenience.

Previous Agenda Items: N/A

New Items discussed:

Why do you live in Frisco?

- a) 60% of seniors live here because their children live here.
- b) Schools – the best education. (3x)
- c) Collin County CC presence in the city is important.
- d) Parks, schools, recreation and safety.
- e) The school district.
- f) The sense of community.
- g) Living in Frisco and knowing your neighborhood and your neighbors.
- h) Convenience of the City and retail facilities.
- i) Everything available within a two mile radius.
- j) Close to work.
- k) New and vibrant city.

- l) Good City planning at core.
- m) There was early adoption of technology at library, roads and police departments.
- n) Cultural diversity of the City.
- o) Chose Frisco over Plano because it was small and have stayed because liked the way it has grown.
- p) Like the balance of the original Frisco slogan, "Live, work and play in Frisco.
- q) Only Plano has better libraries.
- r) Incredible quality of life and amenities.
- s) Accredited fire department. Ability to have more land for lower tax rate.
- t) The schools, parks and Frisco Art Center are important.
- u) Home schooling is huge in Frisco. Three are between 100 and 300 families that home school which represents more than 800 children.
- v) Accredited fire department. Ability to have more land for lower tax rate.
- w) Professionalism across the board in all industries, service, etc.
- x) Diversity of services – medical, nearby skilled nursing, medical, senior living care. Churches are varied and many and food choices.
- y) The city needs to develop a science facility and an expanded heritage museum.
- z) Provide more youth oriented programs and more kid educational opportunities.

How has the library provided value to you?

- a. Avid reader uses the library services and materials.
Joined classic reader book club.
- b. Frisco Public Library always has what we want.
- c. Library provided an instant community/group of friends to a newcomer.
- d. The library is the hub of the community.
- e. Library visits provides weekly outing for single dad with children.
- f. Story time gave children love of reading and library.
- g. Library is a happy place.
- h. The library fosters creativity.
- i. Staff is phenomenal.
- j. 3rd place for studying/homework (x2)
- k. Children able to get staff assistance with homework assignments.
- l. Use study rooms.
- m. Uses online databases to complete advanced degree. (2)
- n. Best thing in the City.
- o. Comes to attend programs, do homework and to ask questions.
- p. Helped 3 daughters learn to read and love it.
- q. Entertainment, stretch imagination.
- r. Uses on line resources and courses on technology and legal matters.
- s. Attends summer reading program. (2x)
- t. Uses the Teen room.

- u. The library has everything you need for homework.
- v. Borrows audio books for commuting to work.
- w. Single dad brings children once a week to use library.
- x. Appreciate no late fees on overdue materials.
- y. As a teacher, uses library materials to supplement teaching.
- z. Borrows materials that he would otherwise be unable to purchase.
- aa. Downloadable e-books are important and valuable.
- bb. Story times are important and very high quality.
- cc. Helps teacher to prepared ESL lessons and teaching.
- dd. Helps to promote reading with children. (3x)
- ee. Used consumer resources to make better purchasing decisions.
- ff. Used library staff to improve search for information not able to find.
- gg. The \$27 per capita expenditure for library services is far less than the value that they receive.
- hh. Uses the movie section.
- ii. Gets books to read on Kindle.
- jj. Uses Interlibrary loan service for home school materials.

Has your experience at the library not gone as expected?

- a. DVD's are too crowded and aisles too narrow.
- b. Need materials in other languages besides Spanish.
Digital books not always available here
Genealogy too small, just a teaser. Use Haggard Library (Plano) instead.
- c. The City Hall front door is awkward to access.
- d. The library is very noisy.
- e. Fisd teachers are unhappy they are not allowed to use the library for free.
- f. Collection is too cramped—heard books are stored in offices.
- g. Too much traffic and inconvenient location.
- h. Too many floors and too much staff costs.
- i. Program rooms too small—missing programs when over full. Like the two dedicated rooms in McKinney.

Where do you go to find out about the library and library services?

- a. The library website
- b. Twitter
- c. Frisco BubbleLife news on the Internet
- d. Frisco Fun (Frisco Recreation Dept. publication)
- e. Frisco Online
- f. Frisco Style Magazine
- g. Dallas Morning News
- h. News online
- i. City information

- j. Library flyers
- k. Call the library
- l. City Hall 101 –series of classes for those who sign up to learn more about Frisco.
- m. Citizens Fire Academy and Citizens Police Academy
- n. At the library (2x)
- o. Help desk at the library
 - a.

Where do you go to search for information and services when materials and services are not available at the Frisco Public Library?

- a. Dallas library UNT, for professional and personal reasons.
- b. Amazon
- c. McKinney Public Library
- d. Use interlibrary loan once per month
- e. Have active Plano library card

What are your wishes for future library services?

- a. Provide tablet computers that could be loaned to read e-books.
- b. More materials on art and instruction on art.
- c. More cultural programming.
- d. More consumer information.
- e. More children's Bluebonnet books (award books).
- f. More training classes on software.
- g. More health and medical resources.
- h. Larger adult materials section in the library.
- i. More non-fiction materials for teens.
- j. More information technology. (x14)
- k. Quiet spaces. (x22)
- l. Meeting room space. (x12)
- m. Individual study rooms. (x6)
- n. More print materials. (75%))
- o. More digital materials. (80%)
- p. More e-books. (80%)
- q. On line databases. (80%)
- r. Materials in other languages than Spanish. (x10)
- s. More large print materials. (x18)
- t. More children's materials. (x12)
- u. More children activities. (x16)
- v. Easier way to access the collection, more information about how the collection is organized.

- w. Keep staff in meaningful roles in the library, do not replace with technology.
 - i. More social and program activities for adults.
 - ii. Make it easier to download the e books
- x. More intermediate-level STEM (science, technology, engineering, math) materials.
- y. Increase the supply of books/materials in the summer to meet extra demand.
- z. Provide more feedback on the status of requested and ordered items.
- aa. Kids are present on every floor now; make quiet spaces on each floor.
- bb. Create a frequent flyer membership program.
- cc. Give money to get special treatment, invitations to member events, etc.
- dd. Have school teachers make sure children have library cards.
- ee. Drive up materials return and delivery access is still important.
- ff. Could fines be levied to increase the amount of money available for materials purchases?
- gg. Have delivery services to circulate to pick up and drop off.
- hh. Change renewal policies.
- ii. Publicize programs to the home school community.
- jj. Wants more home school purchases in materials based on their needs.
- kk. Extend the summer reading program to be held all year.
- ll. Get a home school coordinator and liaison.
- mm. Have artists sponsored at the library and do a demonstrations.
- nn. Add meeting room space.
- oo. Offer home school programs, such as a legos program, a robotics program, chess, competitions, spelling bees, a science contest and an art contest.
- pp. Have more accessible community space, where non profits can meet.
- qq. Have a little café area.
- rr. Telephone booth to take a phone call.
- ss. (Frisco could organize a coordinator for reading groups in the community –get a liaison)
- tt. Provide longer check out time for home school projects.
- uu. Have kids volunteer in the library.

How convenient is the current library location?

- a. As the City of Frisco has developed along the Tollway and the west side is not receiving the same level as services as the east side of Frisco.
- b. East side of Preston Road has access issues
- c. Like the library it where it is, does errands and visits the library together.
- d. The current location is fine.
- e. Like the location. Nice that it is part of City Hall. The Square is festive with restaurants and Christmas lights.
- f. Waycock is not too a long a drive to the library.
- g. Locate library facilities in neighborhoods; walking to the library would be good.
- h. Would welcome a library within walking distance.
- i. Frisco is not a big town.

- j. Driving is not an issue.
- k. It is difficult to find parking.
- l. No parking problem.

Do you have opinions regarding the type(s) of library facilities you favor for the future?

- a. A larger library building.
- b. A larger building with branches.
- c. A central library.
- d. A central library with more materials and more availability of materials.
- e. One library with everything.
- f. Prefer the central library building but would not give up the idea of branches.
- g. Satellite facilities are OK, but worry about how the library materials would be distributed to these facilities.
- h. Like the idea of a central library but also like the idea of branches.
- i. One large library with smaller satellite spaces, but have all services for a population served in one place, for instance children's services or adult services.
- j. Have branch libraries, but also places where people can pick up and return items.
- k. The feel of the smaller branch is good.
- l. Create a mobile library service with book delivery.
- m. Have a bookmobile.
- n. The mobile and a Redbox alternatives would be a waste of resources. Distributed library locations are different because they have programming and staff assistance.
- o. Locate a library on Preston with pickup and drop off in a grocery store.
- p. Create specialized library service units such as an adult library or a children library, for example.
- q. Move the materials around by a delivery system.
- r. Create the ability to put books on hold from any location. Have more distinct areas for children.
- s. Have meeting room spaces.
- t. Like the atmosphere in terms of décor, especially on the children's floor and being able to be noisy on the children's floor. Better than in Plano and other libraries.
- u. Barriers – Getting to the library, in an odd area. Use the drop off because of the lack of parking. Drive up window for the same reason. (Note: parking for the future will be an issue) x2
- v. There needs to a primary hub for the library and it could be somewhere else (not with city hall).

Are there possible partnerships with the library?

- a. Have partnerships in retail spaces.
- b. Possibly located in at or near a mall, not too much traffic near the mall.
- c. Near a sports facility, maybe. Congestion is a concern.

- d. Possibly locate libraries in grocery stores.
- e. Have a joint library with the middle school.
- f. Place in a park,
- g.
- h. A park location would be wonderful. (x2)
- i. Cooperate with the Collin Community College.
- j. There are a number of genealogy societies that could partner with the library. (x2)

When you look at the library logo, what comes to mind?

- a. The book and the computer screen.
- b. The website has a different layout on the different pages, not consistent.
- c. Does the library have a logo or a mascot. Might appeal to adults.

Other issues

- a. There is disparity in the type and quality of the different high schools in Frisco; services are not distributed equally across neighborhoods.
- b. What is the return on investment of the library? Where should the emphasis be placed and on what services?
- c. The City should keep the per capita expenditure rate as low as possible
- d. The community has so many resources and they have to do the best they can in a financially prudent manner.
- e. There should be a balance between the outreach and services offered at the library facility.

These notes will be used to guide the efforts of the Architect, and their consultants, and to guide the direction of the project from here forward. They will become part of the project record and history. Please review these notes carefully, and contact 720 design if the statements recorded here are incorrect.

FRIENDS AND FOUNDATION MEEITNG NOTES SUMMARY



Friends and Foundation Focus Group Meeting Minutes

PROJECT:

Frisco Public Library Master Plan Development

DATE:

June 4, 2014

TIME: 1p.m.- 2:30 p.m. and 7:00-8:30 p.m.

ATTENDEES:

Florence Mason, F. Mason and Associates

Maureen Arndt, 720 design

Nancy Davis, Ivy Group

See attached attendee list: Friends and Foundation Participation

The following summary reflects our understanding of the primary topics discussed at the **Community focus group** on June 4, 2014 held at Frisco Public Library. If you feel that any clarifications need to be made to this summary, please notify us in writing at your earliest convenience.

New Items discussed:

What is the organizational Mission of the Friends of the Frisco Public Library?

- We are a fundraising arm of the foundation and support for all things library.
- What does support look like:
 - fundraising activities,
 - support library programs,
 - volunteer program (all members volunteer doing various things connected with the library).
- Friends are an advocate group, they publicize the library in things they do through book sales. There is concern that people don't know where it is, what it does and how it cooperates with other organizations.
- The Friends are in charge of getting the word out about the library in order to grow awareness of the library.

- Fundraising goal is to come up with 100K for capital money. (2 years ago started with 15k and now close to 50K).
- The core group of Friends is very small but they would like to grow. The group is older generation and haven't developed a strategy to reach out to younger people and new comers. Their "young people" are busy with work and children's activities.
- Friends are working on chamber of commerce post card for new comers. New time to encourage young nonworking mothers to attend (But where do kids go during the meeting times?)
- School librarian perspective—funding for training and conferencing support.
- The group is impressed with the Director and feel that she has a lot of stats and always know what she's talking about.
- One city council member just became a lifetime member—indicating support of the library and the Friends.
- A new member commented that she is not sure what the mission is—she thinks it's fundraising.
- So many kids come to the library—how do we get those parents involved?

How do you feel about your awareness of library offerings?

- Overall the group feels pretty apprised about what's going on. Feels like there is a steady stream of info to card holders.
- So many programs are poorly attended and speakers are really good—word not must be getting out. Can Friends speak at homeowners associations in neighborhoods? Library working on a video for Friends to use? Friends would like the opportunity? Wonder if there are trust issues? Maybe Homeowners don't allow this type of presentation on their agenda.
- Friends also get their information from:
 - Use Dallas Morning News.
 - TX Cooperative.
 - Frisco Style.
 - Impact.
 - What is the advertising list for the library and how can the Friends support this effort?

Book Nook Information

- 50% of Book Nook, ornaments, membership dues, revenue goes into the kitty for future library funds goal..
- The Library provides space for continuous sale (and collection, sorting, processing, cleaning CD/DVD's, sell to half price) in lieu of annual event (3-4K revenue) and now earns 25-27K per year.
- Friends lost some of the space in the Nook when the laptop bar was created.
- 5 people work in the Nook.
- Library staff at the circulation desk act as cashiers for the Nook.
- Phenomenal that library allows this to happen.
- Books are priced and taxes paid quarterly for all items sold.

What new ideas do you have for the library?

- Book nook mobile that goes to school, neighborhoods.
- Partner with library—sign up other people for cards.
- Little Free Libraries—happening in Frisco—sponsored by Friends?
- Add Friends publicity/brochure to Nook.
- Friends Satellite groups in neighborhoods.
- More ideas than people.
- Outreach service—visit homebound folks with basket of books.

Are there competitors to the Friends Group for volunteer hours??

- Garden Club,
- Churches,
- Kids do a ton of community service hours,
- City has 4000 volunteers—sign up online,
- Safety Town, Heritage Museum

Is there a sufficient level of interaction and communication between the groups and the library/staff? And the city?

- City is really interested in partnerships.
- Should Friends join Chamber and go to those meetings?
- PTA partnership?

Do you get/need training on how to best serve the library?

- a. No, just show up to a meeting. All members are retired, over 60 and some in their 80's. There are a few men that are members but silent members.

Fundraising for Capital Campaign—what is Friends Role? How difficult would it be to conduct a major campaign? Can they be successful in Frisco?

- In general, people are very generous with money—not time.
- School bond is a good indicator.
- People sponsor books with plate indicating donor in honor and make it more community (foundation already has this? Not publicized?)
- Brass plaques for donations.

Location and Facility question—what should library service look like in 5 years? More than one facility?

- A larger or additional location is needed—there are too many people in one location.

- The long range plan originally with one central and 4 branches—agree with that assessment.
- Frisco continues to grow there will still be call for printed media even with e-resources.
- Need to serve more people.
- Space to study.
- How many people are really going to be relying on hard copies? Why couldn't satellite libraries look very different but still have access? Kiosk?
- A book in the hand is worth two in the Kindle.

Open Discussion with the Friends:

- Sacred list of volunteers that the library doesn't give the Friends access to? These are potential members. Have to go into the library website to get to the friends group—too many clicks.
- People find out about the library before city hall.
- Library is a visitor stop.
- Stays ahead of the technology curve.
- Location preference is East and West of this central location to match schools.
- Like post office outlet in library.
- Would like to do newsletter again for information—to homeowners and Frisco Lakes.

What is the organizational mission of the Foundation?

- Support storytelling festival as the major fundraising event.
- There is a lot of competition for donations. A fundraiser every week. Gala's every week.
-

Would the foundation manage the capital campaign fund raising effort?

- Only 5 members. Couldn't do it without professional help. Assuming public/private fund raising effort.
- Need business people not just educators.
- Have received sponsorships but biggest was \$500. \$10k sponsorships for storytelling.
- So far, Mayra has done most of the money seeking. Rely a lot on Mayra to do the leg work after contacts are identified.
- Board needs more tools to take out to community.
- Need something to ask for money for and need training/organization for how to do this.
- Need a feasibility study.
- Get the committee chair to donate the lead gift.
- Culture of Frisco is sports and parks. This is a desert in terms of culture. This council defunded the arts of Colin County—politically motivated.
- Naming opportunities for new building.
- School district also has a foundation (just got their first million dollar donation).

What kinds of things do you do in advisory capacity?

- Political.
- Used influence with council for long range plan.
- Advocacy role.
- In constant contact with library staff.
- Foundation has more of connection with youth via teacher on foundation. Foundation includes a liaison to FISD.

How does the foundation interact with the friends?

- Bob's wife is president of the friends group.
- Great partnership—friends are membership organization and short term money raiser.
- Foundation long term goal to raise an endowment fund (set aside/don't spend). Will utilize Buxton data to contact list of likely donors.
- Bob and Audi are on the citizen's bond committee.

What are the Foundation's priorities for the Master Plan study?

- Show and promote what the library does and how will it used. Propose solutions that fit our needs best and make everyone love it as much as the Foundation does.
- Help to answer what tools do the Foundation needs to put in place, what are human resources the Foundation needs to get the funds the library needs?
- Create a powerful argument of what the citizens of Frisco want, support and demand a library of adequate size, space and abilities. Frisco citizens want more than parks and jogging trails.
- Have more facilities, more brick and mortar—fill nooks and crannies—so more people can access the library from their homes.
- Can library match comprehensive plan to build communities?
- Let kids have special times at the library with their families.
- City hall takes away from the library.
- Parking is miserable.

Is the library on the right track?

- The library has to expand have to grow with the community.
- Concern to get council to fund books to keep up with per capita numbers. Vocal council member think books will go away. Most vocal is a real estate broker—a few years ago they said computer with replace real estate brokers but it only made them stronger.
- Better for your health—turn off the screen and read a real book.
- Library is community/social center—not just checking out books.
- Has the use of space been adequately evaluated?
- How important are computers? Teacher response—very important—not everyone in Frisco has computers. 13% on free or reduced lunch. Student library nooks walkable

from schools for technology and study spaces. 10 schools are title 1. 200 homeless teenagers. Workforce training and keeping kids in school.

These notes will be used to guide the efforts of the Consultant, and their team, and to guide the direction of the project from here forward. They will become part of the project record and history. Please review these notes carefully, and contact 720 design if the statements recorded here are incorrect.

STAFF MEETING NOTES



Library Staff Meeting with Consultants

PROJECT:

Frisco Public Library Master Plan Development

DATE:

February 6, 2014

ATTENDEES:

Florence Mason, F. Mason and Associates

Maureen Arndt, 720 design inc.

Frisco Library Staff (25 members of the library staff)

On February 6, 2014 consultants Florence Mason and Maureen Arndt presented library trends and best practices.

Library Staff Meetings with Consultants – February 6, 2014

What is the Frisco Public Library's key roles in the community?

- The library is a cultural and learning center.
- The library provides enlightened experiences for users.
- Technology support is a niche service.
- The library serves many children, has services focused on children, and children's services are important to the community.
- The library provides cradle-to-grave educational assistance including assisted learning, self-directed education services, K-12 curriculum support, homework help, early literacy training, teacher support, reading lists and collection development in support of the Fisd curriculum.

Partnership Possibilities:

- Frisco Parks and Recreation,
- Frisco Independent School District
- Collin College
- Sci Tech Discovery Center
- Frisco Heritage Museum,
- Museum of the American Railroad
- Boys and Girls Club

What Users Like and Use:

- Free services
- Speed, immediate delivery (including interlibrary loan items) convenience, couches; comfortable chairs
- Interacting with staff
- Drive thru window service
- E-Books, children's programs
- No late fees; don't like it when their account is blocked (for overdues)
- Book store, the Book Nook with low prices
- DVDs & CDs, movies, especially DVDs for children
- A place to go with their children *What do adults want?*
- More materials, entertainment, business materials and databases
- GED materials
- A place to work on user-related assignments in the library.
- Study rooms for meetings, phone calls; interviews; work-related assignments; tutoring
- Technology support, business-related information
- Help with small business and non-profit matters, start-ups; non-profit; grants; loans

Services for children, teens:

- Help children be successful and compete in school and life
- Help with reading,
- How do I get my child to read? How do I encourage reading?) 2x
- Advice on what "should" my child be reading (education advantage)
- Help to prepare child for tests success (state test prep
- Reading Lists- Blue Bonnet books
- Early literacy stations
- Elementary School homework help
- Accelerated Reading support
- Programs for preschoolers
- Better ability to meet curricular assignment demands;
- Help with IQ, K-2 test prep, gifted test
- (Apps) Applications for children
- Tutoring services x2
- Study space
- Classes and events
- Popular materials
- Anime Club is very popular

Services for teens

- Online databases suitable for teens
- Larger nonfiction collection
- Tables
- Program meeting room for teens
- Socializing space/table for younger children (tweens)

- Home school resources & programs (space for groups to meet)

Technology - What users want:

- More computer classes 2x
- Technology training for a wider variety of tools
- Technology counseling service
- Creation tools such as Photoshop, etc.
- More access to software to be able to take classes in specific software products
- Training on using tablets
- Informal, one-on-one assistance and training about technology, not classes
- Face-to-face interaction
- More computer classes needed targeted to ability level, some to general
- Updated and supported browsers on PANO so FISD students can work with Google Drive
- Make photo and video editing available

More Programs:

- Fun, traditional things, arts, photography, music, author events, murder mystery dinners; golfing in the stacks
- Family events (origami)
- Advertising/publicity –with social media; have done all the free publications, but never done commercial environment

Desired Efficiency and Operations Improvements:

- Improved shelving operations by filling shelving carts fully.
- Reorganization of the second floor makes it easier to shelve.
- Improved new library card registration so patrons do not have wait in line 2x
- Allowing patrons to check out their own materials.
- Checkout receipts that show value of materials.
- Adding smart shelves that inventory themselves and real-time tracking of item status such as holds.
- Increasing processing accuracy that staff and users can trust
- Restricting library access to Frisco residents has presented challenges, teachers and residents of adjacent communities most likely nonresident users. Non residents come or the selection and the programs. Nonresidents and reciprocals borrowers want access to e-books.
- Creating a more trustworthy materials return reporting system

Staff Comments on Space, FF & E, etc.

Overall:

- More room in general and on the second floor.
- Rearrange, improve 4th floor layout, more staff presence, more seating on 4th
- More book shelves, more seating, more space
- More online classes
- More downloadable e-books

- Spaces for the community to use
- Create adaptable space
- More shelving space in children and youth areas
- More desktop space
- A children's area with large programming room
- More space for collections (per capita levels)
- Open program/meeting space area for teens (large enough for 30-50?) in the same area as the teen collection

Specialized spaces:

- A dedicated programming room for Adult Services (McCallum Rm; computer lab)
- A conference room for 20-30 with video conferencing
- Presentation practice rooms
- 20 study rooms of varying sizes, furniture and equipment
- A room/space for test proctoring
- More study rooms to accommodate mom's groups, teens with tutors
- Built in puppet stage
- Better staff workroom space
- More space for printing and graphics production

Technology:

- More electronic tablets rather than desktops
- More storage closer to computers for toner, ink, key boards
- Mounted iPads

Furniture, Equipment:

- More seating on the 4th floor
- Ability to rearrange soft seating to make an "office"
- Phone booths for cell phone conversations
- Collaborative space with computers for group work
- Large table for group projects
- Well-designed indestructible furniture under the OneStops
- Indestructible furniture and fixtures overall
- Better high-end computer equipment for class instruction

Circulation Services:

- Easy to use drive up book drop - better signage; coverage; 2 lanes; improve car turning radius, add a canopy to drive up
- AMH for drive thru so items are checked in immediately
- Bigger AMH with more bins
- Have AMH ability to sort and handle multiple returns so don't go into exceptions bin.
- An RFID pad at the circ desk for "overdue renewals" and security issues (x2)
- Move interlibrary loan shelves closer to the circulation area – too crowded now
- Improve user queuing at checkout station(s)

- Give patrons receipts for what they have returned

Staff space/building comments:

- Remove blind spots --entrances and exits, restrooms
- Continue the online reservation system for booking rooms
- Improved room/storage for receiving/delivery
- Provide Friends of the Library space for sorting donations
- A staff conference room and a meeting room the library fully controls for booking
- More space in downstairs work area for the check in system
- A variety of different desks based on the type of work being performed
- More storage space to store things for programming – big books, puppets, props
- Space for creating props
- Display preparation area
- A kitchenette
- A way to display and make discoverable the library's digital content
- Improved visibility of the "hold" shelves
- Fresh décor in children's area
- More parking during story time programs
- A coffee shop
- Cohesive branding for all Early Literacy stations
- Book return/service window single lane, no canopy and cars cannot get parallel to the building.

Staff Needs, Skills?

- Skills in curriculum development that targets adult learners
- Perhaps more training to support specific (adult) user group needs.
- The structure and job descriptions may need to be updated to reflect the changing library service environment.
- Adult and youth staff functions as teams and work to keep on top of practices and trends.
- More staff training to keep up with constantly changing technology.
- More time to practice using technology.

Questions?

- What are the alternative types of library physical structures that could serve the public?
- Are there opportunities to charge for any "retail type" services the library might provide, what services could be offered for a fee?
- Is there a set of as yet unidentified user needs the library can address?
- Planning long term, will the demographics of a community with many "young" be sustained over time?

The desired outcomes from the planning process?

- A plan of action that can be taken to the citizens that produces buy-in.
- A plan based on data, sophisticated, considering many options and board in scope.
- A plan that will appeal to successful business leaders in the community.

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MAKER SPACE CONCEPT NOTES SUMMARY



Frisco – Makerspace Workshop 4/22/14

Agenda

Attendees: Carson Block, Elizabeth Chase, Gary Werchan, Gabi Estes, Adam Lamprecht, Thomas Finley, Jennifer Cummings, Mayra Diaz, Lisa Kilian, Brie Walsh, Shelley Holley, Joseph Gomez, and Rojelio Cavazos

Purpose

A visioning process around “makerspaces” at Frisco Public Library that will:

- Identify a shared and cohesive vision
- Identify the major milestones in creating a makerspace or makerspaces at the library

Schedule

1:00 – 1:40 Presentation: Make your own Makerspace

1:40 – 2:15 Maker activities (hands on)

2:15 – 3:30 Vision/ Success/ Measures

3:30 – 5:00 pm

- Q: Type or types of makerspaces?
- Q: Space or spaces?



Presentation Outline

Introductions:

1. Go through a process of defining and planning a MakerSpace (grand scale to specific)
2. Model process of going from vision to reality

Objectives:

1. Learn what a makerspace is
2. Develop an understanding around the different types
3. Learn about space needs
4. Understand the role of partners
5. Become inspired to create your own

Choosing and Using Technology (“easily distracted by shiny objects”)

- Great technology choices start with knowing who you are and what you want to do
- Technology is one tool to help realize our dreams
- Our Makerspace should meet a need in *our* community
 - Great libraries are hyper-local

Library is a place of creation and not just a place of consumption

- Libraries are a both/and place, not an either/or (print AND digital)

Common elements of great Makerspaces

- Place to gather with others
- Place to make things with our hands
- Place to share ideas

Fayetteville Free Library (Syracuse NY) – FFL Fab Lab

- Idea from a grad student
- 3 areas/functions
 - Creation lab (digital content creation)
 - Fab lab (creation of physical objects)
 - Little Makers (free play area for kids to build/create)

Why do we want to make plastic trinkets at the library?

- How about a hand? (Kansas City)
 - Think about impacts
- Third industrial revolution
 - Economist magazine (year ago)
 - Convergence of powerful software, new physical materials, new processes like 3D printing, growth of web-based services
- In-Office Dental Crowns

Makerspaces and low-tech, high-tech, and all points in between

- Low Tech – Ikebana (group flower arranging)

- High Tech – Laser cutter
- Audio/Visual Creation (StoryLab at Tacoma PL)
- Co-Working Space (Making economic development)

The Maker Movement

- Make Magazine, Popular Science, Popular Electronics
- Toy Shopping
 - Arduino
 - Open-source electronics platform
 - Sparkfun
 - DIY & builder kids
 - Interfaces for devices like Android & iPhone
 - “Open” licensing for some products
 - Raspberry Pi
 - Low-cost computer with tiny footprint
 - Learn programming
 - Maker events are called “Raspberry Jam”
 - “Internet of Things” is here & growing
 - Scratch
 - Free programming language from MIT
 - Online community to create & share interactive stories, games & animations
 - 3D Printing – Makerbot

Desktop Fabrication

- Additive, Subtractive, Combination
 - Additive – 3D printing
 - Subtractive – Machining
 - Combination – Lulzbot (can make a 3D printer from a 3D printer & machining)
 - Thingiverse

How much space do I need?

- Key space elements:
 - Flexible spaces
 - Flexible furnishings
 - Easy access to power
 - Good data network
 - Ability to reconfigure *everything*
 - Excellent vision and programming support

When successfully fulfilling a purpose, people and machines in makerspaces can make noise and generate heat

Role of Partners

- Inspiration – some notable library Makerspaces
 - Fayetteville NY’s Fab Lab
 - Chattanooga PL’s “4th Floor” (black box theatre for community engagement; constant beta)

- Westport PL, CT (home electronics repair, robotics, LED creations, monthly maker in residence)
- Chicago PL's YouMedia
- Madison WI PL & Sector 67 (local Makerspace) "The Bubbler"
- Allen County PL (Fort Wayne, IN) – TekVenture Maker-Station (in trailer in parking lot)
- Washington DC PL Digital Commons & Dream Lab
- Broward County PL Creation Station
- Oak Park PL (IL) Idea Box

Vision/Success/Measures—group discussion

What just happened? = User Experience = UX

- Fun
- Excited
- Accomplished
- Sense of community (with group, against group=sense of healthy competition)
- Healthy competition
- Came up with new ideas
- Collaboration
- Asked for help
- Improvised
- Celebrated
- Took risks
 - When was the last time you can up with a list that quickly?

Community needs (2)

- Increases in diagnoses of autism among youth
- Tech savvy community; lots of engineers
- “Your Voice” comments – collaboration space (tutoring, business, project space, place to talk, take & make calls, Skype, project onto wall, presentation space)
- Small business support
- Co-working space(s)
- Real-world experience with technology (software) - teens, adults in career change
- Space for creative endeavors (media creation, podcasts, video editing)
- Community of “haves,” but conservative with their expenditures – want to experiment, show-rooming
- Parents want their kids to have the competitive edge, library could offer scholastic advancement
- Lifestyle really matters in Frisco
- Continuing education to get a new job or keep a job or move forward in a job (e.g. learn coding)

Elements of Vision

- Place for collaboration
- Place for learning
- Emphasis on Technology, Creativity, Innovation (High Tech)
 - Innovation – space itself and services offered aren’t innovative ; is what the users do in the space that might be innovative
- Learn – Collaborate – Innovate
- Technology + Positive

Success Factors (4)

- Space in constant use
- Lots of stories of impact told & captured

- Connections are made between community members (small business partners find each other)
- Stakeholders (Mayor, Council, City Manager, City IT) recognize success
- Winning grants, awards, underwriting
- Continued interest in and investment by partner organizations
- Multigenerational participation
- Others recognize and create buzz about the Library's value
- Perception as a high-tech place
- Staff culture and staff skills are fully invested in Makerspace (High Touch in High Tech)

Output measures (3)

- Attendance at programs
- Number of programs
- Gate count (use of space)
- How often is each device used
- Staff time (one-on-one, opening door, teaching, facilitating, developing community partnerships)
- Increase cardholders; increase our user base
- Underlying idea - "we are indispensable to our community:

Outcome measures (1)

- Engage autistic youth (1 in 5 diagnosed; good at doing own thing, but not good in groups -> build sense of community)
- Increase library partnerships with innovative community members/groups (whether they partner with each other or with the Library)
- Increase mentoring relationships
- Resume-building experiences for teens/young adults
- Guide girls toward STEM
- Helping kids with competitive edge scholastically
- Learning
- Capture differences that learning makes
- Increase staff comfort with and mastery of technology

Parking Lot

- Geekdom – members also required to volunteer/share (pay or share; time, talent, or treasure)
- Soft, Old World Artisan things (people from other communities sharing what they did at their old library; recognize, but know that it's not part of the primary vision)
- Technology+Positive ; Technology-Driven

Planning, Activities, and Timeframes

Milestone	Action	Stakeholders	Timeframe	Who's responsible
Working name?	CONNECT	Test Group	(done)	We are and did!
Purpose?	Learn-collaborate-innovate Technology (positive)	Community, Director, CMO, Council and Mayor	1 month	Gary and Mayra
Programming/services?	Another “war room” meeting; Craft—including staffing (right-sizing)	Public services, Autism expert, Chamber (if Biz-related), School (STEM)	3-4 months	Jennifer and Thomas
Partners?	Cultivate partners	SciTech Discovery Center, Chamber, EDC, PATH, Local business	3-4 months Ongoing Concurrent	Management Team
Where?	Computer lab Downtown →	Current occupants of lab, Real estate/misc.	2 months: transition to shared use-or-dedicated use?	Gary and SuperUsers Group
Prep (space: flexible or fixed?)	Included in “where” step	Facilities, Purchasing	{1 month}	Gerry Burns (facilities manager)
Prep (Furnishings: flexible or fixed?)	Hellen Wheels Foldable, storage, multi-use	Facilities, Purchasing	{2-3 months}	Gerry Burns, Vicky Welch
Prep (tech, power, data)	Wired, wireless, power, hardware/software	Facilities, SuperUsers, IT	4 months (start early)	Gary
Prep (other necessities?)	Graphic design, marketing and publicity	Graphic Designer, Director, Publicity Team	Initial messaging/design-3 mo (start early)	Mayra
Other?	Staffing, signage, budget, project manager	N/A	N/A	N/A
Measures (baselines, midpoint, end?)	ID list and schedule outputs, determine timeframes for outcomes	N/A	All	Management Team
Launch! (event)	Opening day celebration	Community, CMO, Council, Staff, Mayor, Partners, Foundation, Friends, Publicity	2-3 months	Mayra
Evaluation	ID-ing when and how (early)	Users, Partners, Staff	Baseline-Mid-Evolving	Project Manager



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