LANCASTER VETERANS MEMORIAL LIBRARY

5 YEAR

STRATEGIC PLAN

2024 - 2029

"WHEN IN DOUBT, GO TO THE LIBRARY" - J.K. ROWLING

CONTENTS

INTRODUCTION

The City of Lancaster is a proud and vibrant city, which celebrates its diversity, history and preserves its natural beauty, and remains a place where citizens take pride in the community. As a key element of the community infrastructure, the library shares the City's vision for the future, and will play an active role in helping to realize it.

The City of Lancaster is one of the oldest communities in north-central Texas, and it has a rich and interesting history dating back to the mid – 1800s. Today it is a rapidly developing suburban community on the southern edge of the Dallas metro area.
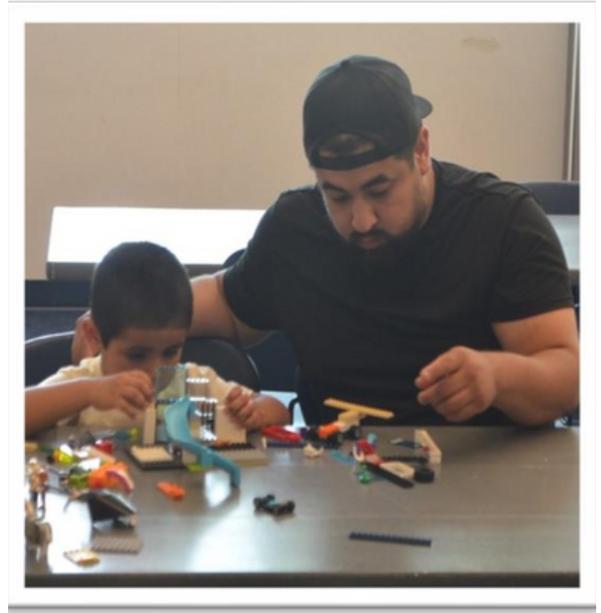
LIBRARY HISTORY

The people of Lancaster have valued libraries from the very beginning, the first library was provided by Mrs. Lou White who lived at the end of Centre Street. Mrs. White shared her own library with others, providing the first known lending library in Lancaster, Texas.

The library eventually moved to the second floor of Mrs. White's bank, The White Bank. This bank was located on the Town Square in Lancaster. The library opened on October 27, 1924. Its hours of operation were from three to five p.m. on Tuesday.

The Shakespeare Club supported the library with Ms. Nell Lyon, a member of the Shakespeare Club, volunteering as the librarian. The White Bank was forced to cease operations in the 1930's when all private banks were closed due to the Great Depression. The Bank reopened as The First National Bank of Lancaster. The library continued to be housed in the bank for 17 years. When Room 1 was no longer available, a new place had to be found for the library.

The Lancaster Library opened April 25, 1940 under the Dallas County Branch Library System. The library was housed in the Lancaster Community House in a small cloak room.

LIBRARY HISTORY - CONTINUED

In 1950, a fund drive was started to build a new library that would honor Lancaster's War Veterans. On June 29, 1951, the Lancaster Veterans Memorial Library was completed at the cost of $35,000.

Ms. Nell Lyon resigned as librarian in 1966 after serving for 26 years. Mrs. Zelta Nanney was appointed to be librarian. The new library was completed on April 7, 1968, with Mrs. Billie Taft as librarian.

Between 1983 and 1985, the library subsidy by the Dallas County Library System disappeared. The City of Lancaster increased its funding and assumed full responsibility for the library in 1985. The Lancaster Veterans Memorial Library joined the Northeast Texas Library System (NETLS) in 1986. Mrs. Billie Taft retired in 1992 after 25 years of service. Susan Andrews was hired as her replacement.

On April 25, 1994, Lancaster experienced a devastating tornado that ravaged the library. The renovation was complete on July 22, 1995.

In January 1995, the citizens of Lancaster approved the Type B Corporation Sales tax referendum. This ½ cent sales tax was used to build a new library on grounds north of Pleasant Run Road within Lancaster Community Park that also housed a new recreation center. Ms. Andrews had resigned a few months before the completion of the new library.

On May 6, 2001, the new Lancaster Veterans Memorial Library (LVML) opened. In July 2001, the City of Lancaster contracted with the library management corporation, Library Systems & Services LLC (LSSI), to run the library. Mrs. Cami Loucks was hired by LSSI as the Director and, within two years, was named the NETLS Director of the Year.

The following Library Managers have served Veterans Memorial Library since 2001:

- Cami Loucks
- Jerry McCulley
- Raquel Hewitt
- John Melton
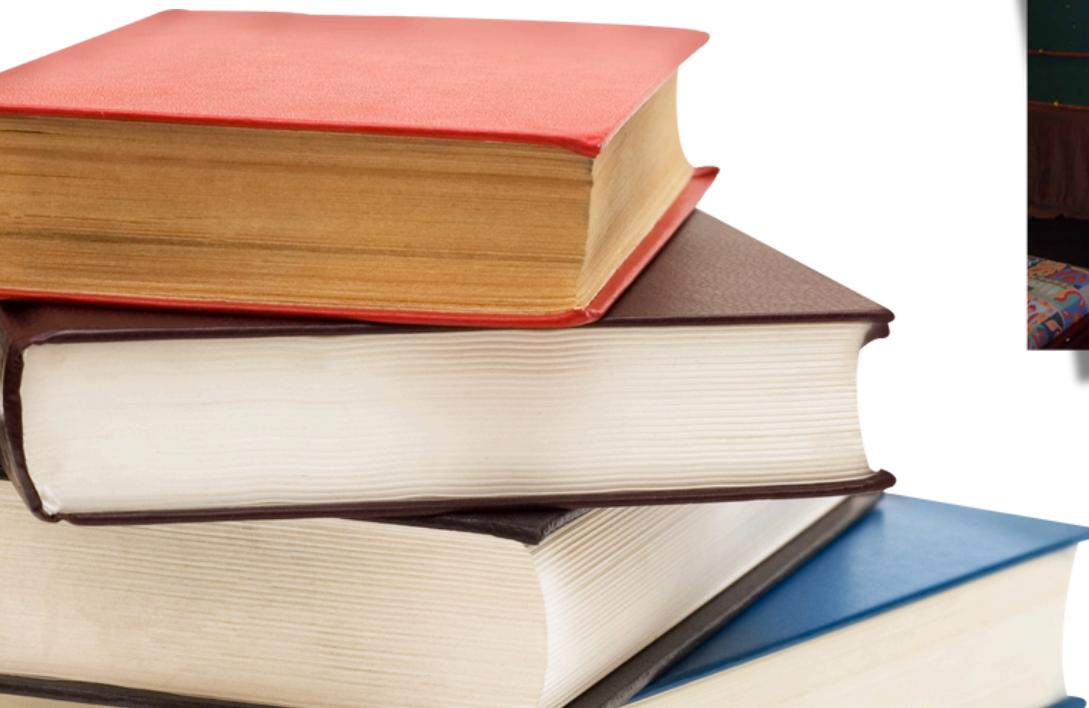
OVERVIEW

The Lancaster Veterans Memorial Library is a 23,000 square foot facility located in the Lancaster Community Park. It is located at 1600 Veterans Memorial Parkway and features a meeting room, multipurpose room, quiet study-training room, and a separate genealogy center.

Welton R. and Mildred Chapman Fail were supporters of the Lancaster Genealogical Society and Lancaster Veterans Memorial Library. The Fails worked vigorously to replace the research material lost during the April 25, 1994 tornado. The genealogy section was named after them when the library moved into its new building in 2001. The Genealogical Resource Center contains a collection of materials for family history research. The materials come in a variety of formats such as books, CDs, microfilm, microfiche, brochures, and electronic resources.

MISSION

Lancaster Veterans Memorial Library selects, acquires, organizes and provides access to information and ideas for the citizens of the City of Lancaster. The Library strives to meet the informational and recreational needs for library service of the greatest number of users and seeks to provide the highest quality information services and access to additional materials and funding by participation in cooperative arrangements and networking with other city and state institutions.

VISION

The Lancaster Veterans Memorial Library provides superior library service to a proud and vibrant community.

SCHOOLS

The Lancaster Independent School District (Lancaster ISD) educates more than 7,000 students annually and is the first K-12 STEM district in the state of Texas. The district currently has six elementary schools, one 6th Grade Center, one Middle School, one 9th Grade Center, one High School and one Alternative Learning Center. Lancaster also has Dallas College, two charter schools, homeschools, and daycares.

GRANTS

The Texas State Library and Archives Commission provides competitive grants to public libraries in the State of Texas to help support innovative practices that enable libraries to develop programs for populations with special needs; promote cooperative services for learning; provide access to information, promote reading and literacy within local communities; provide seed money for new or innovative programs and provide access to special or unique holdings to make information about these holdings available to library users across the state.

ADVISORY BOARD

The Lancaster Veterans Memorial Library Advisory Board was established on December 17, 1984 by Ordinance No. 51-84 and is designated as an Advisory Board of the City of Lancaster, Texas. The Board is established pursuant to Section 3.19 of the Lancaster Home Rule Charter to report to City Council on all matters concerning the City's public library system, including: (1) recommending library programming; (2) giving guidance regarding the expansion of library facilities; and (3) encouraging the development and improvement of the library.
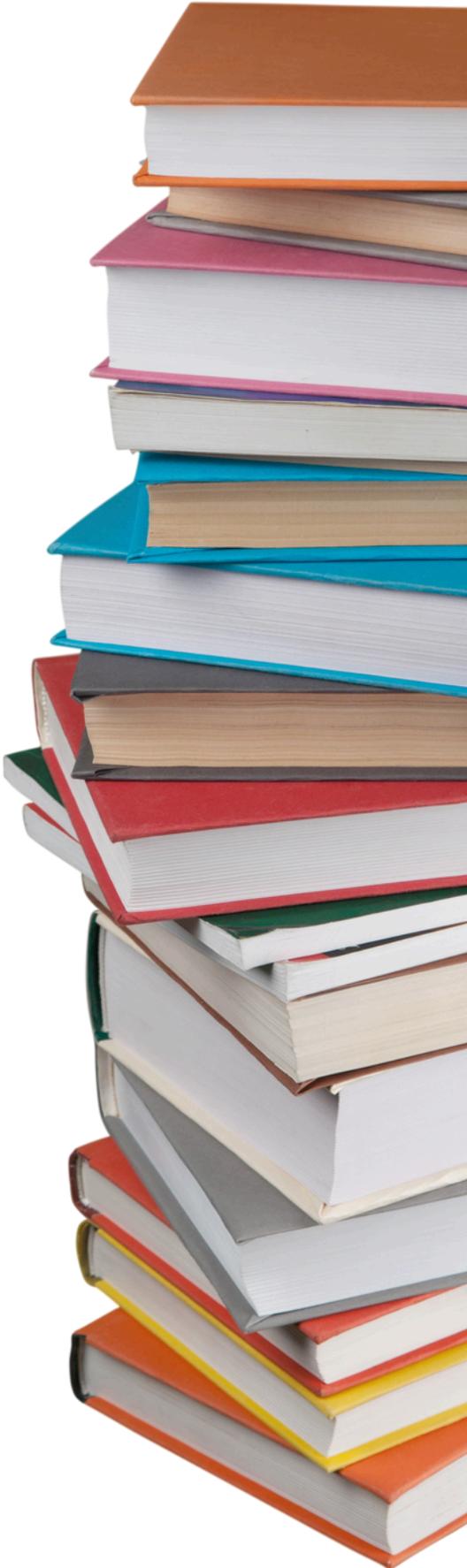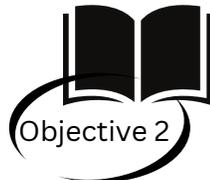

Library Advisory Board 2024
Top Row: Chair David Birge, Vice Char Debra Jackson, Donna Ivy
Bottom Row: Cecelia J. Smith Whitson, Angela McCowan, Henry Jackson

GOAL 1

CLASSES

Objective 1 — Art, Photography and Painting

Objective 2 — Cybersecurity, Artificial Intelligence (AI), Scamming Precautions, and Financial Matters

Objective 3 — Texas Workforce Commission, Literacy, Test Preps, and English as Second Language (ESL)

ACTIVITIES

- **Impact the community as a cultural and learning center.**

- **Develop new adult learning programs.**

- **Ensure the community is aware of the library's services, special programs, classes and events.**

- **Partner with the local community college and school district to provide support for literacy, test preparation and English as a second language (ESL).**

- **Provide program support for special needs to meet the needs of the citizens of Lancaster, incorporating Americans with Disabilities Act special needs assistive devices and basic computing instruction.**

TECHNOLOGY

Objective 1 — Audio and Video Editing

Objective 2 — Esports Programming

Objective 3 — Lancaster Independent School District Partnership

ACTIVITIES

- **Establish an esports program in order to entice community interest and create an innovative program to meet the demands of current and future esports-related careers by December 2024.**

- **Work with Community Relations Division to develop social media posts to highlight new and existing programs, services, and resources with attention to reaching new audiences by December 2024.**

- **Host programs targeting age groups in the 13-49 range (Teens, young adults, working professionals, and parents of young children). These programs will be ready by December 2024.**

BOOK MOBILE

Objective 1 — Presence at City Events

Objective 2 — Hometown Authors Conducting Community Presentations

Objective 3 — Visit the Senior Center, Day Care Centers, and LISD Library Systems

ACTIVITIES

- **Coordinate with the Lancaster Independent School District to ensure the book mobile is utilized by the LISD library system.**

- **Work with the Community/Public Relations Department to ensure the book mobile has a presence at City Events.**

- **Solicit authors from Lancaster, Texas and provide an opportunity to highlight their books in the community.**

- **Develop a calendar of events for the book mobile to attend the Senior Center, Day Care Centers and Elementary Schools.**

- **Encourage Library card enrollments from the book mobile while at other events.**

STAFF DEVELOPMENT

Objective 1
Customer Service Excellence

Objective 2
Receive training in applying for grant opportunities

Objective 3
Benchmark best practices of other libraries and conduct onsite visits.

ACTIVITIES

- **Develop material for new library employee orientation and training.**

- **Develop staff survey to monitor morale, satisfaction with training, and professional development.**

- **Engage regular professional development to maintain up-to-date technology competencies.**

- **Hold monthly Customer Service training meetings with staff.**

- **Attendance at professional development conferences.**

- **Participation in professional organizations.**

- **Seeking awards and recognition for services.**

- **Have knowledgeable and well-trained staff provide great customer service.**

SENIOR LIFE CENTER

Objective 1
Survey the members of the Senior Life Center (SLC) for their Library services interests.

Objective 2
Partner with students to read with Seniors at the Center.

Objective 3
Add the Veterans Memorial Library to the SLC field trip outings on a regular schedule.

ACTIVITIES

- **Partner with the Senior Life Center Manager to incorporate field trips to the Veterans Memorial Library.**

- **Evaluate the current library annex at the Senior Life Center to ensure the collections are of interest to the membership.**

- **Survey the seniors for their interest in Library services.**

- **Partner with local schools to have students read with seniors.**

COLLEGE PARTNERSHIP

Objective 1
Establish a teen and adult reading club

Objective 2
Utilize local college teachers and professors to help tutor students

Objective 3
Create volunteer opportunities for students to assist with tutoring

ACTIVITIES

- **Re-establish contacts for the Dallas College - Cedar Valley Campus, and UNT Dallas to share opportunities and resources for transitioning students from high school to college studies.**

- **Create a class for students taught by a local college teacher on decorum and professionalism.**

- **Expand tutoring opportunities**

- **Expand volunteer opportunities to help educate students in the area of library services.**

UNT DALLAS
UNIVERSITY OF NORTH TEXAS AT DALLAS

DALLAS COLLEGE CEDAR VALLEY
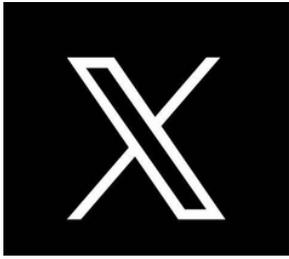
MARKETING

Objective 1
Review online survey questions, results, and feedback

Objective 2
Compile graphs of data to show statistics of frequently visited areas

Objective 3
Increased presence on social media and at community events

ACTIVITIES

- **Explore findings of patron surveys.**

- **Develop a comprehensive marketing plan.**

- **Develop messaging with intention to target priority populations for growth.**

- **Identify strategies for better communicating resources available to support business activity.**

- **Connect vulnerable groups and homebound residents to resources that may be useful.**

12

Follow us on Social Media!

COLLECTION

Objective 1
Benchmark collection budget against surrounding library's
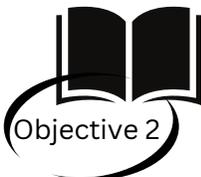
Objective 2
As the collection expands, balance diversity in alignment with population growth

Objective 3
Children's materials will be sufficient to meet the needs of the community youth

ACTIVITIES

- **Ensure collection reflects the diversity of the community.**

- **Have materials for everyone, including those who speak languages other than English.**

- **Maintain collections in local history and genealogy.**

- **Maintain large print, audio books, and other materials to support the needs of seniors.**

- **Collections and services will be designed for ease and convenience.**

FACILITY

Objective 1
Adopt a bookstore category signage and layout to make it easier for patrons to find what they are looking for.

Objective 2
Evaluate the most effective methods of monitoring, securing and protecting its resources

Objective 3
Enhance the teen room to accomodate an Esports program

Welton R. & Mildred Chapman Fail Genealogical Resource Center

ACTIVITIES

- **Ensure an adequate number of public-use computers.**

- **Consider space for a library cafe or other in-library retail operation.**

- **Use of RFID (Radio Frequency Identification) for patron self-checkout and inventory control.**

APPENDIX 1:
TEXAS LIBRARY STANDARDS

The Texas Library Association *ad hoc* Committee on Public Library Standards was created by the TLA Executive Board in January 1998 and charged with the creation of qualitative and quantitative standards for public library service in Texas. The Texas Library Association Council approved the new standards on April 24, 2004 and by the Texas State Library and Archives Commission on May 14, 2004.

In 2003 the Texas State Library and Archives Commission (Peggy D. Rudd, Director and Librarian) and the Texas Library Association (Eva Poole, President) established the Joint TSLAC/TLA Task Force on Public Library Standards and Accreditation. Its charge included evaluation of the current Texas Public Library Standards for their timeliness, comprehensiveness, and appropriateness and to recommend any changes, if needed.

The same process for 2013 was followed with the Texas State Library and Archives Commission (Mark Smith, Director and Librarian) and the Texas Library Association (Yvonne Chandler, President) establishing the Joint TSLAC/TLA Task Force once again.

PURPOSE

The purpose of these standards is to promote quality library service to all Texans, to raise the expectations of library clientele, and to provide an authoritative document to which library administrators and supporters may refer when justifying requests for funds. Standards are a way to measure and grow services; whereas, Minimum Criteria are required for public library accreditation.

PHILOSOPHY

The Joint TSLAC/TLA Task Force on Public Library Standards and Accreditation has affirmed the following imperatives:

- Value all public libraries and their importance as community resources and as a reflection of a varied cultural heritage.
- Value the diversity and uniqueness of libraries across the state.
- Value the needs of our communities.

15
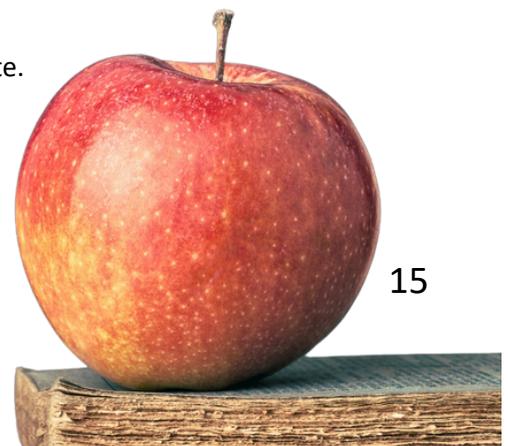
- Value intellectual freedom and access to information.

- Value the skills, talents, and contributions of library staff.

Some standards may be applied across the board; however most vary by population groupings and levels of service in order to make the standards relevant and meaningful for all public libraries. These standards should be implemented at the local level.

There are no separate standards relating to branches or separate service outlets. Library systems with multiple outlets are encouraged to use the standards to evaluate individually each facility and its services, keeping in mind the uniqueness of the population served from that location.

LEVELS OF SERVICE

The Task Force elected to recognize two service levels of enhanced, and exemplary. The enhanced level builds upon the basic and the exemplary upon the enhanced. Libraries which achieve the enhanced or exemplary level will be those where improvement is a progressive rather than reactive process.

EVALUATION

As an aid in planning for evaluation, a checklist of standards is included, as Appendix A. The checklist will allow libraries to estimate their status at a glance and will provide a concise overview for presentation to advisory boards, city councils, and other interested parties.

REVISION

In order to remain effective, this document needs to be a working document and must evolve to mirror the vitality of good public library service and to continue to raise the bar for improving Texas libraries. Accordingly, the Task Force recommends that TLA, evaluate portions of this set of standards each year. The committee would recommend a time table, and process. If a comprehensive revision is deemed necessary, a Joint Task Force of the Texas State Library and Archives Commission and the Texas Library Association will be appointed to conduct a review and revision process and to recommend changes to the Texas State Library and Archives Commission and the Texas Library Association.

APPENDIX 2: LIBRARY STATISTICS

Lancaster Veterans Memorial Library
Local Fiscal Year 2022 Public Library Data

GENERAL LIBRARY INFORMATION	
City	Lancaster
Region	Northeast Texas
County	Dallas
Legal Establishment	City
Membership Status (SFY 2020)	Member
Population Served	40,728
Number of Branches	0
Number of Bookmobiles	1

LIBRARY COLLECTION	
Books in Print-items	80,549
Physical Audio Items	372
Physical Video Items	3,693
E-Books	649
Downloadable Audio Items	87
Downloadable Video Items	0
Local-Licensed Databases	0
Total Collection-Items	**85,350**
Books in Print-Items Per Capita	1.98
Total Collection-Items Per Capita	2.10

OPERATING EXPENDITURES	
Salaries and Wages	$212,647
Employee Benefits	$50,720
Subtotal: Wages and Benefits	$263,367
Print Materials	$14,702
Electronic Materials	$3,676
Other Materials	$6,126
Subtotal: Library Materials	$24,504
Other Operating Expenditures	$84,501
Indirect Costs	$119,240
Total Operating Expenditures	**$491,612**
Salaries and Wages Per Capita	$6.47
Library Materials Expenditures Per Capita	$0.05
Total Operating Expenditures Per Capita	$12.07
Wages and Benefits as % of Total Operating Expenditures	54%
Library Materials as % of Total Operating Expenditures	5%
Other Operating Expenditures as % Total Operating Expenditures	17%
Capital Outlay	$0

LOCAL LIBRARY SERVICES	
Physical Circulation-Children's	12,359
Digital Circulation-Children's	74
Physical Circulation-All Other Ages	7,322
Digital Circulation-All Other Ages	321
Total Circulation	20,076
Number of Registered Users	15,752
Reference Transactions	23,718
Library Visits	29,647
Number of Library Programs	368
Total Library Program Attendance	1,425
Total Circulation Per Capita	0.49
Circulation Per Paid Staff Member	4,461
Circulation Per Hour	10.28
Circulation Per Library Visit	0.68
Collection Turnover Rate	0.68
Reference Transactions Per Capita	0.58
Program Attendance Per Capita	0.03
Library Visits Per Capita	0.73

LOCAL OPERATING EXPENDITURES	
Local Materials Expenditures	$24,504
Total Local Operating Expenditures	$491,612
Local Government Expenditures	$491,612

OPERATING REVENUE BY SOURCE	
City	$516,290
County	$0
School District	$0
Subtotal: Local Government Operating Revenue	$516,290
Foundation and Corporate Grants	$0
Federal Revenue	$0
State Revenue	$0
Other Local Revenue	$11,493
Total Revenue	**$527,783**
Local Government Revenue Per Capita	$12.68
Total Revenue Per Capita	$12.96

STAFFING (Full-time equivalents)	
Librarians with ALA-MLS	1.00
Other Librarians	0.00
Other Paid Staff	3.50
Total Paid Staff	4.50
Head Librarian's Salary	$79,000
Head Librarian-Hours Per Week	40.00
Total Volunteer Hours (Per Year)	0
Population Per ALA-MLS	40,728.00
Population Per Total Paid Staff	9,051

CAPITAL REVENUE	
Total Capital Revenue	$0

ILL/RESOURCE SHARING	
Number of Loans Received	0
Number of Loans Sent	0

FACILITIES	
Main Library Square Footage	23,000
Main+Branch Square Footage	23,168
Square Footage Per Capita	0.57
Hours open per week	40

INTERNET AND ELECTRONIC RESOURCES	
Number of Internet Terminals	42
Total Uses of Public Internet Computers	12,144
Number of Wi-Fi-Sessions	0
Number of Website Visits	0

APPENDIX 3: LIBRARY ORGANIZATION CHART

Library Manager

- Library Assistant
- Library Reference Assistant
- PT - Library Aide Tech Services
- PT - Library Circulation Attendant
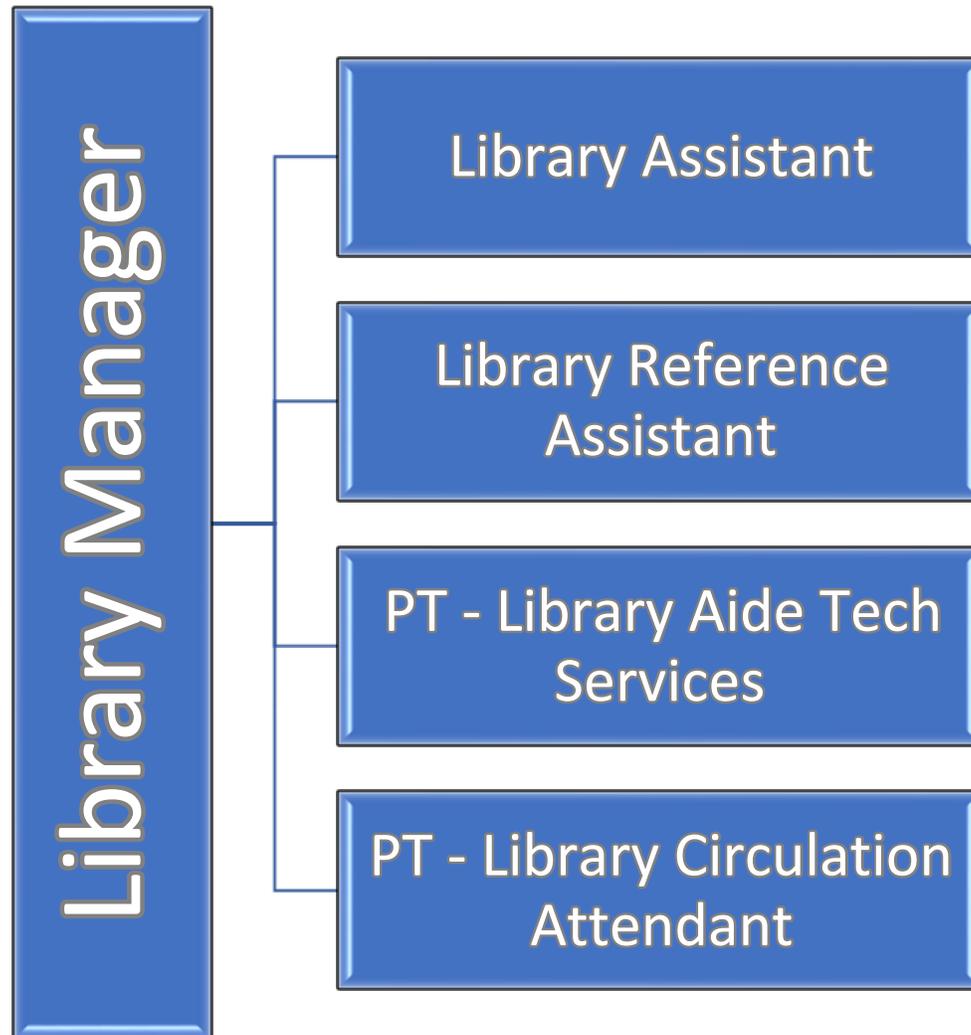
APPENDIX 4:
LIBRARY BILL OF RIGHTS

The **American Library Association** affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

I. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

II. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

III. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

IV. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

V. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

VI. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

VII. All people, regardless of origin, age, background, or views, possess a right to privacy and confidentiality in their library use. Libraries should advocate for, educate about, and protect people's privacy, safeguarding all library use data, including personally identifiable information.

Adopted June 19, 1939, by the ALA Council; amended October 14, 1944; June 18, 1948; February 2, 1961; June 27, 1967; January 23, 1980; January 29, 2019.

Inclusion of "age" reaffirmed January 23, 1996.

Although the Articles of the *Library Bill of Rights* are unambiguous statements of basic principles that should govern the service of all libraries, questions do arise concerning application of these principles to specific library practices. See the documents designated by the Intellectual Freedom Committee as Interpretations of the Library Bill of Rights