



# **Strategic Plan**

## **Shelby Community Library**

**Shelby, NE**

**2013 – 2016**

**Approved by the Library Board on September 10, 2013**

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## Planning Process

Start Date: July 1, 2013

End Date: September 30, 2013

Planning Team Members

Staff: Laura Alt & Lynn Veburg

Library Board Members: Terry Fusco & Lu Morgan

Community Stakeholders: Jeff Willis (Village Trustee), Lisa Tworek (Shelby Chamber Board Member)

Purpose: To determine if there are adequate services and facilities in Shelby to meet community needs and in doing so, assist the library in determining its future direction through a process of strategic planning. It is important to ensure we are adequately recognizing and addressing the needs of Shelby's diverse population, including all ethnic groups, age groups, educational and employment levels.

Shelby has experienced cultural and economic changes in recent years, including a school merger with Rising City, increased Hispanic population and increased use/need of technology (cellular phones, computers, internet, social media, etc.) Additionally, the library was in need of a larger facility and the decision was made to merge with the Shelby Public School library. This resulted in the public library relocating from main street to the school property on the edge of town.

The Planning Committee took a broad approach in determining the library's future direction. Libraries are no longer simply a resource for reading needs but strive to provide services unique to their community. Therefore, survey questions to determine community needs were centered on "the good, the bad and the ugly" of daily life in Shelby, rather than focusing on the library. The Planning Committee developed a list of key stakeholders to ensure all groups were represented, including major employers, senior citizens, school personnel, business owners, Hispanics, civic group leaders, village board members, community volunteers, new residents, long-time residents and library patrons. Over 30 residents were interviewed one-on-one and the survey was e-mailed to residents who subscribe to a local community e-mail communication resource handled by a local volunteer. The Planning Team analyzed the survey responses to determine community needs and developed goals and objectives for the library to address specific community needs.

## Community Profile

### Demographic Summary

Shelby is centrally located in Polk County in east central Nebraska. Key demographic statistics, according to the census bureau, are as follows:

- Shelby's population, as of the 2010 census, is 714; an increase of 24 over the 2000 census of 690
- Median age is 40, an increase of one year from the 2000 census age of 39
- Persons 65 & older represent 17.7% of the population, a decline from 20.7% in 2000
- Hispanic population has increased from 1.59% in 2000 to 12.2% in 2010
- Female Head of Household almost doubled in 10 years from 4.3% to 7.9% (23 households)  
(Almost 55% of such households are below the poverty level.)
- Over 51% of the population over 25 years of age attended college with over 25% of them attaining an associate degree or higher

### Geographic Summary

Shelby is surrounded by farm land. In town, 76% of dwellings are owner occupied and the remaining 23% are rentals. Only 2% of homes have been built in the past 10 years with 32.3% being built prior to 1939. Almost 40% were built in the 1960's and 1970's. 91% of housing units in Shelby are occupied; with 76% being owner occupied. Rental vacancy rate is 0%. 82% of home values are under \$100,000, the remaining 18% are under \$200,000. Median monthly rental rate is \$517.

### Socio-Economic Summary

Basic economic activities of Shelby center on agriculture and retail. 62% of individuals are employed in four major areas: retail trade (23%), educational/health care/social assistance (18%), manufacturing (13%) and agriculture (8%). 12% are self-employed and the median household income is approx. \$45,000. Unemployment rates remain low, possibly due to the variety of employment opportunities available in an agricultural environment, which provide extra jobs in addition to the more traditional jobs available in all areas (service, retail, etc.). 80% commute to work with an average commute time of 22.1 minutes. Largest local employers are Double Dutch Dairy, Shelby Lumber, Shelby Public School, Selden Trucking and United Farmer's Cooperative. Various employment opportunities are available within 30 miles, including the towns of York, David City and Columbus. These include manufacturing plants, hospitals, retail, restaurants, long term care facilities, etc.

Shelby has a public school serving pre-school through high school age students. Several higher educational opportunities are available within 75 miles of Shelby including college campuses in Columbus, Grand Island, Crete, Lincoln and Seward. Many of these institutions offer on-line classes and seminars.

Basic resources are provided by outside companies with the exception of water and sewer services. There is one provider for electricity and one provider for natural gas. Several options are available for phone, cable and internet services. Due to water quality and sewer concerns, Shelby was required to complete a major renovation to these services, which required the installation of water meters throughout Shelby, a new water tower, new lift station and upgrading the water treatment plant. The entire project was completed in 2013. To generate funds to service the resulting debt, water and sewer rates were increased. This expenditure added strains to the local city budget which affects all entities supported with government funds (streets, parks, pool, library, etc.).

Shelby does not have a local sales tax; only the Nebraska rate of 5.5% is collected and remitted to the state on eligible items.

Shelby has experienced the following cultural and economic changes in recent years:

- A major employer relocating its main office to York, Nebraska, which is 35 miles from Shelby. A satellite office remains in Shelby. This resulted in not only the obvious effects (increased commute times, larger employment base for future hires, etc.) but also affected local businesses' revenue who benefited from the large staff, company meetings, etc. The affected businesses include the quick shop, restaurants, grocery store and postal service.
- Two dairies were constructed in the past 10 years which offered new employment opportunities. These jobs have been mostly filled by Hispanic workers. This resulted in a need for increased housing, mainly rentals, in addition to increased school enrollment. 11.91% of students are Hispanic, compared to 5.34% 10 years ago. Over 50% of Hispanic students are male. The need for bilingual personnel has increased in all economic activities. If not fulfilled locally, services that cater to Hispanics are available in Columbus, 25 miles north of Shelby (restaurants, grocery stores, churches, etc.)
- Increased use of technology, mainly the internet and cell phones, has changed day to day life as it relates to communication, social assistance, job search, unemployment, current events, etc. Day to day quality of life could be affected if internet and cell phone access are not adequate.
- Although Shelby's population has increased, regional population declines have forced many rural schools to consolidate. Shelby's school consolidated with Rising City, a town of 374, located 6 miles east of Shelby. Middle school students are bused to Rising City. The school building in Shelby has been remodeled to accommodate the increased enrollment.
- In 2009, Shelby Community Library combined with the Shelby Public School Library. Generally, this consolidation has been positive for both parties, offering students and library patrons access to additional services and a large collection of reading materials. A challenge created by this merger was the loss of main street traffic as the public library was previously located on Shelby's main street.

### Cultural Summary

#### **Park Facilities**

The village of Shelby has one park approximately five acres in size. Facilities in the park include: two ball fields (dugouts, lighted, and electronic score boards), announcers building, brick concession stand, roofed shelter for grilling out, restrooms, swimming pool, sand volleyball, tennis court/basketball court, sheltered picnic area and playground. The Shelby Park received new playground equipment as part of a renovation project designed to update the park and meet safety codes. The equipment is designed for children with skill levels of 5 to 12 years old. The swimming pool received major repairs in 2013 paid for in part by a group of local citizens fund raising efforts. A recreational bike/hike trail was constructed in the park. The concrete trail is 8 feet wide and lighted for use by bicyclists and pedestrians. Another segment of the trail was constructed in the summer of 2001 from the school to main street. This section is also lighted and 8 feet wide. Shelby Public School added a Wellness Center in 2012 and 24/7 access is available to the public for a yearly membership fee. Summer recreation programs that Shelby offers include: T-ball, softball, baseball and swimming. In the past Shelby has hosted the State Softball Tournaments, as well as several other tournaments. Other recreation programs and activities include: the Hoop & Spike Fest in March, Co-ed Softball and Kick Ball Tournaments during the summer, and card

clubs (bridge, sheephead, pitch, pinochle, eucher, and rummy). Local area facilities: Boating - 27 miles away on Lake North; Bowling in Columbus 20 miles away; Fishing - Private and State lakes in the area; Golf Course – 9 hole course built in 2011 in a pasture 4 miles north of Shelby and a 9-hole course with clubhouse 7 miles away in Osceola; Hunting - pheasant, quail, deer, rabbit, fox, duck, turkey, and coyote; Movie Theater - 25 miles away in Columbus.

### **Civic Groups**

The Shelby Chamber of Commerce, the Shelby Betterment Corporation, and the Village of Shelby work together for business and industrial development in the community. The Shelby Betterment Corporation, a non-profit organization, was organized in 1987 with 20 stockholders. This corporation has helped finance new business ventures within the community and attract new businesses. The corporation also strengthens the community through smaller projects. There are many other organizations within the community that contribute to the quality of life in Shelby, including Shelby Senior Center which provides meals five days a week, including home delivery. Various activities are also available at the senior center.

### **Public Communication**

Polk County Newspaper, is published weekly. The Columbus Telegram, Lincoln Journal and Omaha World Herald are daily publications available for purchase or home delivery (hard copies available at the library or on-line via computer access). Community interest e-mails are available by contacting a local volunteer (Mary Lerch). Two electronic signs are available (located at school and on Highway 92) for community events or personal messages. Several options are available for internet subscribers or free internet access is available at the library (access to Facebook and other social/media sites, etc.).

In 1996, the US Postal Service built a new facility in Shelby. There is one daily mail receipt and dispatch. Services that the Shelby Post Office offers are: box rentals, express mail, priority mail, first class, parcel post, International express, registered and certified mail. Hours were reduced in 2013 due to federal budget restraints, however, service remains adequate. Other package delivery services available include UPS and FedEx.

## Community Assessment - Priority needs and desires

During our one-on-one interviews with key stakeholders of Shelby, Nebraska, the concern cited most often related to structure appearances throughout the entire community as follows:

- The desire to keep main street attractive and viable for current and prospective residents.
- The appearance of Hiway 81/92 that runs east and west through Shelby is also important as anyone traveling through Shelby uses this route which provides a first impression of Shelby.
- Property upkeep was a huge concern as there are several rental properties in Shelby. Special attention should be paid to keeping **all** properties attractive to attract new residents, retain existing residents and maintain housing values.

Other concerns mentioned also relate to keeping Shelby attractive and viable:

- Business development was mentioned as important and most felt efforts were lacking to attract new businesses to Shelby.
- Sufficient housing was also a concern as there are limited houses for sale and limited **quality** rentals available.

Communication Concerns:

- A large number of Shelby residents are frustrated with cell phone service. Calls are often dropped while using the phone in main street businesses and in several residences.
- A lack of adequate internet providers was also cited as a frustration as competition drives levels of service. The need for internet access in daily lives continues to increase.
- Internet usage at the library has increased as patrons need access to unlimited, high speed internet service for continuing education, job search, social communication, etc. Some require a quiet, segregated area so they are able to concentrate on their project without interruption.

Demographic Concerns:

- Senior Transportation Services – Shelby does not have a formal program for assisting seniors with travel to appointments, shopping, etc.
- English/Spanish Classes – with the increased Hispanic population in Shelby, second language classes would not only benefit Hispanics but also businesses to allow them to shop locally.
- Low Income – Limited assistance is available, i.e. WIC (Welfare for Independent Children), food bank, assistance during summer and holidays for families that qualify for free/reduced prices lunches at school.
- Health Care Costs – Many unsure of how to decipher new health care law and needing information sources.

Cultural Concerns:

- Wellness Center Activities – Residents are requesting classes, such as weight lifting, Zumba, Yoga, introductory to equipment in the Wellness Center, etc.
- Park – Expand to include camping spaces, soccer field (Hispanic main sport), playground equipment for small children, more shade, bathroom access throughout the day, longer pool hours.
- Community Center – Several mentioned a need for a public space for funeral dinners, family reunions, wedding receptions, graduation parties, fundraisers, etc.
- Walking/Biking Trail – expanding the existing trail.

## Library Analysis – Major S.W.O.T's

Overview: Shelby Community Library (SCL) statistics, reflected on the most recent Nebraska Library Survey data, were compared to our peer group of 25 libraries, as determined by the Nebraska Library Commission, where applicable. Shelby's population is the 16<sup>th</sup> largest of the 25 peer libraries. Combining with the Shelby Public School Library in 2009 aided in attaining a top ten ranking in the areas of number of borrowers, circulation, square footage and age of building.

### Internal Environment

Major Strengths (peer ranking noted is parenthesis):

- total circulation (2<sup>nd</sup>)
- annual hours (3<sup>rd</sup>)
- number of computers (3<sup>rd</sup>)
- number of registered borrowers (4<sup>th</sup>) (includes all students)
- local government revenue (5<sup>th</sup>)
- square footage (5<sup>th</sup>)
- total revenue (6<sup>th</sup>)
- age of building (2009)
- 1 of 3 libraries in peer group of 25 libraries with E-books
- Shelby patrons are generous with monetary support for the library.

Major Weaknesses:

- No longer located on main street
- Limited parking spaces
- No quiet area/study space (school classes held in the library)
- Friends of the Library – increase involvement in the library
- Ranked 18<sup>th</sup> of 25 in total items held in collection
- Lack of bilingual staff or volunteers
- Lack of communication/planning with school personnel prior and since merger
- Slow internet service

### External Environment

Major Opportunities

- Adult learning classes are needed
- Provide information on areas of current interest/concern (health care, internet services, cellular phone services, etc.)
- Offer start up business classes for entrepreneurs
- WIFI access
- Patrons using Library's website is minimal, opportunity to educate patrons
- Access to civic groups to determine community needs

Major Threats

- Adequate revenue
- Current internet speed is basic – need to increase
- Hispanic influx adds challenges

## **Analysis of community profile, community assessment and where the library can contribute to community progress.**

Shelby has maintained their population based on past census records. The local economy is centered on agriculture which has been strong in recent years. For a town of 714, several employment opportunities are available locally, and within 25 miles. Shelby has been able to maintain their school, even though several mergers and consolidations have occurred in recent years throughout Nebraska, which is key to maintaining existing families and attracting new families. Strong community support for local businesses, school activities, fundraisers, etc. has contributed to Shelby's survival.

To keep Shelby viable, it is imperative for the community to support local businesses, ensure properties are maintained and to keep the entrances to Shelby appealing to maintain existing residents and attract new residents as well as encourage out of town consumers to visit and spend money in Shelby.

It is also important to keep residents invested in Shelby using various communication channels and frequent community programs, both educational and entertaining, that appeal to all residents. In promoting community pride, property owners will naturally want to maintain property appearances and Shelby will enjoy a reputation as a great place to visit and live.

The library will strive to provide the following to contribute to the community:

- provide a local information resource on various interests/needs of the community
- collaborate with local civic groups to identify needs and promote Shelby
- provide a location that meets various community needs (internet access, meeting space, quiet study space, learning opportunities, etc.).

## **Library mission and objectives**

*The mission of the Shelby Community Library is to collect, preserve, and make available materials in print and electronic form to serve the recreational, informational, educational, and leisure needs of the community. The Shelby Community Library is committed to supporting a lifelong enjoyment of reading and learning for all ages.*

## List of goals, with objectives

### COMMUNITY NEED #1

A general information location is needed as a resource for residents. Consumers are increasingly looking to libraries provide information on a wide spectrum of topics.

#### Goal:

Our main goal is to increase usage of the library by new and existing patrons. This will be accomplished by increasing knowledge of library services available to the community and expanding services available; such as an information resource. We will also expand programs currently offered by the library.

#### Objectives:

1. Increase the involvement of library volunteers (Friends of the Library) to provide community interest programs on a quarterly basis beginning in January 2014.
2. Increase the number of patrons and visits by 10% during the fiscal year ending September 30, 2014. This will be evaluated by comparing the number of registered patrons reported on the annual statistical survey. This will include implementing a program that challenges and rewards existing patrons to sign up a new patron.
3. Inform the public of new books, videos and other items of current interest on a monthly basis.
4. Utilize local/county services and businesses to obtain information regarding services and programs available in the area and advertise specific information that is available at the library. This will be accomplished by June 30, 2014.

### COMMUNITY NEED #2

A location is needed for meetings, impromptu gatherings and a quiet study space.

#### Goal:

Better utilization of the existing facility to provide a welcoming place to meet and interact with others or work independently on personal projects in a quiet atmosphere.

#### Objectives:

1. Organize the two storage rooms within the library to determine storage needs. This will be accomplished prior to December 31, 2013.
2. Meet with the local architect to analyze current space to add a study area. This will be accomplished prior to December 31, 2013.
3. Create a study area based on the architect's recommendation, if feasible. This will be accomplished during the fiscal year ending September 30, 2014.

### COMMUNITY NEED #3

Access to information technology, including computers and internet service, is important to have available in the community as well as opportunities for adult education.

#### Goal:

Increase adult educational opportunities that meet the needs of the community. Provide access to information technology and the assistance needed to use it effectively in daily lives.

#### Objectives:

1. The current internet speed is 1.6 – 5 Mbps. This will be increased to 6-10 Mbps no later than October 1, 2013.

2. Assess budget on an annual basis to ensure the amount designated for computer purchases is adequate. This will be accomplished annually in July in connection with the annual budget review process.
3. Increase adult classes offered to at least four per fiscal year beginning with the fiscal year October 1, 2013.

## Evaluation

### Implementation Plan:

The library staff and board trustees will work together, at our board meeting in October 2013, to assign responsibility for each objective stated under our three goals. Each objective includes a time line for completion and these dates will be scheduled for review at our monthly board meetings and be made part of the standard agenda. See Exhibit "C", Action Plan/Timeline.

### Evaluation Plan:

The evaluation team will be comprised of the Library staff and board trustees. The evaluation will be used to continuously improve the library's services and determine if our efforts have increased knowledge and use of the library.

The Strategic Plan, including the goals and objectives, will be evaluated on an annual basis, at the end of each fiscal year, to determine if each objective has been accomplished and if not, implement a plan to reach the desired goal or determine if the goal is no longer feasible and/or attainable. As part of the evaluation, we will focus on the following questions:

- Has the number of patrons and visits increased?
- Have we offered more programs to encourage use of the library?
- Have we provided adequate spaces to meet various patron's needs (quiet space, interactive setting, etc.)?

The evaluation will include documenting a conclusion for each stated objective in this Strategic Plan on Exhibit "C", Action Plan/Timeline.

## Exhibit “A” - Survey

### SHELBY COMMUNITY SURVEY

JULY 2013

#### **PURPOSE:**

To determine if there are adequate services and facilities in Shelby to meet community needs and in doing so, assisting the library in determining its future direction through a process of strategic planning.

#### **OVERVIEW:**

Shelby has experienced cultural and economic changes in recent years, including a school merger with Rising City, increased Hispanic population and increased use/need of technology (cellular phones, computers, internet, social media, etc.) It is important to ensure we are adequately recognizing and addressing the needs of Shelby’s diverse population, including all ethnic groups, age groups, educational and employment levels.

Thank you for your time in assisting us with this process. There are no right or wrong answers – please feel free to verbalize any thoughts/ideas that come to mind as we are “brainstorming” with various individuals to conduct a community assessment.

1. What activities and facilities do you utilize, in Shelby, that are most satisfying to you?

Are there additional activities or facilities that you would like to see?

2. What are the most serious concerns facing you or our community now or in the near future?

3. What do you find most frustrating about living in Shelby?

Most positive?

4. Are you aware of any specific populations or groups that are not being adequately served?

5. Are you aware of any recent cultural or economic changes that have created a community need?

## Exhibit “B” – Key Stakeholders

Community Leaders, Business Owners and Stakeholders who were interviewed in July/August 2013:

Ada Noyd, Shelby Public School secretary

Anonymous surveys received = 4

Avis Rathje, Senior Center Manager

Brian Schmidt, Owner of Shelby Lumber Yard

Deanna Perry, Shelby Village Clerk

Denise Glock, Shelby Public School Elementary Principal

Doug Lamoree, President of Pinnacle Bank, Shelby

Ethelene Lux, senior citizen

Jeff Willis, Village Board member

Jen Vrbka, local area farm family

John and Roxann Rasmussen, Shelby residents

John O’Brien, Senior Citizen and former Shelby Public School teacher

Kelli Augustin, Shelby resident

Laura Hoeft, library patron

Marie Fusco, Shelby resident

Maritza Valasco, Hispanic para-professional at Shelby Public School

Mary Lerch, Community Volunteer

Michele Cullen, new Shelby resident

Monte Selden, Owner of Selden Trucking

Nitha White, Local Chiropractor

Noehmi Ojeda, new Shelby resident

Oscar Ruvaltaba, 25 year Hispanic resident of Shelby

Peggy Hopwood, Credit Manager/HR of United Farmers Cooperative

Richard Gillespie, Shelby Lumber Yard employee

Rita Houdersheldt, Library patron

Rose Ryan, new Shelby resident

Shelia Grossnicklaus, library patron

Shelly Smith, Shelby Chamber Board Member & Vice President of Pinnacle Bank, Shelby

Terry Chadek, Shelby Public School teacher

Tim Kobus, Shelby resident and daily library patron (utilized laptop with internet service)

## Exhibit “C” – Action Plan/Timeline

### Goal # 1      Increase usage of the library by new and existing patrons.

Objectives:

1. Increase the involvement of library volunteers to provide community interest programs on a quarterly basis beginning in January 2014.
2. Increase the number of patrons and visits by 10% during the fiscal year ending September 30, 2014. This will be evaluated by comparing the number of registered patrons reported on the annual statistical survey. This will include implementing a program that challenges and rewards existing patrons to sign up a new patron.
3. Inform the public of new books, videos and other items of current interest on a monthly basis.
4. Utilize available in the area and advertise specific information that is available at the library. This will be accomplished by June 30, 2014.

ACTION STEP	ACTIVITES	PERSON/GROUP RESPONSIBLE	COMPLETED BY	MEASURE/EVALUTION



**Goal #3 Increase adult educational opportunities that meet the needs of the community. Provide access to information technology and the assistance needed to use it effectively in daily lives.**

Objectives:

1. The current internet speed is 1.6 – 5 Mbps. This will be increased to 6-10 Mbps no later than October 1, 2013.
2. Assess budget on an annual basis to ensure the amount designated for computer purchases is adequate. This will be accomplished annually in July in connection with the annual budget review process.
3. Increase adult classes offered to at least four per fiscal year beginning with the fiscal year October 1, 2013.

ACTION STEP	ACTIVITES	PERSON/GROUP RESPONSIBLE	COMPLETED BY	MEASURE/EVALUTION