STRATEGIC PLAN 2017-2020

Keene Memorial Library

Strategic Plan for Keene Memorial Library, Fremont, NE
Reviewed and adopted by the Library Board, September 18, 2017
Approved by the Fremont City Council, September 26, 2017

Start date of Planning: July 13, 2017   End Date: September 2017

This document is formed and revised annually to provide the library with an ongoing strategic, business plan. The Board of Directors, assisted by the Library Director and library staff, will review the document yearly and submit revisions to the City Administrator. Said plan will be made available to the public via the library website.

Section I. Members of the 2017 Strategic Planning Committee:

- Tina Walker, Library Director, Keene Memorial Library
- Laura England-Biggs, Librarian II, Keene Memorial Library
- Elisa Cruz, Librarian I, Keene Memorial Library
- Kelly Olson, Library Assistant III/IT, Keene Memorial Library
- Jessica Hill, Library Assistant III, Keene Memorial Library
- Dorlissa Beyer, Library Assistant II, Keene Memorial Library
- Ann Hoppe, Library Assistant III, Keene Memorial Library
- Robert Wise, Library Assistant I, Keene Memorial Library
- Larry Jirsak, Library Board President
- Shari Kment, Library Board member
- Lori Dahl, Library Board member
- Mandy Ostdiek, Library Board member
- Earl Underwood, Library Board member

Section II. Planning Process

Tina Walker, Library Director led the Strategic Planning sessions from July 13, 2017 to August 24th, 2017. The staff met weekly for 1 hour for each session and the Board members met via email 1 at a time with the director. Library Board members Larry Jirsak, Lori Dahl, Shari Kment, Earl Underwood, and Mandy Ostdiek participated. An early morning session on August 3rd allowed all staff to participate in a focus group to provide input into the process. Since the library has already completed two public forums and a survey for the expected expansion project, with little to no response from the community, no additional sessions were held for the Strategic Planning phase. The Friends of Keene Memorial Library hired George Lawson Consulting to provide the library with a Space Needs Assessment for 2017 as a start to the expansion discussion. This report was used for data and needs information.

Section III. Community Profile

Fremont is a city of 26,397 located in Dodge County. Although it is the largest population center in the county and a shopping hub for the area, the population has grown slowly, up 1,223 over the last decade. The population has grown in diversity over the last decade, and now nearly 12% of the residents are identified as Hispanic or Latino. Other ethnic groups represented in the population are Black or African American -0.7%, Native Hawaiians - 0.3%, American Indian and Alaska Native - 0.6% and Asian - 0.6%.

The city of Fremont is located at the convergence of three major highways and is only 20 minutes away from the western edge of Omaha. The ready access to highways contributes to a large number of workers commuting to Douglas County for employment. However, Fremont attracts other area rural residents to

the city by offering an array of retail businesses as well as a full-service hospital. The economy is rooted in agriculture and agribusiness with an expanding industrial sector including logistics and transportation and food processing. The manufacturing industry provides the most jobs followed closely by jobs in the education, health care, and social assistance sector.

Seventy percent of the population age 16 and over is in the labor force. The average household income is $47,239. The unemployment rate is 4.5%. Poverty levels are 13.6% of residents identified as having incomes below the poverty line, and 55% of the school students are eligible for free and reduced lunch. This student poverty figure is significantly higher than the state rate of 44%. The poverty rate is higher among Hispanic residents.

The Fremont school district serves the city of Fremont as well as local rural residents. The ten school buildings all have libraries with professional staff and access to information and books through technology. There are also a number of parochial schools serving the area. There is a Head Start program serving pre-school children who qualify based upon income. The community also has two post-secondary institutions: a community college and a liberal arts college.

The town has a number of recreational facilities including municipal swimming pools, 22 parks, and a large community YMCA facility. The Chamber of Commerce is active in supporting the community and sponsors various community events on an annual basis. There are a number of other civic groups including active Rotary, Kiwanis, Cosmopolitan, and Jaycee groups who largely support educational initiatives.

Communications are good with the Fremont community being served by a local daily newspaper and a radio station. Television coverage comes out of Omaha.

Section IV. Community Needs

Community needs were identified as part of the planning process for the library's strategic plan. Issues identified include the following:
- Little population growth over the last 40 years
- Lack of meeting space with technology for community groups and businesses
- Disproportionate increase in poverty as compared to the state as a whole
- An increase in diversity of the overall population
- Difficulty in attracting businesses to locate in Fremont
- Increased homeless population
- Insufficient middle and lower cost housing
- Lack of tools for small businesses and entrepreneurs
- Lack of support for unemployed and disabled members of the community

SWOT Assessment of the Library
Strengths
- Collection development in DVDs
- Responsive to patron requests for materials and services
- Improved Technology for public use
- Customer service is strong
- Children's Programming
- Children's Area facelift
- New shelving
- Improving communication with a bilingual Librarian

- Increased awareness
- Open Access to computers
- Changes to patron card regulations
- Implementing an "Online Chat" service for improved communication
- Wifi printing available

Weaknesses
- No technology makerspace
- Non-resident fees
- Lack of programming for adults and teens
- Non-ADA Compliant building
- Space needs
- Wifi difficulties including printing FYOD
- Wayfinding is poor
- Limited meeting space
- Noise levels
- No computer lab
- Infrastructure
- Not enough staff

Opportunities
- Ready access to bilingual services
- Genealogy services
- Pop-up libraries
- Embedded librarians
- Culture shift
- Community partners & events
- Outreach to immigrant community

Threats
- Young professionals do not visit the library
- Less than welcoming atmosphere for immigrants
- Technology fear/resistance
- ADA issues
- Physical layout—i.e. plugs for electricity
- Personal security for staff

Section V: Library Mission:

Keene Memorial Library is committed to providing access to information, education, resources, and training in support of life-long learning, personal growth, and community fellowship for all.

Section VI. Library Vision:

Inspire, strengthen, and enrich the quality of life for our community.

Section VII. Library Brand:

Preserving Our Past, Informing Our Present, Inspiring Our Future

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Section VIII. Goals and Tasks

The Library Board and staff have identified goals and tasks which are focused on library services that support our new mission and vision.

The library board also expresses deep concerns that many of the tasks and goals identified in this document may not be feasible given the current staffing levels of the library. While there is a strong commitment to implement these programming goals, it is expected that all may not be progressing or completed at the end of the defined period.

Goal One: **ESTABLISH THE LIBRARY AS THE COMMUNITY HUB TO SUPPORT THE NEEDS OF ALL LIBRARY VISITORS**

1. Increase partnerships with community organization
2. Create a ready reference of services in the community
3. Offer more diverse programming such as: cultural, technology, language, & creative
4. Offer diverse pool of speakers for different community groups
5. Rebranding of library as community hub
6. See/observe other library successes
7. Continue to improve "way-finding"

Goal Two: **IMPROVE COMMUNICATION OF LIBRARY SERVICES TO A WIDER AUDIENCE THROUGH INCREASED COLLABORATION, OUTREACH, AND MARKETING.**

1. Create at least 3 new partnerships
2. Create at least 3 new marketing campaigns
3. Attend/participate in at least 3 new community events
4. Increase engagement/use of social media
5. Follow marketing checklist for planned events
6. Increase Spanish language promo pieces
7. More outreach – being a face in the community
8. Increase social media platforms
9. More communication with schools
10. Weekly column in newspaper
11. Weekly guest spots on Radio
12. Take away marketing materials (stickers, key fobs, "fine waiver" cards)
13. Put events on cable tv/community access page (scrolls through school events, etc..)

Goal Three: **PROVIDE A DIVERSE ARRAY OF PRINT AND ELECTRONIC RESOURCES, PROGRAMS, AND SERVICES TO SUPPORT EDUCATION, CULTURE, AND BUSINESS GROWTH OF OUR COMMUNITY**

1. Get to know our community
2. Collection Development
3. Increase outreach
4. Continue to educate on how to use our electronic resources

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5. Evaluate potential resources for business growth
6. Increase adult programs on diverse topics
7. Increase diversity in displays
8. Provide spaces for other community services
9. Provide library membership to larger region (non-resident)

Goal Four: **INCREASE USE OF THE LIBRARY BY AUGMENTING MATERIAL USE, LIBRARY CARD HOLDERS, AND PROGRAM ATTENDANCE.**

1. Find the needs of library public
2. Find the needs of general public
3. Continuing to increase social media presences
4. Promote library card sign up month in library and outside library via outreach, social media, and newspaper
5. Offer incentives for program attendance
6. Offer county-wide service
7. Publicize our confidentiality of patron records
8. Drop age for getting own card to 7th grade
9. Discontinue overdue fines
10. Give patrons a voice in acquisitions (increase suggest-a-title usage)
11. "on location" library service (card sign-up, distribute info, etc…)

Section IX. Strategic Plan Evaluation:

An evaluation of the plan will take place annually by the library staff and library board. Each goal and objective will be reviewed to determine whether progress has been made. If the objective has not been met, steps will be outlined to modify the objective or to assess what further actions will be needed to meet the measure. Changes or amendments may be made and submitted to the City Administrator for approval each year.