

# TURNER PUBLIC LIBRARY

STRATEGIC PLAN 2026 – 2031

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## PREFACE

The Trustees of the Turner Public Library created the Strategic Planning Committee in the spring of 2025 who was charged to:

- (1) Review and revise the Vision Statement if necessary
- (2) Review and revise the Mission Statement if necessary
- (3) Define strategic objectives the library should obtain in the next five years
- (4) Define key action steps to achieve each objective

The trustees appointed the following people to the committee:

Tammy Fereshetian, Chair

Members: Patrick Clohessy, Linwood Gilbert, Cassandra Roy

The Chair provided the committee with examples of Vision Statements, Mission Statements, Strategic Plans of other libraries for review. The committee developed a Patron Survey that was administered in June 2025 to gather input from the community about the effectiveness of all areas concerning the Turner Public Library. There were 43 responses. The survey and compilation of results can be found in Appendix A.

The committee drafted the following Revised Vision and Mission Statements and developed four key objectives to be obtained in the next five years. The committee shared these drafts with the Board of Trustees and to the participants of the annual Corporaters Meeting to gain additional input.

The committee met in October and November to finalize the Strategic Plan. Patrick Clohessy assumed the Chair and the committee welcomed new member Jessika Nichols. The results of the committee's work follow:

## VISION AND MISSION STATEMENTS

### VISION STATEMENT:

The vision of the Turner Public Library is to be a community cornerstone for all to gather, learn, build, create, and grow.

### STRATEGIC PLANNING COMMITTEE'S DRIVING MISSION STATEMENT:

The mission of the Turner Public Library is to nurture imagination, promote intellectual curiosity, provide empowering programs and collections, and to encourage community gathering and exchange while being attuned to the needs of our patrons.

## OBJECTIVE 1 - KEY RESULTS - INITIATIVES/ACTIONS

Objective 1: Patrons will have greater access to diverse library collections and services.	
<u>Key Results</u>	<u>Initiatives/Actions</u>
1.1 Increase access to library collections and services.	Formalize the procedure for acquisition of books, DVDs, audiobooks, and regalia requested by patrons.
	Formalize the procedure for acquisition of specialized equipment. (ex. 3D Printer, VR equipment)
	Continue to advocate for ADA improvements to the building.
1.2 The library will create an environment that invites and encourages community members to contribute their time and expertise.	Create a program to invite community members to create displays of private collections of interest.
	Invite community members to demonstrate a skill that would be of interest.
	Creating a network of basic knowledge and skill resources to connect patrons with a skilled individual.
	Coordinate with library staff to pull supporting library collections.
1.3 Increase annual library visits by 11% within one fiscal year.	Run a "Library is the Hub" marketing campaign across multiple channels (local newspaper, social media) to promote non-traditional services.
	Promote Interlibrary Loan (ILL) and Cloud Library digital services at the circulation desk and online.
1.4 Participate and advertise at a minimum of 6 major community events (non-library sponsored) per year.	Develop a quarterly schedule for staff and volunteers to attend key community events. (Ex: Town of Turner Tree Lighting, Turner Farmers Market, Town of Turner Fireworks, etc.).
	Create new, branded promotional materials (ex: flyers, banners) for use at off-site events.

## OBJECTIVE 2 - KEY RESULTS - INITIATIVES/ACTIONS

Objective 2: Invest in people, processes, and technology to enhance and expand the library offerings to meet patrons' needs.	
Key Results	Initiatives/Actions
2.1: Assess all current equipment and create a plan for timely replacement based on expected lifespan (planned obsolescence).	Complete a comprehensive Technology Audit and submit a 5-year replacement capital plan for the development of the FY28 Budget.
2.2: Assess current library workflows, committees, and events to better understand resource allocation and determine if they are furthering the mission of the library within one year.	Form a staff committee to review all current workflows.
	Form a process to quantify committee work by the Board of Trustees, including the Finance committee developing a target for the Fundraising committee.

## OBJECTIVE 3 - KEY RESULTS - INITIATIVES/ACTIONS

Objective 3: Develop and establish programs to more closely match the interests and diversity of patrons.	
Key Results	Initiatives/Actions
3.1: Increase total program attendance by 11% year-over-year.	Train staff to ask patrons to sign up for programs during checkout and other interactions.
	Allocate extra money specifically for program advertising outside the library building.
	Implement a regular process to ensure the events calendar is updated frequently and is easy to find on the website's main page.
3.2: Launch 4 new programs specifically targeting defined underserved demographics.	Administer a program demographic study to identify underserved groups (e.g., children, teens, young adults, and seniors), as needed.
	Develop practical, high-interest programs like budgeting classes, cooking, or specialized events (when possible, in partnership with specialized groups, ie LAHS STEM Club, etc).
3.3: Host a minimum of 25 library-sponsored programs, including repetitive, per quarter.	Place a "Community Box" and online form for patrons to suggest program ideas.
	Plan events in collaboration with other local community activities to boost visibility and attendance.

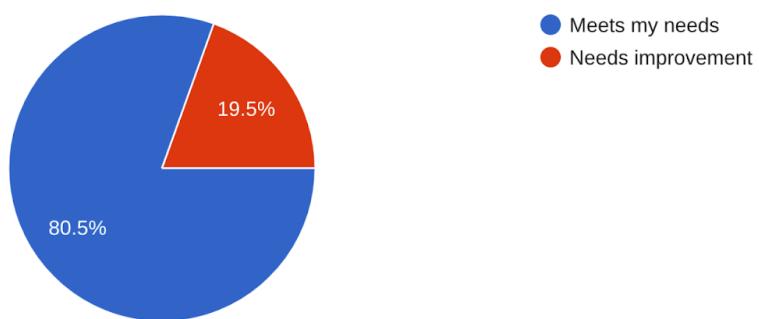
## **OBJECTIVE 4 - KEY RESULTS - INITIATIVES/ACTIONS**

<b>Objective 4: Increase Funding Resources to Support the Daily Operating Needs and to Meet the Above Objectives.</b>	
<b>Key Results</b>	<b>Initiatives/Actions</b>
4.1: Maximize operating budget allocations for increased staff retention.	At least biannually, conduct a market analysis of staff salaries for all library positions.
4.2: Prioritize enhancing funding resources over the next five years.	We aim for a budget growth of 10% annually over the next 5 years.
	The Finance Committee and Library Director and President of the Board of Trustees will meet annually with the TPL Portfolio Manager to ascertain the appropriateness of asset allocation of the portfolio.
	Set an endowment target through committees, like current fundraising, with a focus on the upcoming 90th anniversary of TPL in 2029- “\$90,000 for TPL’s 90th!”
	Grant submissions continue as a vibrant resource.

## APPENDIX A - TPL PATRON SURVEY RESPONSES- JULY 2025

The library is open Tuesdays and Thursdays from 11:00 to 6:00, Wednesdays and Saturdays from 9:00 to 2:00. These hours:

41 responses



### Comments regarding library hours:

I wish you were open more days in the summer.

I would personally love it if the library was open Friday mornings but most weeks Wednesday morning works for us.

I always wished it was open on a Friday or Monday

I think the hours are nice. They are pretty easy to remember.

Would love monday hours!

Another day open until 6pm would help.

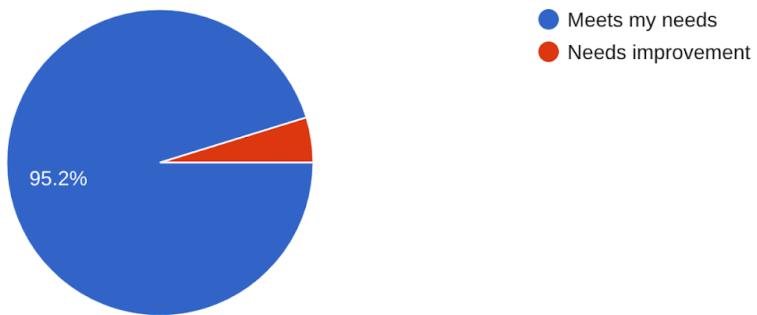
I would've used the library more often had it been open other days but I enjoyed using the current hours.

Perfectly fine.

Would love to see the library have more days open in the future!

The library facility houses the main library, children's library and meeting areas. Do you find them well maintained, clean and adequate for your needs?

42 responses



#### Comments regarding library facilities:

Very well maintained.

The mold need to be taking care of

Would be nice if the screens in the windows were replaced that are ripped.

Homey and accommodating.

Every time we visit things are neat and in order and very functional

adult section on 1st fl. would be awesome

Do you find the library staff knowledgeable, competent, helpful, and friendly?

42 responses



#### Comments regarding library staff:

Wonderful staff.

TPL has some of the most friendly librarians I have encountered in the area.

Always helpful and kind!

Love our library staff!

They're literally the best.

Yes! The library staff are all these things and more! They are engaging and enthusiastic, always willing to help.

Terrific!!!

The library staff are so friendly and helpful!

Very helpful, friendly and easy to talk to

over the past 2 years TPL has been very help by borrowing or acquiring many books to help finish series by 3 differnt authors. that took alot of work and I am very grateful. helpful

The staff are welcoming and expert

The staff is always pleasant and helpful.

When I have been in, I've always received the help I needed.

The staff are always friendly and happy to help

staff is always helpful!

Great staff

When using the library's computers, do you find them available when you need them, can you access programs that you use, is assistance available if you need it?

28 responses



#### Comments regarding library computers:

I have never used a library computer

N/A

So far, so good. However, I haven't tried to use them enough to fully comment.

I've never needed to use one of the library computers, so I don't have needs in this area.

I haven't used the computers

NA should have been an option here....I haven't found a need to use the computers there.

Have never used them

I didn't use the library's computers.

I have not used their computers

N/A

I do not use them

I do not use the computers.

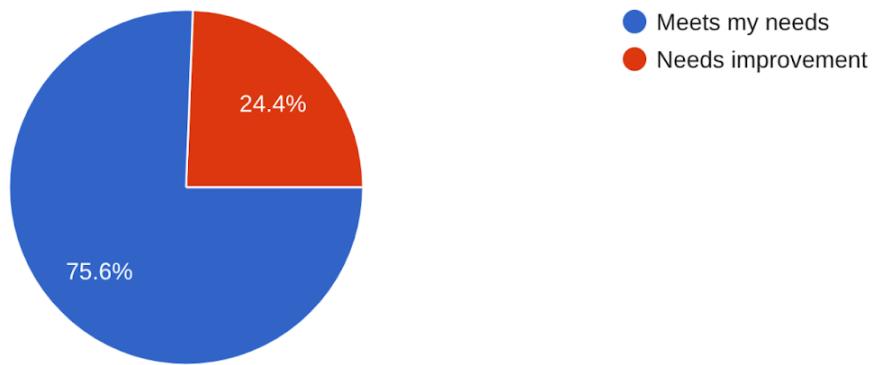
I don't use the computers

N/A

Doesn't really apply to me or my family at this moment in time

When using the library's collections, do they reflect your interests? Are there areas you wish would be expanded? New content areas to be added?

41 responses



#### Comments regarding library collections:

I wish you had more books about gardening and homesteading. Also I wish you had a seed library/exchange and garden tools that could be borrowed.

More diversity and inclusion books in the children's section

New content is always a good thing.

Would love to see some Louis Lamour and western collection

For the size of the library, it has been fine.

More self help and learning sections would be great

Due to age and vision problems, I have difficulty reading print books. I very much appreciate access to ebooks.

I would expand the young adults section, to include a wider variety to topics: inspirational, documentaries, real life stories

some popular crime novel series have been updated and certainly meets my needs

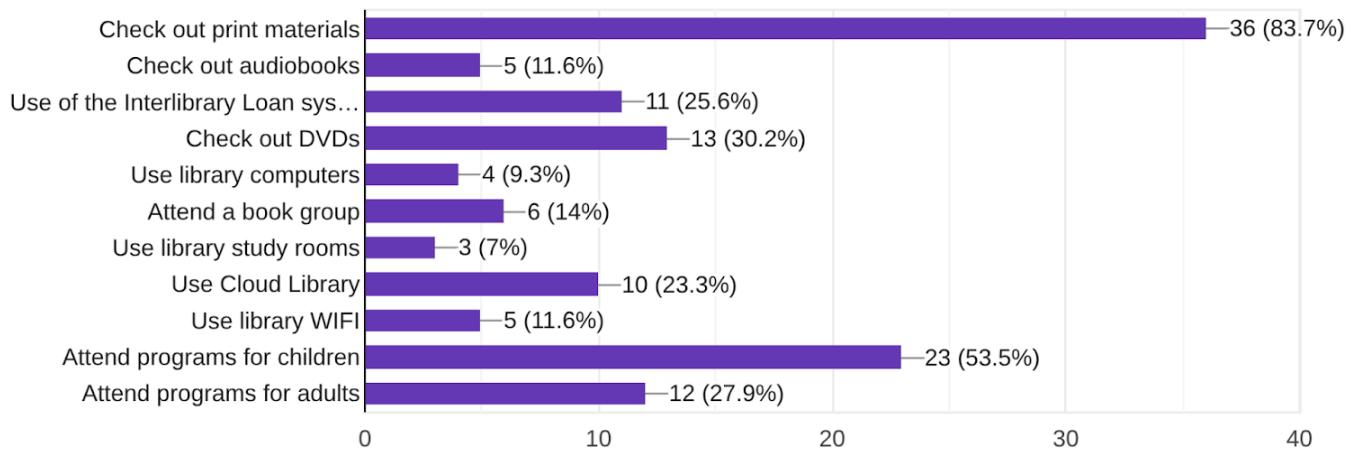
There are other book series that could be considered.

You have recently ordered two books for the library that I was interested in as you had none on the subject of education. Specifically special education and psychology type books on the subject.

the more books the better, I understand why that is not possible but one can hope

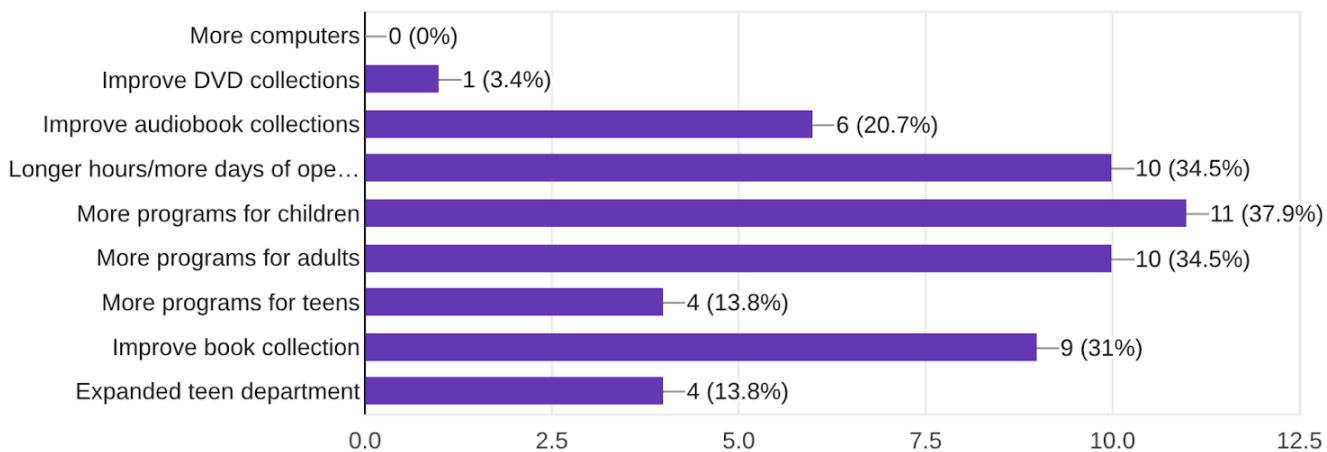
Please select your primary reason(s) for visiting Turner Public Library (select all that apply)

43 responses



What suggestions for improvement do you have for the Turner Public Library (select all that apply):

29 responses



Additional ways that TPL can serve you better:

I don't find the catalog to be user friendly

Solution to returning materials other than books. I never find myself in the area to return media when the library is open and wonder why dvds cant be placed in the return box like all other area libraries. I also would love to see the ipads in the childrens room only accessible during certain times. Its soooo hard to keep pre k kids away from them understandably and really takes away from the experience of the gorgeous childrens room for us. We absolutely love tpl!

Might be difficult but more adult programs outside of 9-5 would be great!

Additional audiobooks & e-books on Cloud Library (or similar) would be great.

I love everything about our town's library! It would be nice to see more fiction options-especially current fiction-in the Cloud.

I would be served by having access to more ebooks. I know it is not kind of me, but I feel irritated when books I want to read are available as audiobooks but not ebooks! I think that you do a wonderful job. It is such a welcoming place!

The library has a lot of good resources

none needed for my current needs

Continue the good work...

## APPENDIX B - TURNER, MAINE DEMOGRAPHICS (US CENSUS DATA)

Population: 5,852 (59.3 square miles, 98.8 people per square mile)

- Median age: 48.1
- Sex: 53 % female, 47% male
- Per capita income: \$37,419
- Median household income: \$87,981
- Poverty: children (under 18) 1%, (65 and older) 3%
- Households: 2,237
- Marital status: 63% married
- Educational achievement:
  - 96.8% high school grad or higher
  - 19% Bachelor's degree or higher
- Veteran's status: 14.5% population with veteran status