



Strategic Plan 2025-2028

Mission Statement

To provide free and fair access to educational materials and experiences that promote lifelong learning, creativity, and connection in our community.

Vision Statement

The Dormann Library strives to be the safe and welcoming hub of our vibrant and thriving community by providing a center for information and discovery through innovative programming, robust collections, and responsive services.

Priorities, Objectives, & Actions

1. Enhance Library Collections and Services

Objective 1.1: Establish a Collection Development and Maintenance Policy

Responsible Parties: Director, and Assistant Director

Timeline (completed by): End of Q4 2025 (In Progress)

- Identify community demographics, interests and needs, including specifics about patrons' preferred methods to access information.
 - Action Step: Using existing programming stats and a new community needs survey, (annually) assess and prioritize patron interests and needs. This data should be used to outline specifics concerning materials acquisition.
 - Action Step: Utilize Workflows data to establish an objective weeding process and implement a consistent schedule for its execution.

Objective 1.2: Improve Collection Development

Responsible Parties: Director and Assistant Director

Timeline (completed by): End of Q3 2026

- Conduct annual collection audits to ensure materials meet community needs.

- Action Step: Create a selection committee to evaluate and recommend new materials.
- Action Step: Engage patrons through surveys to identify collection gaps.
- Action Step: Educate the community about the library's collection development and maintenance procedures.

Objective 1.3: Improve Collection Visibility and Circulation

Responsible Parties: Director and Assistant Director

Timeline (completed by): End of Q4 2027 (In Progress)

- Utilize new website to highlight new book purchases and collections.
- Expand and publicize the Library of Things.
 - Action Step: Assess community needs through surveys to guide the acquisition and lending of non-traditional library items.
- Establish a more appealing way to display books.
 - Action Step: Implement face-out shelving for featured titles to enhance visibility and engagement, as commonly seen in bookstores.

2. Strengthen Community Engagement & Partnerships

Objective 2.1: Expand Outreach Programs

Responsible Parties: Director, Assistant Director, Programming Coordinators, Executive Assistant.

Timeline (completed by): End of Q4 2025 (In Progress)

- Increase partnerships with schools, businesses, and local organizations to promote literacy and lifelong learning.
 - Action Step: Establish an advisory council with community leaders.
 - Action Step: Build strong working connections with other local organizations. Include them in programs wherever reasonable.
 - Action Step: Analyze programming data- day/time/type of program – to see what is working, and where we may improve.

Objective 2.2: Grow Volunteer Program

Responsible Parties: Director, Assistant Director and Executive Assistant.

Timeline (completed by): End of Q4 2025 (In Progress)

- Recruit and train volunteers to support library events and services.
 - Action Step: Launch a volunteer recruitment campaign.
 - Action Step: Recruit a reliable volunteer base.

- Pilot a book delivery service with community volunteers.
 - Action Step: Investigate minimum requirements for insurance/liability.
 - Action Step: If feasible, initiate outreach to local organizations serving individuals with disabilities and older or homebound adults to begin building an audience for this program.
 - Action Step: Analyze results of pilot book delivery service and develop a plan based on this analysis.

Objective 2.3: Expand Community Visibility

Responsible Parties: Director, Assistant Director, Programming Coordinators and Executive Assistant

Timeline (completed by): End of Q4 2026 (In Progress)

- Encourage staff to volunteer in community as representatives of the library.
 - Action Step: Create staff volunteer day in August during fair week, to give back to the town of Bath.
 - Action Step: Organize April (Volunteer Month) community engagement mass volunteer opportunity, annually (execute first by April 2027).
- Increase community engagement and strengthen partnerships to enhance the library's visibility and impact.
 - Action Step: Join local organizations such as Kiwanis and the Chamber of Commerce, and attend regular meetings and events to build relationships, represent the library, and identify opportunities for collaboration.

Objective 2.4: Enhance Online Presence

Responsible Parties: Director, Assistant Director, Programming Coordinators and Executive Assistant.

Timeline (completed by): End of Q2 2026 (In Progress)

- Make website more valuable as a community resource.
 - Action Step: have website rebuilt and replaced with current information and fully functional integrations.
 - Action Step: Create schedule to perform regular maintenance on website and information contained therein.
- Improve social media presence
 - Action Step: Use Facebook events to promote library events and programs.
- Further electronic communication with patrons.
 - Action Step: Use newsletter, website, posters, press releases and flyers to showcase all we offer.

- Action Step: Produce engaging social media content that blends educational value with a fun and welcoming atmosphere.

3. Foster a Supportive & Professional Library Staff

Objective 3.1: Invest in Staff Development

Responsible Parties: Director and Assistant Director

Timeline (completed by): End of Q4 2025

- Provide ongoing training in customer service, emerging technologies, library best practices, and leadership skills to strengthen staff expertise, adaptability, and engagement.
 - Action Step: Create and implement a staff training calendar.
 - Action Step: Investigate free resources for staff development.
- Support staff attendance at STLS sponsored conferences and professional development workshops.
 - Action Step: Establish intent to add a line item in the yearly budget for professional development by 2028.

Objective 3.2: Ensure Staff Well-Being & Retention

Responsible Parties: Director, Assistant Director and Circulation Manager

Timeline (completed by): End of Q4 2026 (In Progress)

- Conduct annual staff satisfaction surveys to identify improvement opportunities.
 - Action Step: Develop action plans based on survey findings.
- Promote work-life balance initiatives and mental health resources.
 - Action Step: Provide regular wellness workshops.
- Encourage an environment where staff are supportive and compassionate toward one another.
 - Action Step: Create a system to recognize staff for positive and supportive behaviors.
- Educate staff on the importance of the work they do
 - Action Step: Emphasize the importance of the impact we make as a team on our community.
 - Action Step: Recognize exceptional service.

4. Secure Financial Sustainability

Objective 4.1: Diversify Funding Sources

Responsible Parties: Director, Assistant Director, Board of Trustees, and Executive Assistant
Timeline (completed by): End of Q4 2028

- Expand grant writing efforts to secure state, federal, and private funding.
 - Action Step: Train staff in grant writing best practices.
- Increase fundraising initiatives, including donor programs and sponsorships.
 - Action Step: Launch an annual giving campaign.

Objective 4.2: Increase Tax Levy to Support Continuity of Existing Resources

Responsible Parties: Director, Assistant Director, and Board of Trustees
Timeline (completed by): End of Q1 2026 (In Progress)

- Educate public regarding need for tax increase.
 - Action Step: Anticipate questions and concerns to create a FAQ document and promote transparency.

5. Facility Improvements

Objective 5.1: Upgrade Library Facilities

Responsible Parties: Director, Assistant Director and Board of Trustees
Timeline (completed by): End of Q4 2028 (In Progress)

- Secure Construction Aid grants to responsibly expand and enhance the existing facilities.
 - Action Step: Create tentative 5-year plan for Construction Aid Funding.
 - Action Step: Prioritize energy efficiency including economically and ecologically responsible upgrades in planning process.
- Explore expansion possibilities to accommodate future growth.
 - Action Step: Engage stakeholders in long-term space planning.
 - Action Step: Continue to promote and create the Outdoor Learning Space.

6. Establish Staff Structure and Compensation Scale

Objective 6.1: Develop Fair, Performance Based Pay and Advancement

Responsible Parties: Director, Assistant Director and Board of Trustees
Timeline (completed by): End of Q4 2025 (In Progress)

- Assess and optimize the staffing structure to prevent burnout, enhance efficiency, and reevaluate role expectations to align with organizational goals.
 - Action Step: Create evaluation rubric, to be used to determine yearly raises and establish performance standards.
- Acknowledge employee achievements and staff contributions
 - Action Step: Implement systems to recognize these achievements and contributions.

Objective 6.2: Establish a Performance-Based Compensation and Advancement Framework

Responsible Parties: Director and Assistant Director

Timeline (completed by): End of Q4 2027 (In Progress)

- Establish a guideline by which staff may work to secure financial benefits and promotions when available.
 - Action Step: Create a simple but fair system to evaluate worker performance, and use that evaluation to determine raises and, when possible, promote from within.
- Advocate for competitive salaries and benefits.
 - Action Step: Work with the board to assess compensation packages, with the intent to provide benefits to full-time staff by 2030.

Implementation & Evaluation

- **Annual Review:** The library board and staff will assess progress on strategic goals yearly and adjust as needed.
- **Community Feedback:** Regular surveys and focus groups will ensure alignment with patron needs.
- **Performance Metrics:** Data on program attendance, circulation, digital resource usage, and community engagement will guide decision-making.

Conclusion

By executing this strategic plan, Dormann Library will strengthen its role as an essential community resource, fostering learning, engagement, and innovation for years to come.

Adopted: May 20, 2025