



Stow ▪ Munroe Falls

**PublicLibrary**

Read. Dream. Connect.

## Strategic Plan 2023-2026

Approved by the Board of Trustees on:

1/16/2023



Stow ▪ Munroe Falls  
**PublicLibrary**

Read. Dream. Connect.

## Our Mission

---

The Stow-Munroe Falls Public Library provides the community with resources and opportunities for life-long learning that support intellectual freedom, curiosity, and creativity.

**The library is committed to diversity, equity, accessibility, and inclusion.**

The Stow-Munroe Falls Public Library welcomes and values all people, striving to provide an inclusive environment for patrons and staff. SMFPL is responsive to the needs of the community, and seeks to dismantle barriers, while providing equitable access and services to all people, regardless of race, ethnicity, age, gender identity, religion, sexual orientation, ability, or economic status.

## Our Vision

---

The nexus of community life.

## Our Values

---

### **Customer Service**

Library staff are dependable, knowledgeable, and provide excellent service to all with respect and fairness.

### **Life-Long Learning**

We provide a space for creativity, curiosity, and innovation. We ensure access to relevant resources needed for continuous improvement.

### **Diversity**

We treat all people with empathy and inclusiveness. We provide equitable and accessible programs, services, and collections.

### **Intellectual Freedom**

We believe that all people have the right to access information that is free and unrestricted.

### **Community**

We incorporate the community in all aspects of the library.

# Our Future: Strategic Goals

---

- 1. Enhance community awareness through dynamic partnerships**
- 2. Support staff success**
- 3. Expand and update library facilities**

## Introduction

---

The Stow-Munroe Falls Public Library embarked on a journey to create their strategic plan, in July 2022. The Stow-Munroe Falls Public Library is committed to serving its community and was equally committed to involving the community in the strategic planning process via community focus groups and a community survey. The new strategic plan focuses on enhancing community awareness of library programs and services, supporting the success of library staff at all levels, and improving library facilities.

The strategic plan is organized around three strategic goals, each supported by strategic objectives and action items. The plan serves as a guide for decision-making and effective resource allocation. Above all, the 2023-2026 strategic plan reinforces Stow-Munroe Falls Public Library's commitment to its values, vision, and mission as it situates the library at the center of community life.

## The Process

The Stow-Munroe Falls Public Library gathered input from the community through an online survey yielding 4482 responses and two community focus groups.

The information acquired from the survey was shared with the Board of Trustees and the management team of the library. The survey indicated that the majority of Stow-Munroe Falls Public Library patrons are satisfied with the services, programs, and collections offered. Many respondents offered compliments of the friendly and helpful library staff and the welcoming facility. The children's area and youth programming were repeatedly praised, particularly the story times, summer reading program, and Spike. Suggestions for improvements included a more usable outdoor space, expanded eclectic collection, and longer loan periods. In addition, several suggestions for specific programs were offered including craft programs for adults, elder care resources, health fairs, and ASL classes.

During a half-day retreat in September 2022 the Board of Trustees utilized the knowledge gained from the survey in the context of a SWOTA (Strengths, Weaknesses, Opportunities, Threats, and Aspirations) analysis which was essential to the formation of new strategic goals.

The Board of Trustees' retreat was followed by an all-staff planning session in October 2022, in which the staff worked in small groups to brainstorm ideas around the themes of relevancy, healthy solutions, diversity and inclusion, failure and innovation, and partnerships. Ideas were compiled and provided to the management team. A four-hour Leadership Team retreat was held in October 2022 to consider the strategic goals through five library-specific

perspectives (Customer, Staff, Internal Processes, Financial Resources, and Non-Financial Resources), resulting in objectives to be employed in achieving the stated goals.

The themes from the survey and staff sessions are carried throughout the plan and are supported by objectives and action steps that propel the Stow-Munroe Falls Public Library on its course for the future.

## **Planning Team**

---

### ***Board of Trustees***

Thomas A. Shubert- President  
Craig M. Mancuso – Vice-President  
David R. Renninger - Secretary  
Richard P. Bedell, CPA  
Angela J. Daniel  
Carla Wyckoff  
Emily B. Hegner

### ***Administration***

Gale J. Koritansky - Executive Director  
Jennifer M. Hale - Fiscal Officer

### ***Leadership Team***

Amy B. Garrett - Head of Information Services  
Jess Alloggia - Assistant Head of Information Services  
Lydia Gamble - Head of Children's Services  
Amy Thomas - Assistant Head of Children's Services  
Kelly Knapp - Head of Circulation Services  
Ann Malthaner - Marketing and Public Relations Manager  
Jorge de Cardenas - Head Library Systems Administrator  
Elaine Harding - Head of Technical Services  
Katie Allen - Human Resources Specialist

Strategic Planning Facilitator: Northeast Ohio Regional Library System



# Goal 1

---

## Enhance community awareness through dynamic partnerships

---

### Objectives and Action Items:

1. Embed the library in community life
  - By the end of 2023, examine alternative places to advertise library services/programs and develop a marketing plan to promote these to non-users.
  - Increase paid advertising of library benefits and services by \$10,000 to increase patron interaction by 2% with our services in 2024.
  - Starting in January 2024, create a list of community events and pick four to attend each year rotating among the various events to increase community awareness for our library.
  - Encourage public engagement at board meetings by advertising meetings, through social media, newspaper, and other media outlets.
  - Staff will plan and implement 4 programs a year that are targeted to patrons 18-40 years of age beginning in May 2023.
  - Purchase a bookmobile by 2024 and create an outreach department to deliver services to daycares, schools, senior living facilities and community events in Stow and Munroe Falls.
  - Create a local author collection in the adult area in 2023.
2. Identify creative funding opportunities
  - Hire a part-time- (20-25 hrs./week) development officer to oversee grants, sponsorships, and alternative funding by July 2024.
  - Examine the benefits of obtaining Grant Station through TechSoup in 2024.
  - Create a step-by-step Guide for administration, marketing and public relations where local corporations can sponsor large scale adult author and cultural programs by Fall 2024.
  - Starting in 2024, find sponsors for the winter and summer reading programs.
  - Create a larger book sale area that sells library merchandise throughout the year.
3. Create a culture of continuous improvement
  - Develop a survey to address community awareness done twice a year addressing traditional and nontraditional users starting in July 2023.
  - Investigate various public library services we currently do not offer and choose one new service per year to implement starting in January 2024.
  - Beginning May of 2023, 2 additional mandatory all-staff meetings will take place throughout the year for staff to brainstorm ideas to improve library services. The goal is for 4 new staff ideas to be implemented each year.
  - All departments foster relationships with other library systems and staff to get ideas and develop a personal network by attending in-person trainings, joining network groups, and visiting other library systems by January 2024.
  - Review and update all Library Policies by the end of 2024.

# Goal 2

---

## Support staff success

---

### Objectives and Action Items:

1. Provide staff with relevant training and resources
  - By fall of 2023, Human Resources will create a staff “Library Learning Commons” on SharePoint where HR will post training webinars and documents imperative to staff success.
  - HR will provide 3 all-staff training courses annually for continuing education for staff other than in-service.
  - Increase funding for staff training, conferences, etc. \$10,000, by 2023.
  - Investigate and find one new membership opportunity for staff training by January 2025.
  - Each staff member must complete at least 3 workshops a year beginning in May of 2023 from a list of required workshops for all staff provided by HR. Staff participation will be monitored by managers and tracked by HR.
  - Have HR and department managers update department manuals for consistency by January of 2024.
2. Maintain a high level of customer service
  - By 2025 obtain a monitor to display a rotating list of events for each day, including times and locations.
  - Create FAQ for staff quick reference by January of 2024.
  - By July 1st to maintain consistency and keep everyone on the same page, the human resources manager will develop a list of guidelines for employees
3. Strengthen internal communication
  - Establish mandatory all-staff and department meetings on (start) an ongoing basis. Attendance will be kept with sign in sheet at each meeting.
  - Create a schedule to allow all departments to send one representative to all the other department meetings starting in January 2023 to create better communication between departments.
  - Continue with mandatory staff meetings with board members in attendance for questions, quarterly.
  - Have a “3 Things You should know” posted each Monday morning. The content is created by HR and administration, but any department can submit information and be hosted on Workplace.

# Goal 3

---

## Expand and update library facilities

---

### Objectives and Action Items:

1. Ensure a welcoming and accessible environment
  - By 2025, invest in new wayfinding systems that would include print and digital in multiple languages.
  - By the end of 2023, create alternative borrowing policies for digital and physical library cards.
  - Make bathrooms more accessible by adding push-buttons to doors by 2024.
  - Continue partnership with the master gardeners and let them expand their program to our reading garden and other flower beds.
  - Technical Services will complete collection relabeling project by 2025.
  - By 2025 purchase book lockers and install them outside the library to give patrons 24-hour access to material pickup.
  - By December 2024 evaluate and update patron technology needs in the children's area.
2. Improve and repurpose spaces through intentional decision-making
  - Establish a 5-year capital improvement plan by the second quarter of 2023 that is overseen by the administration and reviewed annually by the director and the building and grounds committee.
  - In 2023, redesign the circulation area to create a better user experience for patrons and workflow and accessibility for staff in the workroom area.
  - By the end of 2023, complete a design for the parking lot that includes adequate green space and an outdoor programming area for community and staff.
  - By the end of 2025, develop a new floor plan for materials and furnishings for the adult and teen areas.
  - By summer of 2023, make reading garden accessible to patrons from interior door.