

# Stow-Munroe Falls Public Library Strategic Plan

2026 – 2028



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[www.smfpl.org](http://www.smfpl.org)



Stow • Munroe Falls  
**PublicLibrary**



Read. Dream. Connect.

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## 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.

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## Our Vision

The nexus of community life.

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## 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.

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## Planning Team

### Board of Trustees

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

### Strategic Plan Committee

- Gale J. Koritansky – Executive Director
- Jackie McCloud – Human Resources Generalist
- Ann Malthaner – Marketing and Public Relations Manager
- Kristin Casale – Head of Collection Development
- Kelly Hanson – Collection Development Senior Processor
- Amy Thomas – Assistant Head of Children Services
- Christine Fisher - Children Services Associate
- LouEllen Kirkendall - Public Services Assistant
- Amy Garrett - Head of Information Services
- Christina Getrost - Teen Librarian

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## Strategic Plan Introduction

Starting in the summer of 2025, The Stow-Munroe Falls Public Library began crafting a strategic plan for the years 2026-2028. The library is committed to serving the community and is equally invested in involving the public in the strategic planning process via community focus groups and a community survey. The new strategic plan focuses on ensuring the library's long-term financial stability, improving the patron experience, supporting the success of library staff at all levels, and improving library facilities.

The strategic plan comprises six goals, each supported by objectives and action items. The plan serves as a guide for decision-making and effective resource allocation. Above all, the 2026-2028 strategic plan reinforces The 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 worked with the State Library of Ohio to gather input from the community through an online survey 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 about the friendly and helpful library staff and the welcoming environment. The children's area and youth programming were repeatedly praised, particularly the story times, and summer reading program. Suggestions for improvements included a more comfortable space, optimized assets, such as improved HVAC, and emerging technology.

Separate planning sessions including the staff, board members, and managers took place throughout the second half of 2025. Each of the above groups brainstormed ideas using the survey as part of the process. The library analyzed survey feedback and collaborated using a SWOTA (Strengths, Weakness, Opportunities, Threats, and Aspirations) analysis, which was essential to the formation of new strategic goals.

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

# Strategic Plan

## 2026–2028

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### GOAL 1

Strengthen the Library’s financial stability and enhance community advocacy.

#### Action Step 1.1: Community Partnerships & Engagement Calendar

*Timeline: Complete by Q1 2026*

The Marketing Department, in collaboration with Public Services, will develop a list of community partners and create an annual engagement calendar. Communications will highlight:

- Community partners whose services complement Library offerings
- Ways the Library helps patrons save money
- The Library’s green initiatives (Seed Library, outdoor spaces, recycling, minimalism resources)

#### Action Step 1.2: Sustainable Libraries Initiative Certification

*Timeline: Committee convenes Q1 2027; certification completed by Q4 2028*

The Library will investigate certification through the Sustainable Libraries Initiative. A Sustainability Committee of 4–8 staff members will work with an SLI mentor to complete milestones across twelve sustainability categories.

#### Action Step 1.3: Establish a Library Advocacy Committee

*Timeline: Form committee by Q2 2026; recruit 50 advocates by Q4 2027*

The Library will investigate a Library Advocacy Committee made up of Administration, Marketing, Public Services, and community volunteers. The committee will recruit a minimum of 50 community advocates and provide advocacy toolkits and communication support.

#### Action Step 1.4: Cost-Effective Operations and Transparent Financial Practices

*Timeline: Initial review Q1 2026; reporting annually beginning Q4 2026*

Administration will review contract efficiencies, bulk purchasing options, vendor discounts, and consortium pricing.

Marketing and Administration will produce annual public-facing financial reports demonstrating fiscal stewardship and community value.

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## GOAL 2

Complete a redesign of the first and second floor by the end of 2028.

### Action Step 2.1: Space Audit

*Timeline: Hire planner/designer by Q4 2026, with a completion date of 2028.*

The Library will contract a planner or interior designer to conduct a full space audit of the first and second floor public areas and the Information Services/Outreach workroom.

Redesign Objectives:

- ADA-compliant, ergonomic shelving and furniture
- Relocation and enhancement of the Teen Area
- Additional quiet spaces
- A Business Center for printing, copying, scanning, and faxing
- Multiple service points beyond the Circulation Desk
- Completion of existing repair needs (rotunda repair, ADA-compliant restroom doors)

### Action Step 2.2: Ergonomic Furniture Purchases

*Timeline: 2026, contingent on design plan*

Marketing will coordinate ergonomic furniture purchases after receiving final design recommendations.

### Action Step 2.3: Post-Design Implementation Planning

*Timeline: Within 60 days of receiving designer plan*

Administration and department heads will establish redesign priorities, budget considerations, vendor options, and a phased project timeline.

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## GOAL 3

Continue outdoor improvements to enhance accessibility, community use, and aesthetics.

### Action Step 3.1: Pavilion Accessibility Audit

*Timeline: Audit by Q2 2026; recommendations to Board by Q3 2026*

Administration will engage a third-party vendor to conduct an accessibility audit.

### Action Step 3.2: Outdoor Enhancements (Foundation-Supported)

*Timeline: Complete by Q4 2028*

With support from the Library Foundation, the Library will install additional picnic tables, a new bike rack, a bike repair station, and a public art installation.

### Action Step 3.3: Electronic Sign Improvements

*Timeline: Vendor selected by Q4 2028*

Marketing will select a vendor to assess and repair the electronic sign on Darrow Road.

### Action Step 3.4: Outdoor Storage Unit for Pavilion Equipment

*Timeline: Options presented Q3 2026; installation complete Q3 2026*

Maintenance will recommend storage unit options for Pavilion equipment; Administration will approve and install selected units.

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## GOAL 4

Improve infrastructure and technology to ensure accessibility, safety, and comfort for patrons and staff.

### Action Step 4.1: Implement Credit Card Payments

*Timeline: Complete by Q2 2026*

Administration will enable credit card payments for meeting room bookings, printing and copying, and fine payments.

### Action Step 4.2: Upgrade Public Business Center

*Timeline: Complete by Q1 2027*

Administration, IT, and Public Services will select and install new accessible public printing and related software.

### Action Step 4.3: Security Camera System Audit and Expansion

*Timeline: Audit completed Q2 2027; cameras installed by Q1 2028*

IT will audit the interior security camera system and install additional cameras to achieve full coverage of public areas.

### Action Step 4.4: Public Announcement System Upgrades

*Timeline: Assessment Q3 2027; upgrades completed Q1 2028*

IT will assess and upgrade the Library's public announcement system to ensure audibility throughout all public spaces and meeting rooms.

### Action Step 4.5: HVAC Efficiency Assessments

*Timeline: Completed by Q4 2026*

Maintenance and Administration will obtain three HVAC efficiency assessments. Next steps will be determined following review.

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## GOAL 5

Refresh branding of the second floor.

### Action Step 5.1: Update Spike's Place Branding

*Timeline: Begin Q3 2026; complete Q2 2027*

The Library will replace outdated Spike's Place branding with the current Spike the Turtle design. This includes:

- Redesigning the Spike's Place logo
- Updating stairwell to children's area
- Updating wall graphics in the Play and Learn Place
- Removing any legacy character graphics



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## GOAL 6

Provide continuous staff training focused on customer service and workplace communication.

### Action Step 6.1: Leadership Development for Management

*Timeline: Launch Q3 2026*

Management will participate in leadership development courses focused on communication, supervision, conflict resolution, and team building.

### Action Step 6.2: Interdepartmental Collaboration and Cross-Training

*Timeline: Begin Q1 2026 with new hires; expand through 2027–2028*

The Library will implement recurring cross-training opportunities to improve communication, consistency, and teamwork.

Training Focus Areas to be planned by HR (2026–2028):

- Confidentiality of patron and staff information
- Workplace safety and emergency protocols
- Sexual harassment and discrimination prevention
- Customer service and professionalism (including service scripts)
- Effective internal communication practices