



# Strategic Plan 2026

Approved September 17, 2025 by the Board of Trustees of Troy-Miami County Public Library

**WHO WE ARE.**

**WHAT WE STAND FOR.**

**HOW WE WORK.**

**A clear blueprint on our strategic direction  
and aspirations for the next year.**

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## Introduction

The Troy-Miami County Public Library is an Ohio County District Library established for the benefit of citizens in Miami County under Ohio Revised Code 3375.19.

The library is an important part of the past, an integral part of the present, and an essential part of the community's future. Traditionally, libraries have been repositories of information and ideas in books and other printed materials. Today, information and ideas appear in many formats – print and digital – and libraries provide not just storage of materials but also a space for consuming, sharing, and creating with those materials. At the same time, libraries are leveraging their position as a community hub, their staff's expertise in finding information, and their staff's ability to provide programs and resources for the community.

## Organizational Description

Troy-Miami County Library has been adapting to changes in the community and library environment since its inception in 1896 when the first free public library in Troy began in a room at the city building. The Troy library moved into its current facility in 1976 and currently consists of the Troy library and the Oakes-Beitman Memorial Branch in Pleasant Hill as well as the Maker Lab, Local History & Genealogy Center, and Outreach Department, all in Troy.

The library is governed by a seven-member board appointed by Miami County Commissioners and the Court of Common Pleas. The library is fiscally independent of the Miami County Commissioners although the County Commissioners serve in a ministerial capacity as the taxing authority for the library.

Funding for the library comes through Ohio's Public Library Fund (PLF). The PLF funds are accumulated through state taxes and processed through the state's general fund. The library also has a local continuous operating levy, first passed in 2009 and renewed in 2013, which supplements the annual budget. A new levy was passed in 2025 which will provide \$1.6 million in funding for five years. Collection on levy funds begins in 2026.

## Board Commitment Statement

The Board of Trustees of Troy-Miami County Public Library is committed to preserving and growing the library for future generations of Troy and Miami County. Understanding the history of the Troy-Miami County Public Library and its importance in the community, the Board affirms its accountability for continuing programs and services that benefit all community members.

Board duties include: Attending board meetings; serving on a committee; supporting the Director; proactive facility maintenance and improvement; active stewardship of financial stability and growth; and participating in ongoing strategic planning.

Recognizing the importance the library plays in the community, the Board reaffirms its responsibility to the community and will uphold and continue this tradition for the greater good of all.

## Board of Trustees

### **Doug Christian, President**

Chief Miami County Engineer, Retired

Appointed January 2020; originally appointed in February 2015 to fill the unexpired term of Bonnie Harris Frey. First full term to expire December 2026. Appointed by the Miami County Commissioners.

### **Stephanie Waller, Vice President**

Director, Miami County Dental Clinic

Appointed to replace Donna Favorite of Pleasant Hill to fill the term 2021-2027. Appointed by the Miami County Commissioners.

### **Rachael Boezi, Secretary**

Assistant Director, Troy-Hayner Cultural Center

Appointed in 2009 to fill the unexpired term of Keith Bader; re-appointed for the term 2012-2018 and reappointed Jan. 2019 with term to expire in December 2025. Appointed by the Court of Common Pleas.

### **Adrienne Barnes**

Account Manager, WW Grainger

Appointed December 2017-2024. Reappointed for term to expire 2031. Appointed by the Miami County Commissioners.

### **Julie Billing**

Technical Specialty Manager, Warewash & Waste, ITW Food Equipment Group

Appointed to replace Monica Brown whose term expired December 2022. Appointed by the Miami County Commissioners. Term to expire 2029.

### **David Lindeman**

President, Anderson Americana

Appointed January 2015 to replace Allan Anderson, whose term expired; first term expired Dec. 2021. Reappointed until 2028. Appointed by the Court of Common Pleas.

### **Andrew Wannemacher**

Attorney

Appointed to replace Robert Schlemmer who served from 2004-2023. Term to expire in 2030. Appointed by the Common Pleas Court.

## Strategic Planning Team Members

**Heather Baker**, Marketing and Public Relations Manager.

Heather has been with the library for 15 years, starting at the reference desk, before moving into the marketing position six years ago. She trained in graphic design at the Pratt Institute in New York.

**Dawn Bradford**, Human Resources Manager.

Dawn has been with the library for three years and is an Air Force Veteran. She previously worked in HR for a manufacturer.

**Robin Bombin**, IT Manager.

Robin has been with the library for 21 years and started as a part-time circulation associate. She has been the IT Manager for 11 years.

**Elijah Stephens**, Maker Lab Manager.

Elijah is an army veteran and has been with the library for three years. His previous careers include teacher and corrections officer.

**Rachelle Via**, Executive Director.

Rachelle has been with the library for 17 years as director and has worked in libraries for 26 years. She has master's degrees in library and information science and business administration.

**Andrea Wackler**, Programs and Services Manager.

Andrea has worked at the library for eight years, serving as a branch manager and as the manager of programs and services.

## Vision and Mission

### **Vision**

To cultivate a patron-focused culture.

### **Mission**

Troy-Miami County Public Library provides opportunities to enrich, empower, educate, and entertain Miami County residents through inclusive access to library materials and services.



## Core Values

**Core Values: These Values are required of entities holding the public's trust.**

**Access:** We welcome and serve everyone. The library values free, open, and unrestricted access to its programs, collections, and services. We are committed to connecting our patrons to the ideas, information, and materials they wish to explore in a friendly, nonjudgmental manner.

**Patron Focused Culture:** The library values all patrons and is responsive to their needs. Opinion and input is welcome. The impact on patrons is considered in all decisions.

**Integrity:** We uphold the right to privacy and the freedom to read, seek, and hold different points of view. We strive to earn the trust and confidence of our patrons.

**Innovation:** We value continuous learning and innovation in the pursuit of excellence. We adapt to the emerging needs in our community.

**Stewardship:** The library values responsible stewardship of all its resources. We are accountable for ensuring proper use of public funds. We take seriously our responsibility to maximize the efficiency of staff time and talent making the best use of all our resources in the delivery of quality library service.

## Strategic Planning Process

The process began in February 2024 with a SWOT analysis done by library management.

Strengths included: Knowledge of the local history staff; knowledge of the community/familiarity with patrons; our collections; the Maker Lab; and the number of staff when we could be at full staff.

Weaknesses were the separation of our buildings in Troy with three buildings in a four-block radius; lack of storage and organization; and the fact that we often do a very poor job of self-promotion. (Note: we've since sold one of the buildings so we are in two buildings instead of three and we undertook a considerable effort to organize storage spaces in 2024).

Opportunities included cataloging Local History items for discovery by community members; and opportunities to bring in more patrons from services area outside of Troy.

Threats included streaming services, censorship, the political climate, Bethel Annexation which decreases our funding, and budget cuts at the state level.

We also surveyed community members in April 2024 and received 206 responses. Age ranges for respondents were from teenage to over 65 with the majority of respondents being adults using the Troy library and working first shift or retired. Our respondents had a variety of hobbies with reading being the most prevalent one and outdoor activities coming in second with crafting/DIY coming in third. The online card catalog was the most used service with SearchOhio coming in second and WIFI coming in third. Based on how well our copier service did in this survey, we upgraded our copiers in early 2025.

Summer reading was the highest attended program. Craft programs were second and story times were third. STEAM programs were fourth. Ninety-two percent of residents rated customer service as somewhat positive/positive with 6 % neutral & 2 % somewhat negative.

Highest benefits listed were:

Cost-effective way to get books and other items for myself and my family: 157

Helpful staff: 154

The library has the books and information I need: 132

The library is a comfortable space: 118

The library has the technology I need: 77

Socialization for my child(ren): 61

The strategic planning team met several times in 2024 and into 2025. Then, in 2025, Executive Director Rachelle Via collaborated with Consultants Jim and Linda Daniel over several months to refine the three strategic goals and develop comprehensive action plans. The Strategic Planning team met and endorsed the action plans. This is a one-year working document for 2026.

## Goals

### **1. Ensure long-term fiscal stability through responsible stewardship of public funds and strategic resource allocation**

Objective 1: Strengthen and diversify funding sources.

Action Steps:

1. Obtain grants from local, state, and federal sources and foundations, maintaining funding at a level consistent with 2025.
2. Continue donor engagement and fundraising campaigns for the Dolly Parton's Imagination Library endowment at The Troy Foundation to meet or exceed 2025 level.
3. Plan for the long-term viability of library facilities and execute the facilities plan.
4. Execute the technology plan by 2026.

## 2. Cultivate a patron-focused culture

Objective 1: Training, communications, and annual evaluations will have consistent measurable expectations measured in the annual review process.

Objective 2: Increase the number and effectiveness of volunteers by developing targeted program for recruiting and using volunteers.

### 3. Community Engagement

Libraries are dynamic spaces for community engagement. It is important to identify and provide programs that are fun and engaging for all ages as well as programs that stimulate learning and foster connection. The library will also serve as a community hub, providing basic services, technology, programming, and support that community members need to succeed in their daily lives.

Objective 1: Conduct community needs assessments quarterly.

Action Steps:

1. Gather information through surveys, focus groups, and partnership feedbacks.

Objective 2: Develop and maintain inclusive and responsive programming and collections

Action Steps:

1. Follow Collection Development Policy to maintain accessibility.
2. Maintain targeted services for seniors, teens, job seekers, and patrons with disabilities.
3. Expand community access to health literacy, financial literacy, digital literacy, and cultural literacy via partnerships.

## Action/Work Plans

### Troy-Miami County Public Library Action Plan 2026

**Strategic Goal:** Ensure long-term financial stability through responsible stewardship of public funds and strategic resource allocation

**Objective (Strategy):** *Strengthen and diversify funding sources*

**Person Responsible:** Rachelle Via

**Others Involved:** Chris Johnson, Robin Bombin, Dawn Bradford, Jim Wilson

Action Plan Steps	Start Date	Review Dates			Measure of Success	Complete
Obtain grants from local, state, and federal sources and foundations, maintaining funding at a level consistent with 2025.	Jan. 2, 2026	3/31/2026	6/30/2026	11/1/2026	Meeting application goal of \$150,000 for needed projects	
Continue donor engagement for Imagination Library fund at the Troy Foundation at a level to meet or exceed 2025	Jan. 2, 2026	3/31/2026	6/30/2026	11/1/2026	Meet or exceed the same level of funding as 2025	
Execute the facilities plan	Jan. 2, 2026	3/15/2026	6/15/2026	10/15/2026	All facets of facilities plan are executed	
Execute the technology plan	Jan. 2, 2026	3/15/2026	6/15/2026	10/15/2026	All facets of technology plan are executed	

**Troy-Miami County Public Library**  
**Action Plan**  
**2026**

**Strategic Goal:** **Cultivate a patron focused culture**  
*Training, communications, and annual reviews will have consistent measurable expectations measured in the annual review process*

**Objective (Strategy):**

**Person Responsible:** Rachelle Via

**Others Involved:** Dawn Bradford, Hiring Managers

Action Plan Steps	Start Date		Review Dates	Measure of Success	Complete
Conduct training for managers on giving constructive feedback, goal-setting, and coaching	3/1/2026	6/1/2026	10/1/2026	Training is completed by 100% of all management staff and anecdotal evidence suggests it was helpful	
Require each manager to create yearly patron focused goals for their department	1/2/2026	2/1/2026		Goals are created by all managers & executed.	
Conduct formal performance reviews of all staff	7/1/2026	12/1/2026		Reviews are completed by 100% of all managers	
Use performance reviews to provide merit raises in 2027	10/1/2026	11/1/2026	12/15/2026	Raises are approved by board	
Continue director's ongoing check ins with managers and supervisors	1/2/2026	6/1/2026	11/1/2026	Check-ins continue	
Managers should start or continue check ins with their direct reports	1/2/2026	6/1/2026	11/1/2026	Check-ins start/continue	
Add 30-, 60-, and 90-day check ins for new hires	1/2/2026	6/1/2026	11/1/2026	Check-ins are implemented & completed. Training plans are completed and staff are fitting in and feeling part of the team.	

**Troy-Miami County Public Library  
Action Plan  
2026**

**Strategic Goal:** Cultivate a patron focused culture

**Objective (Strategy):** *Increase the number and effectiveness of volunteers by developing targeted program for recruiting and using volunteers*

**Person Responsible:** Rachelle Via

**Others Involved:** DeMarcus Moody, Dawn Bradford, Adult PS Manager

Action Plan Steps	Start Date	Review Dates		Measure of Success	Complete
Provide an orientation of the library	3/1/2026	6/1/2026	12/1/2026	Successfully complete orientations	
Add a volunteer appreciation day yearly	4/1/2026		10/1/2026	Hold a volunteer appreciation day.	
Create and utilize a more cohesive process for tracking volunteers	1/2/2026	4/1/2026	9/1/2026	Check in with volunteers periodically and use the information to make changes as needed.	



**Troy-Miami County Public Library**  
**Action Plan**  
**2026**

**Strategic Goal:** Community Engagement  
**Objective (Strategy):** Conduct community needs assessment quarterly  
**Person Responsible:** Rachelle Via  
 Kell Hall, Andrea Wackler, Adult PS Mgr, Elijah Stevens, Sarah Simon, Patrick Kennedy, DeMarcus Moody, Heather Baker  
**Others Involved:**

Action Plan Steps	Start Date	Review Dates		Measure of Success	Complete
Gather input through surveys, focus groups, and partnership feedbacks.	4/1/2026	6/1/2026	10/1/2026	Adjust program offerings based on data including, attendance, engagement, and community input.	

**Troy-Miami County Public Library**  
**Action Plan**  
**2026**

**Strategic Goal:** **Community Engagement**  
**Objective (Strategy):** *Develop inclusive and responsive programming and collections*  
**Person Responsible:** Jessica Silvers, Andrea Wackler, Adult PS Manager  
**Others Involved:** Rachelle Via, Chris Johnson

Action Plan Steps	Start Date	Review Dates			Measure of Success	Complete
Follow Collection Development Policy to maintain accessibility	1/2/2026	3/31/2026	6/30/2026	11/1/2026	Policy is followed	
Maintain or exceed targeted services for seniors, teens, job seekers, and patrons with disabilities	1/2/2026	3/31/2026	6/30/2026	11/1/2026	Number of participants in programs from targeted groups equals or exceeds 2025	
Hire an adult programs and services manager to expand access to health literacy, financial literacy, digital literacy, and cultural literacy via partnerships	1/2/2026	3/31/2026			Manager is hired	
Restore collection development budget (which was decreased by 25% for 2025 due to budget cuts) and adjust for inflation	1/2/2026	3/31/2026		12/15/2026	Budget exceeds 2025 and community requests can be filled	

## Appendices

Five-Year Financial Forecast  
Current Financial Reports

## Communicating the Plan

Throughout this process, we have engaged internal and external stakeholders to share their insights and expertise on the library's greatest opportunities to impact the community. We have built upon the library's current mission statement to create a coherent framework guiding us into the future.

Staff will provide updates on the plan at every staff meeting. Updates will be communicated to the board during board meetings at least quarterly.

Outcomes will be communicated to the community through our annual report, on our website, and via our social media.