



# Strategic Plan

Adopted October 13, 2016



4138 3 Mile Road NW  
Grand Rapids, MI 49534-1134

•  
(616) 559-5253  
(616) 559-4329 FAX

## **MISSION STATEMENT**

Our Mission strengthens member libraries in eight west Michigan counties by providing the means to share resources, services, and expertise for the benefit of individuals and communities.

## **STRATEGIC GOALS/OBJECTIVES**

### **Strategic Priority: Governance**

**Goal 1 Governance: Bring efficiency & equity to decision making process.**

Objective G1. Streamline Committee and Board decision process to increase efficiency by 25%.

Objective G2. Reduce perception and reality of inequity in decision making process.

Objective G3. Increase funding to Lakeland.

Objective G4. Review and create new instrument and process for the LLC Director evaluation.

### **Strategic Priority: Services**

**Goal 2 Services: Maximize resources to provide best possible service for any size library.**

Objective S1. Develop a strategy to budget for a new ILS for all participating ILS members by the end of 2017.

Objective S2. Work to establish less restrictive policies for all libraries.

### Strategic Priority: Advocacy

#### **Goal 3 Advocacy: Deepen understanding of the value of responsibility for, and ability to do, advocacy.**

Objective A1. Annually provide advocacy orientation for directors and staff:

- Know your local leaders
- Awareness of state issues and how they impact your library
- Understand a “call to action” and know what to do

### Strategic Priority: Education

#### **Goal 4 Education: Provide welcoming opportunities for all staff of all libraries for free.**

Objective E1. Establish quarterly training opportunities for library directors and staff. Topics to include, but not be limited to, budgeting; human resources; and policies and procedures.

Objective E2. Formalize a process for resource sharing for all 41 Cooperative members.

Objective E3. Enable all Lakeland members to experience educational opportunities through a Cooperative scholarship fund (both state and national).

Objective E4. Create an interest group of local experts in areas of best practices to meet twice annually for sharing and problem solving:

- Information Technology
- Human Resources
- Legal
- Management and Administration
- Public Relations and Marketing

**Governance**

**Goal 1 Governance:** Bring efficiency and equity to decision making process.

**Objective G1:** Streamline committee and Board decision process to increase efficiency by 25%.

<b>WHAT</b> needs to be done?	<b>WHEN</b> should this action step be finished?	<b>NOTES</b>	<b>WHO</b> is doing this action step?	<b>WHERE</b> are we in the process of achieving this action step?
Identify pinch points in decision process and correct “log jams”.	FY17-18	The flowchart referenced above should be created by the LLC Director and Staff then shared with the Committee Chairs so they may provide feedback. After the Committee Chairs are comfortable with the version presented by the LLC Director, it should be presented to Advisory Council for additional feedback. The final version should be presented to the Board.	1) LLC Director and Staff 2) Committee Chairs 3) Advisory Council 4) Board	
Consider combining and/or eliminating committees.	FY17-18	Using the information on log jams identified in the prior step and current responsibilities of committees as defined in an earlier step, consider reorganizing the committee structure by combining and/or eliminating committees to create a streamlined decision making process. Provide new roles and responsibilities definitions for each of the committees in the new streamlined structure.	LLC Director	
Create a revised flowchart of decision making process.	FY18-19	This should be a complete accounting of how decisions are made using the revised, more streamlined decision making process, beginning with the idea through implementation. This document records the flow of information, it is not an organizational chart. This should include an estimated implementation time for a decision and a mechanism for review if the implementation time has not been met.	LLC Director	

**Governance**

**Goal 1 Governance:** Bring efficiency and equity to decision making process.

**Objective G1:** Streamline committee and Board decision process to increase efficiency by 25%.

<b>WHAT needs to be done?</b>	<b>WHEN should this action step be finished?</b>	<b>NOTES</b>	<b>WHO is doing this action step?</b>	<b>WHERE are we in the process of achieving this action step?</b>
Develop process for new ideas to be presented for consideration by committee.	FY16-17	Develop a form or required information to be submitted to the Board Chair when requesting an idea for consideration. The Board Chair will determine the appropriate committee to consider the idea. The requestor will be required to attend the committee meeting and present the idea, explain rationale, and both pros and cons of the idea. All ideas that meet this requirement will be heard by a committee. No single person will be able to stop an idea from being considered.	Lance Werner and Laura Powers	

**Governance**

**Goal 1:** Bring efficiency and equity to decision making process.

**Objective G2:** Reduce perception and reality of inequity in decision making process.

<b>WHAT needs to be done?</b>	<b>WHEN should this action step be finished?</b>	<b>NOTES</b>	<b>WHO is doing this action step?</b>	<b>WHERE are we in the process of achieving this action step?</b>
<b>Consider changes to Board terms.</b>	FY16-17  (IF CHANGED begin Plan of Service four month process)	Consider various ideas to alter Board terms to foster seasoned and dedicated Board members. Ideas to be considered include: lengthening terms, changing term limit policy, changing rotation policy. Other ideas may be considered as well.	Advisory Council and Board	
<b>Develop new Board orientation.</b>	FY17-18	Develop a new Board orientation that is presented to new Board members by the LLC Director and Board President.	LLC Director and Board President	
<b>Begin Q&amp;A system for Board meetings for inquiries or concerns to be sent to the Board prior to the meeting.</b>	FY16-17	The Board President will add an agenda item for questions to be reviewed on the monthly Board agenda. Inquiries may be sent to the entire Board and Cooperative Director.	Board President	
<b>Provide a white paper on the positive and negative impacts of each decision being considered by the Board that will impact member libraries by library size and Lakeland as a whole before the issue goes before the Board.</b>	FY16-17	The document should include a description of how the proposed change is going to impact member libraries, both pros and cons. As a general rule, the information should fit on one piece of paper. It should include information by library size. For example, "The potential positive impact on A libraries is ... The potential negative impact on A libraries is ... The potential positive impact on B libraries is ... The potential negative impact on B libraries is ... etc." The document should be provided to all member libraries as part of the Board packet.	LLC Director	

**Governance**

**Goal 1:** Bring efficiency and equity to decision making process.

**Objective G2:** Reduce perception and reality of inequity in decision making process.

<b>WHAT needs to be done?</b>	<b>WHEN should this action step be finished?</b>	<b>NOTES</b>	<b>WHO is doing this action step?</b>	<b>WHERE are we in the process of achieving this action step?</b>
If the Board votes something down, explain why in written communication.	FY16-17		Board President	
Establish baseline of member’s perception of inequity in decision making process at the beginning of the Strategic Plan and every year going forward.	FY16-17	Immediately upon approval of Strategic Plan, then annually thereafter at the start of the fiscal year.  A one question online survey will be shared with all member library directors asking “How satisfied are you with equity in decision making process?” The survey shall include a scale of satisfaction and one box for comments (although written comments will not be required or prompted). Any comments made must be shared with the Board President and responded to.	LLC Director and Board President	
Complete an annual survey to ask member libraries what they want from the Cooperative.	FY16-17	Annually at the start of the fiscal year. Members will be asked annually to complete a survey exploring what they are looking for from the Cooperative. Responses must be shared with the Board President and all comments must be responded to. New ideas may enter the process defined above to be presented to committee.	LLC Director and Board President	
Offer quarterly social activities for member libraries.	FY16-17		Lance Werner	

**Governance**

**Goal 1:** Bring efficiency and equity to decision making process.

**Objective G3:** Increase funding to Lakeland.

WHAT needs to be done?	WHEN should this action step be finished?	NOTES	WHO is doing this action step?	WHERE are we in the process of achieving this action step?
Consider methods to increase funding to Lakeland.	FY16-17	Ideas include buy database and resell to members at a profit or offer services to libraries in other coops at a profit.	Advisory Council	

**Governance**

**Goal 1:** Bring efficiency and equity to decision making process.

**Objective G4:** Review and create new instrument and process for LLC Director evaluation.

WHAT needs to be done?	WHEN should this action step be finished?	NOTES	WHO is doing this action step?	WHERE are we in the process of achieving this action step?
Review and create new instrument and process for LLC Director evaluation.	FY17-18		Personnel Committee	



## Services

**Goal 2:** Maximize resources to provide best possible services for any size library.

**Objective S1:** Develop a strategy to budget for a new ILS for all participating ILS members.

<b>WHAT</b> needs to be done?	<b>WHEN</b> should this action step be finished?	<b>NOTES</b>	<b>WHO</b> is doing this action step?	<b>WHERE</b> are we in the process of achieving this action step?
Send out a RFP for a firm that could help plan and develop a strategy for future ILS needs.	FY16-17		LLC Director and Staff should work closely with the ILS Council and the Board on this project.	
Develop a formula for savings for all Shared ILS members.	FY17-18	The ILS Consultant's proposed amount of required money will be used for the proposed savings plan.	LLC Director	

**Objective S2:** Work to establish less restrictive policies for all libraries.

<b>WHAT</b> needs to be done?	<b>WHEN</b> should this action step be finished?	<b>NOTES</b>	<b>WHO</b> is doing this action step?	<b>WHERE</b> are we in the process of achieving this action step?
Review all restrictive policies that inhibit patron services.	FY17-18		PPS Committee	
PPS proposes Policy changes to Board.	FY17-18		PPS Committee/LLC Director	

## Advocacy

**Goal 3 Advocacy :** Deepen understanding of the value of responsibility for, and ability to do advocacy.

**Objective A1:** Annually provide advocacy opportunity for directors and staff of member libraries.

- Know your local leaders
- Awareness of state issues and how they impact your library.
- Understand a "call to action" and know what to do.

WHAT needs to be done?	WHEN should this action step be finished?	NOTES	WHO is doing this action step?	WHERE are we in the process of achieving this action step?
Provide an advocacy workshop annually for all member libraries.	FY17-18 And annually thereafter.		Lakeland Library Cooperative Staff	
Create a local libraries worksheet for inclusion.	FY17-18 And annually thereafter.	During the annual advocacy event, participants would create or update a local advocacy worksheet for their library. The worksheet would list government officials, local leaders and supporters in their community.	Lakeland Library Cooperative Staff	

Education

**Goal 4 Education:** Provide welcoming opportunities for all staff of libraries for free.

**Objective E1:** Establish quarterly training opportunities for library directors and staff. Topics to include, but not limited to, budgeting; human resources; policies and procedures.

WHAT needs to be done?	WHEN should this action step be finished?	NOTES	WHO is doing this action step?	WHERE are we in the process of achieving this action step?
Identify library leaders in Objective E1.	FY17-18		Lakeland Library Cooperative Continuing Education Committee	
Set up an annual calendar of quarterly updates.	FY17-18	CE Committee would set up a calendar that identifies quarterly dates and identify library leaders for topics in Objective E1 to deeply educate Lakeland directors and identified staff.	Lakeland Library Cooperative Continuing Education Committee	
Create an e-mail forum for "ask the experts."	FY17-18		Lakeland Library Cooperative Continuing Education Committee	

**Objective E2:** Formalize a process for resource sharing for all 41 Cooperative members.

Create a Directory of Coop staff members expertise.	FY17-18		Lakeland Library Cooperative Continuing Education Committee	
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**Objective E3:** Enable all Lakeland members to experience educational opportunities through Cooperative scholarship fund (both state and national)

WHAT needs to be done?	WHEN should this action step be finished?	NOTES	WHO is doing this action step?	WHERE are we in the process of achieving this action step?
Establish a fund equal to \$2,000 per library system for purposes of continuing education at the discretion of the local [library] director.	FY16-17		Lakeland Library Cooperative Business Manager	

Education

**Objective E4:** Create an interest group of local experts in areas of best practices, to meet twice annually for sharing and problem solving in:

- Information Technology
- Human Resources
- Legal
- Management and Administration
- Public Relations and Marketing

WHAT needs to be done?	WHEN should this action step be finished?	NOTES	WHO is doing this action step?	WHERE are we in the process of achieving this action step?
Create an interest group of local experts in areas of best practices, to meet twice annually for sharing and problem solving in 5 objective areas in Objective E4.	FY17-18		Lakeland Library Cooperative Continuing Education Committee	