



LAKELAND LIBRARY
COOPERATIVE
LEADING • LEARNING • LENDING

Strategic Plan

2023-2025



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WHY

Lakeland Library Cooperative is an invaluable resource for its members and the patrons they serve. The cooperative's committed staff and essential services provide supports and resources that improve overall library offerings. To align its resources with the emerging priorities of the cooperative, LLC has undergone a comprehensive strategic planning process with feedback from members. By implementing a new strategic plan, LLC will be able to focus efforts on providing members with: improvements to communication, training, professional development, and ILS features and functionality; increased shared collections and group purchases; a deeper understanding of diversity, equity, and inclusion practices; and a model for intellectual freedom concepts and best practices.

HOW

Lakeland Library Cooperative initiated a strategic planning process starting in the Summer of 2022. Amanda E. Standerfer from [Fast Forward Libraries LLC](#) was engaged in May 2022 to facilitate the planning process in three phases: Learn, Dream, Do. The Learn phase entailed forming a Planning Team to guide the process, holding staff and member feedback sessions and conducting a member survey. In the Dream phase, the Planning Team discussed possible future pathways for the organization. This strategic plan will guide LLC through the Do phase, as the cooperative executes its vision for the future.



Process Timeline

The Planning Team spent time learning about member and organizational needs and developing strategies to advance the LLC mission over the next three years.

July 2022	Planning Team Kick-off
August 2022	Member Survey, Staff and Member sessions
September 2022	Learning Report
October 2022	LLC Summit, Planning Team meeting
Nov. - Dec. 2022	Plan development
January 2023	Plan review and presentation to Board, transition to implementation



Vision

Leading, Learning, Lending: Libraries working together to empower, enhance, and enrich our communities.

Mission

We strengthen libraries through expertise, services, and shared resources for the benefit of communities and individuals.

Strategic Goal 1

LEADING

Goals

- 1.1 Ensure barrier-free, two-way communication between members and with LLC.
- 1.2 Model diversity, equity, and inclusion practices for deeper understanding of the library's role in embracing inclusion in all aspects of their operations.
- 1.3 Incorporate intellectual freedom into our Plan of Service, bylaws, policies, and training plans.

Anticipated Results

- Member communication increases.
- Members report satisfaction with increased communication.
- Members model LLC's diversity, equity, and inclusion practices.
- Members are better trained in intellectual freedom concepts and best practices and turn to LLC for guidance in creating their own intellectual freedom policies and practices.

Strategic Goal 2

LEARNING

Goals

- 2.1 Create comprehensive training to provide a multi-format, standardized curriculum for member library staff.
- 2.2 Work with library-related partners across the state to create a shared method of informing member library staff about training opportunities.
- 2.3 Add value to the operations and culture of member libraries by delivering continuing education, professional development, and networking opportunities that are not available from other sources.

Anticipated Results

- Increases in overall trainings and training attendance.
- Members report satisfaction with trainings and report having made changes in their libraries as a result of trainings.
- Members report improved operations and culture at their libraries as a result of continuing education and professional development.

Strategic Goal 3

LENDING

Goals

- 3.1 Ensure a cohesive vision for the future of the ILS by capturing institutional knowledge and creating a succession plan to fill key roles.
- 3.2 Improve the functionality of the ILS by investigating ways to streamline and maximize the features of the existing ILS and 3rd party add-ons.
- 3.3 Develop a wish list of ILS features and functionality desired by members to inform future decision-making including the possibility of a migration to a new ILS.
- 3.4 Find ways to share resources and services to benefit all members.
- 3.5 Complete a delivery study and implement recommended changes for increased efficiency and access.

Anticipated Results

- Succession plan completed and approved by the board.
- Member input is used to generate ideas that lead to decisions for new ILS features and functionality.
- Members and end-users report greater satisfaction with the ILS features and functionality.
- Increases in shared collections, joint software, and group purchases.
- Delivery study produces actionable changes/updates to increase efficiency and access.

Next Steps

Implementation and Evaluation

Now that this plan has been adopted by the Lakeland Library Cooperative Board of Trustees, staff will develop activity plans to guide implementation. Implementation is a continual process. The timing of certain activities will be determined by priority and influenced by various factors, such as funding and other resource allocation. Review and adjustment of the activity plan will happen on a regular basis.

Evaluation of the plan will be ongoing once the plan implementation is underway. The status of the plan and its implementation will be reported regularly to Board members and member libraries.

