Strategic Plan
2023 – 2027-REVISED

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.

LEADING

Support member libraries by connecting them to LLC and each other and demonstrating the value of the cooperative to their communities in supporting lifelong learning and expanded worldview.

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 and Actual Results:

- Member communication increases.
    - Successful transition to consulting IT support in early 2024.
    - Email migration for participating members to either Zimbra or Gmail. Successful migration to Gmail and Google Workspace for staff. Google Drive operational for staff and committee participant. No downtime since. Distrbution lists created and maintained through tech-help.
    - Successful phone migration for staff to NEC. Access via laptop, cell, and home and work offices. Email and voice mail access to message. Works well with Fresh Desk Ticketing System.
    - Branding completed for all of Lakeland including trucks, business cards and webpages. Templates created for agenda and minutes and Canva used for all marketing materials.
    - Webpage continues to be updated, enhanced and refined.
- Members report satisfaction with increased communication.
    - Increase in member participation in committees, including frontline staff.
    - Ticketing system access is provided for all LLC staff so response is more efficient and effective.
    - Quarterly meetings are well attended as are in person and Zoom presentations and committee meetings.
- Members model LLC's diversity, equity, and inclusion practices.
    - Policies are being rewritten and enhanced.
    - Libraries were provided samples.
    - More work in this area is needed.
    - Work is ongoing.
- 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.
    - Director provided IF training to over a dozen libraries separately and within general board training.
    - Assistance with OMA, FOIA and Public Comment policies were provided
    - Training on OMA, FOIA and Public Comment was given to member staffs and boards.

- o Director spoke at state, local and national conference and with members of the local and national press. Worked with individual communities and library staff members and board members.
- o More work will continue.

LEARNING

Ensure member library staff are confident in their skills to provide exceptional, consistent service to their patrons.

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. Establishing one shared method does not seem realistic but the cooperative directors and MLA are collaborating more on programs and training opportunities. This is ongoing.

2.3 Add value to the operations and culture of members libraries by delivering continuing education, professional development, and networking opportunities that are not available from other sources.

Anticipated and Actual Results
- Increases in overall trainings and training attendance.
  - o Training Hub has been created, tutorials made and this is ongoing.
  - o Staff has created in person and remote training opportunities.
  - o Comprehensive training on report access and creation has been streamlined.
  - o Cataloging Centers meet regularly and share concerns, questions and collaborate on best practices.
  - o Staff have also spoken and participated in local, state and national conferences.
  - o Member libraries have been empowered to participate in committees, beta testing and the ILS evaluation project committee.
- 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.
  - o Participation is up
  - o Surveys are positive and when there are concerns, they are addressed and feedback is positive.
  - o Contested elections for committees, board and council.

LENDING

Work together to create efficiencies and access to resources in cost-effective ways to increase individual member library capacity and reciprocal lending, borrowing, and improved user experience.

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 ILS 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 and Actual Results:

- Succession plan completed and approved by the board.
    - ILS Manager was replaced.
    - All job descriptions were updated and rolls reevaluated. New staff were hired as Member Services Manager, Cataloger and Digital Services Specialist.
    - Director Succession plan completed and approved by the board in September, 2025.
    - Board approved in September, 2025
- Member input is used to generate ideas that lead to decisions for new ILS features and functionality.
    - ILS Evaluation project committee is working on this and will continue to do so.
    - Committee meets monthly.
    - RFI was submitted. Results being tallied
    - Rubric being created.
    - Demos will be the next step.
- Members and end-users report greater satisfaction with the ILS features and functionality.
    - We beta tested and implemented BiblioApp and were the first shared system to do so. Worked with members on a tight timetable and the rollouts were successful. Patron satisfaction was high.
    - PatronPoint was implements, training providing and upgrades and enhancements continue. Card Renewal was added.
    - Biblocommons upgrades were implemented including Bibliosuggest.
    - Focus groups for strategic planning at member libraries mentioned the discover layer positively.

- Increases in shared collections, joint software, and group purchases.
    - Staff provides training for digital collections and access to new and enhanced group purchase opportunities. Several new products have been added including new Ancestry subscriptions, a Coop-wide MOU for Hoopla, and other products.
    - Staff streamlined library card, barcode and other supply purchases.
- Delivery study produces actionable changes/updates to increase efficiency and access.
    - 2 new trucks were purchased in 2021 and 2022. A 3rd truck was kept as a spare and decreased overall costs for delivery. Another truck is about to be purchased.
    - Due to the purchase of new trucks, outsourcing wasn't considered but this issue will be address in 2026 and 2027 to maximize efficiency and costs.