LAKELAND LIBRARY COOPERATIVE
LEADING • LEARNING • LENDING

Strategic Plan

Annual update October 2025--September 2026

(Full plan for 2023- 2027 is on website.)

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.

LEARNING

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

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.

UPDATE FOR STRATEGIC GOALS: October 2025-September 2026

Highlighted = Completed

Italics: Forthcoming

Administrative Policies and Internal Processes:

- Board requested a Director Succession Plan in the 2024-2025 Director Evaluation
  - **Succession plan completed and approved by the board in September, 2025.**
  - **Cooperative Director announced her future retirement in September, 2027.**
  - **Director met with Board President.**
  - **Director will provide board with draft job description and list of recruiters.**
  - *Board will move forward with Director Search. This is an ongoing project.*
- Board agreed that policies should be reviewed, revised and rewritten.
  - All job descriptions will be updated and roles reevaluated.
    - **Cataloging and Collection Specialist 1 has been renamed and updated.**
    - **Other Cataloging Job Descriptions have also been renamed an updated.**
    - **Director Job Description Draft has been given to Board President**
    - *Other job descriptions are under revision.*
  - Employee Handbook will be updated as needed.
    - **Vacation policy was updated and approved.**
  - **Procurement, Credit Card and Succession policies were updated and approved**.
  - **Bylaws and Plan of Service were updated and approved.**
  - **Payroll has been migrated from Quickbooks to Patriot.**
  - *AP and AR programs are being evaluated. One was tested and rejected.*
  - *Other plans are in process of being reviewed.*
- Delivery Efficiencies and Effectiveness
  - **Delivery options were researched, analyzed and presented to the board without any disruption to service.**
  - **Estimated budget model were created presented to the board.**
  - **Contract negotiations provided a 5 year contract with no cost increases beginning with year 2 through year 5?**
  - ***Delivery was outsourced as of May 1st, 2026.***
  - ***Trucks were sold as of May 1st 2026.***
  - ***A sorter was promoted to Lead Sorter. Additional hours for sorters were added.***
  - ***We contracted for facilities maintenance for 8 hours per week.***
  - ***Other duties were absorbed by current staff.***
  - *Practices, procedures and staffing will continue to be re-evaluated.*

ILS Evaluation Project

- **Needs assessment complete**
- **RFI**
    - **Created, reviewed and published.**
    - **Responses received from 3 vendors**
    - **Committee is working on the rubric to evaluate RFIs**
- **Vendors will be chosen for demonstrations**
    - **Demonstrations Complete**
- **Quotes from two vendors have been requests and will be evaluated by staff.**
- ***An ILS was chosen, voted on and contracts signed by June 2026.***
- **A migration go live date of September 8th, 2026 has been established**
- **A "transition to change" workshop was conducted on September 10 and attended by 56 LLC member library staff members, 4 LLC staff and our facilitator, Amanda Standerfer.**
- **Sneak peaks and other demos have been shared.**
- **An ILS Migration committee has been created.**
- **Polaris assigned a project manager and migration has begun!**
- *A tentative and then a detailed time line is being established.*
- *Training modules are being created. A training survey has been sent out for each library so their needs can be understood and met by staff.*
- *Data is being mapped.*
- *A marketing committee will be established.*
- *More details to come. This is an ongoing project.*

Cooperative Evaluation and Effectiveness:

- Survey created to measure success, and understand membership needs and interests.
    - **Survey was created and distributed.**
    - **Responses were analyzed, discussed, and implemented.**
        - Board and Advisory Feedback requested for best practices for moving forward.
            - **Advisory meetings are now streamed.**
            - **More in person training was/is being conducted.**
            - *Other suggested were and will be implemented. Too many to list.*
    - *Further steps will be created as we move forward.*
- Complete strategic plans for participating libraries.
    - **Plans are complete for Saugatuck, Freemont, Coopersville, Flat River, Hesperia, Hastings, Hopkins, and White Lake. Cedar Springs, Gary Byker, Allendale and Leighton are waiting for board approval.**
    - *Plans for Saranac Clarksville and Tamarack are in progress.*

- Continue to work with partners on a variety of projects and issues.
    - **MiLibraryFinder was rolled out at MLA.**
        - **TLN has taken over management and marketing of the project. Amber McLain has been contracted to update and manage the website.**
        - **Marketing materials were created.**
    - **Cooperative Director assisted Suburban Library Cooperative in hiring a director. (This was done mostly on her own time but will benefit all coops and member libraries to have all coop positions filled.**
    - **Statewide District Library Workshop was held March 9th on Zoom . LLC Director organized and managed the session.**
    - **Intellectual Freedom Workshop was held for LLC Libraries on February 12, 2026 in partnership with Michigan Library Association.**
    - **Millage workshops were held, sponsored by the LCM.**
    - **The cooperative director attended Advocacy Day and LLC sponsored a table with materials representing, LLC, LCM and MiLibraryFinder.**
    - *Ongoing partnerships continue.*