Strategic Framework for TLN

Mission

To create a vibrant, collaborative partnership among our libraries, driving access to shared services and resources.

Vision

To support and inspire development, leadership, and innovation in our libraries.

Values

1. We strive to provide excellent service to advance all libraries.
2. We facilitate resource sharing and collaboration as we are stronger together.
3. We embrace equity, diversity, and inclusion and promote these principles for providing accessible library services to all.
4. We foster fiscal responsibility through robust purchasing power and proactive planning realizing a positive return on investment for our libraries.

Priorities

- **Leadership:** TLN will provide leadership at both the cooperative and statewide levels to foster collaboration for delivery of equitable services and access to libraries in Michigan.
- **Inclusive Culture:** TLN will reflect the diversity of the membership we serve and strive to realize an equitable organization.
- **Connection:** Members and employees will feel connected to one another and to the mission of TLN through open communication.
- **Engagement:** The TLN membership and offices will be actively engaged in defining our work together.
- **Infrastructure:** TLN will assess member needs and establish an infrastructure to move towards delivery of our mission and goals.
- **New Shared Resources:** Shared resources will be expanded in order to maximize the benefits of working together.
- **New Services:** TLN will work to identify new and expanded services in order to maximize benefits for all member libraries.
TLN Goals for Fiscal Year 2022
(October 1, 2021 – September 30, 2022)

Mid-Fiscal Review / Director’s Report March 2022

1. Member and employee programming for Diversity, Equity, and Inclusion (DEI) Efforts
   - **Timetable:** Ongoing, annually. Begin new webinar series in January 2021
   - **Measure of Success:** To be gauged by attendance, follow up surveys, and establishment of an ongoing working group to continue efforts
   - **Values:** Equity, Diversity, and Inclusion
   - **Priorities:** Leadership, Inclusive Culture, Engagement

   **Year-End Review:** Training sessions held for Board, employees, and member libraries. Three-part series on building inclusive communities completed with member libraries, and well received. Follow up surveys were given. In all, participating members liked the series. The last workshop held had libraries begin reviewing policies for equitable outcomes. Participants expressed interest in starting a related new workshop series in the future. Will work with Steering and others in the coming year to determine what group will be formed for expressly for continuing DEI work each year.

2. Launch of New Member Services Website
   - **Timetable:** Public launch in first quarter of Fiscal Year 2022.
   - **Measure of Success:** Site launched; new secured membership portion accessible and providing additional information security, follow up to include membership survey on new site
   - **Values:** Service, Fiscal Responsibility
   - **Priorities:** Connection, Engagement, Infrastructure, New Shared Resources

   **Year-End Review:** Launched in March 2022, to positive reviews. Over 900 people are now signed up for using the site. Public visitors also use the site daily. Secure member portion of site is in place and being used. Event registrations now handled on website. A member survey will be planned for the coming fiscal year.

TLN Goals for Fiscal Year 2022 Mid-Fiscal Review
3. Integration of some Billing into new E-Commerce portal on Website

- **Timetable:** Fiscal year 2022
- **Measure of Success:** Inclusion of bill payment and some service ordering into new website
- **Values:** Service, Fiscal Responsibility
- **Priorities:** Infrastructure, New Shared Resources, New Services

**Year-End Review:** New online store created, with free marketing materials for members to request. We will continue to work on incorporating various services and products into the online store to streamline ordering processes and make TLN sales easier both to members and internally. Online payments now accepted. Working in the coming year with TLN departments to move relevant purchasing and renewals to the website.

4. Administration of Statewide ARPA Grant Project

- **Timetable:** All work to be completed by the end of Fiscal Year 2022.
- **Measure of Success:** Grant materials distributed equitably, materials used by patrons, programs delivered
- **Values:** Service, Collaboration, EDI, Fiscal Responsibility
- **Priorities:** Leadership, Connection, New Shared Resources

**Year-End Review:** All kit materials have been ordered for libraries and delivered. Statewide marketing was successful and created an infrastructure website for future use. Project work with partners should be finished by the end of the fiscal year, and final report is due by the end of October. TLN will submit our final grant report in the first quarter of the new fiscal year and we will have an audit performed on the grant, as required.

5. Revised Plan of Service Approved and Submitted to State

- **Timetable:** Fiscal Year 2022
- **Measure of Success:** Plan approved by Board, Membership Council, and State
- **Values:** Fiscal Responsibility
- **Priorities:** Engagement, Infrastructure

**Year-End Review:** The Steering committee has scheduled a final review of the proposed draft with the Member Council. The TLN Board is scheduled to review for final approval at their September 2022 meeting. Approved revisions will be filed with the Library of Michigan.
6. Implementation of new Affiliate Membership category and defined structure for affiliate member services cost recovery

- **Timetable:** Fiscal Year 2022
- **Measure of Success:** New Affiliate Members identified and made part of TLN, all services for Affiliate Members funded
- **Values:** Fiscal Responsibility
- **Priorities:** Leadership, Infrastructure, New Services

**Year-End Review:** Plan of Service revisions retain affiliate membership and state that relationship of affiliate members to TLN will be governed by contract. The TLN Board, as advised by the TLN Executive Director, will set policies for affiliate members in the coming year. The Executive Director will identify potential affiliate members and move forward with signing up as many as relevant for services in the coming year.

7. Implementation of Library Equity Access Fund (LEAF) to provide support for member libraries to participate in events, programs, services, and projects.

- **Timetable:** Beginning of Fiscal Year 2022.
- **Measure of Success:** Fund Established, purposes clearly communicated, members have made use of the fund when needed
- **Values:** Service, Collaboration, EDI, Fiscal Responsibility
- **Priorities:** Leadership, Inclusive Culture, Connection, New Shared Resources

**Year-End Review:** The Board approved the fund and a policy for its purpose and use, which includes a year-end report on annual use of funds. A services page for LEAF was added to the website and includes a linked form for doing funding reports. Final LEAF report will be filed by the Executive Director and delivery to the TLN Board annually.

8. Create a new mobile interface for Michigan Activity Pass (MAP) statewide program.

- **Timetable:** Fiscal Year 2022.
- **Measure of Success:** Vendor selected via RFP process, contracting completed, new interface launched by May 2022.
- **Values:** Service, Collaboration
- **Priorities:** Leadership, Shared Resources, New Services

**Year-End Review:** This year a new Vendor, Local Hop, was selected. The project timeline was shifted, with an anticipated soft launch this fall, and full re-launch of MAP in spring 2023 (in May, which is the start of the annual MAP season).