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.
1. Member and employee programming for Diversity, Equity, and Inclusion 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

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

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

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
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

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

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

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

Approved by the TLN Board of Trustees 9/16/2021