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

   **Mid-Fiscal 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 likes 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. Year-end report will include a summary of measures for success. Need to work with Steering and others 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

   **Mid-Fiscal Review:** Delayed until second quarter and launched in March 2022, to positive reviews. First day saw over 300 people signed up for using the site. We have also already seen public use of the site. Secure member portion of site is in place and being used. Ongoing work will continue for development, content, and redesign of associated workflows and practices that were in place for the old site. A member survey will also be done in the future.
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

**Mid-Fiscal Review:** New online store created, with some free marketing materials for members to test out placing orders. With infrastructure in place, we will work to incorporate various services and products into the online store to streamline ordering processes and make TLN sales easier both to members and internally.

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

**Mid-Fiscal Review:** Work continues on the ARPA grant. All online programming kit materials have been ordered for libraries and most have already been shipped. Many of the laptops and Chromebooks have also been distributed to libraries, with the rest scheduled to go out soon. The statewide team for marketing the project has been meeting and finalizing draft marketing materials. Outdoor kits are scheduled to go out this spring. The project should be finished by the end of the fiscal year, and all dollars spent. So far TLN has received two large reimbursements from the state and the project is moving along.

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

**Mid-Fiscal Review:** The Steering committee has given input on revisions for the Plan and a draft is headed to legal for review. Once a draft has been reviewed by legal a proposed drafted will be reviewed by the members and an eventual draft brought to the Board for approval. 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

**Mid-Fiscal Review:** Drafted ideas will be reviewed by legal as part of the Plan of Service review.

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

**Mid-Fiscal 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. So far this year part of appropriated funds have been used to assist libraries in joining the TLN Download Destination Overdrive eBook collection.

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

**Mid-Fiscal Review:** The MAP RFP (Request for Proposals) for a new system was released on March 17, 2022, with the launch of the new TLN website. Proposals will be reviewed this spring, with hopes of selecting a vendor for the project. The project timeline has shifted to allow for work on the project this year, 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).