

**Southwest Michigan Library Cooperative
Strategic Plan 2005 - 2009 Update January 2007**

Serving Members. Advancing Libraries.

Mission: Help members develop and grow.

Vision: Serve as a unifying force and advocate, impacting relevant library policy and reflecting the larger library environment.

ADMINISTRATION		
Goals	Tactics	Progress
Derive 30% of revenue from outside sources Ability to withstand state funding valleys, resources to respond to member demand, more legitimate market test, greater independence.	Analyze all current revenue sources	Underway, looking forward to input from Future Task Force
	Task force brainstorm for new external sources, pilot test 2-3 new revenue sources	Securing new revenue from leasing, shared expenses and administrative fees on grants, currently 15% revenue comes from non-State Aid sources
	Feasibility study high potential sources	To be determined
	Co-op benefit plan	Secured new health insurance, working on retirement
	Explore cost/service reduction	Costs reduced through various means including staff reduction, move to electronic communications, reduced training and office expenses, services increased rather than reduced

SERVICES		
Goals	Tactics	Progress
Discover leading edge services and practices for member adoption	Mechanism for identification of target practices/services with member participation	Refocusing TAG group as filter for technology opportunities
	Procedure for evaluation/suitability/recommendation	Under development
	Dissemination plan	Under development
	Member feedback loop	Under development
	Follow up reporting	Under development

EDUCATION		Progress
Goals	Tactics	
Mass customized training on demand	Scout current national/state training foci	Ongoing through review of listserves and state and national offerings via other Library Support Organizations
Quality insured, standardized instruction and targeted training with minimal member effort, one-stop shop for training, info resources, purchasing power advantage, forum for member training and sharing	Survey members for training demand	Ongoing via annual needs and services survey, December mini-e-mail survey, and workshop evaluations
	Initiate training curricula/standards development	Underway in cooperation with State Library and Coop Directors Association
	Schedule mass custom training quarterly	CE committee has opted to go with 2x monthly training opportunities
	Develop instructor/consultant referral list	
	Training coordinator position	Unable to fill due to financial constraints
Membership	Annual recruiting/membership drive, Goal establishment by type, size and geography	Is this a valid goal?
	Define annual participation by current members, set annual goal with strategies to achieve	

PUBLIC POLICY		Progress
Goals	Tactics	
No relevant library legislation passed without SMLC input, Political Connectedness in Lansing, Aggregated strength of membership, Tangible benefits, Information source, forum	Establish ongoing working relationship with appropriate legislators and staff	Ongoing - hosting Senators Jelinek and George at Council meetings, writing letters, sending e-mails and faxes, SMLC had more participation in MLA legislative day than any other co-op in 2006
	Mechanism for early access of pending relevant library legislation (PRL)	Ongoing via listserve and e-mail communication with MLA and ALA
	Mechanism for member input to PRL	
	Communication mechanism to build consensus & support from members on specific issues	
	Process for member participation in lobbying legislature	Updated SMLC website with legislator contact information and issue based letter templates for legislative action

Short Term Objectives		Progress
New management team to compensate for experience loss and capable of new direction		Accomplished
Co-op benefit plan available to all members		
Long Range Objectives (Secondary)		
Establish legitimacy (relevance) of libraries with public		Is this achievable and/or measurable?
Coop speak on behalf of members		Ongoing
Policy positions developed as member advocate		Mirror MLA, ALA, Legislative Committee to develop Advocacy statement for co-op as required by QSAC
No cost elimination of delivery service		Accomplished