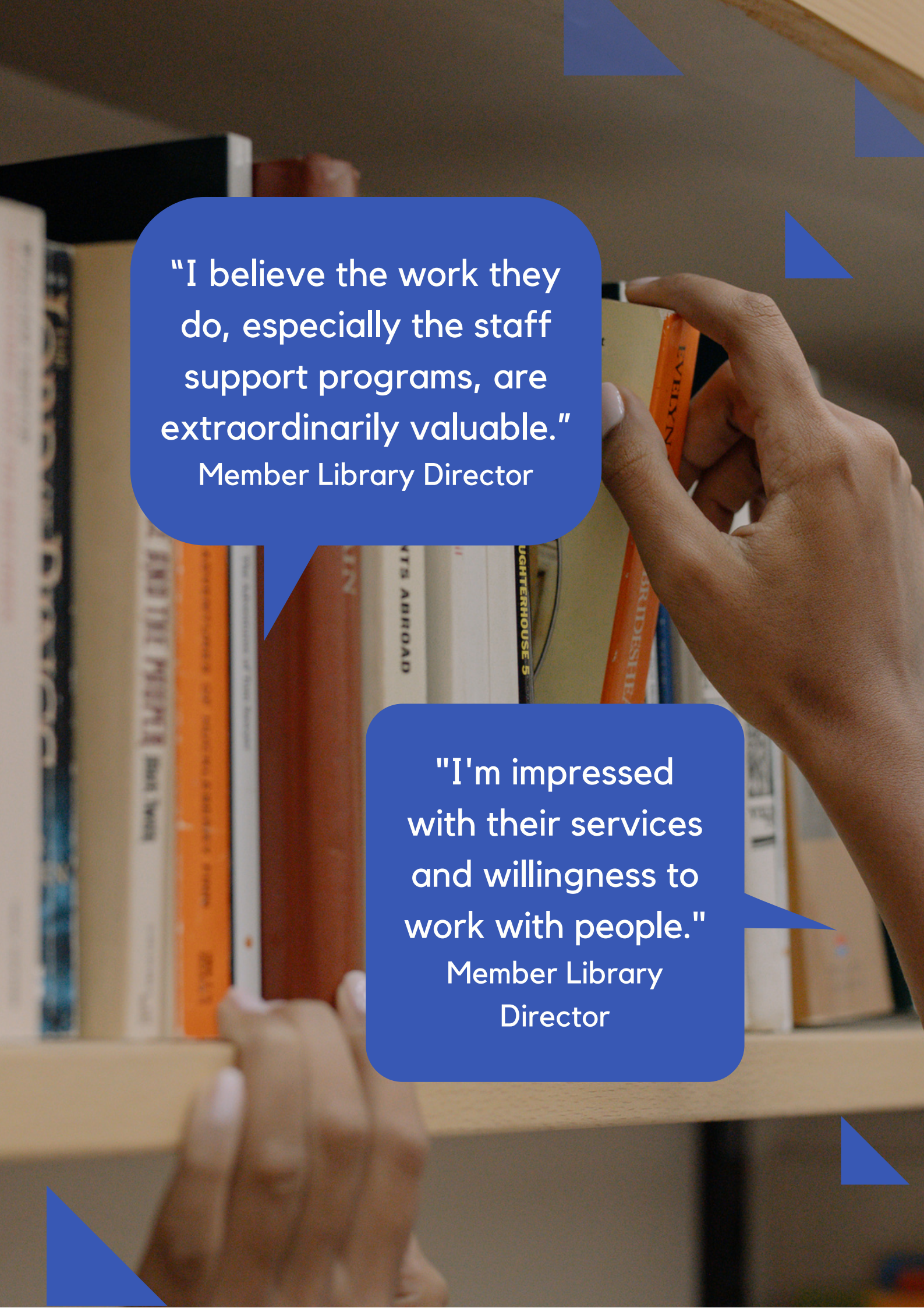




LibraryLinkNJ

Strategic Plan
FY2023-FY2025



A close-up photograph of a person's hand reaching for a book on a library shelf. The hand is positioned on the right side of the frame, with fingers slightly curled as if about to grasp a book. The background is filled with the spines of various books on wooden shelves, creating a sense of a well-stocked library. The lighting is soft and natural, highlighting the texture of the book spines and the skin of the hand. Two blue speech bubble overlays are present: one in the upper left and one in the lower right, both containing white text. The overall composition is clean and focused on the act of selecting a book.

"I believe the work they do, especially the staff support programs, are extraordinarily valuable."
Member Library Director

"I'm impressed with their services and willingness to work with people."
Member Library Director

Why

LibraryLinkNJ (LLNJ) is an innovative community nonprofit committed to evolving with the needs of its member institutions. To align its resources with the emerging priorities of its members, LLNJ has undergone a comprehensive strategic planning process with feedback from stakeholders. By implementing a new strategic plan, LLNJ will be able to maximize engagement, learning, innovation, leadership, and resource-sharing among its members.

How

LibraryLinkNJ initiated a strategic planning process in the Winter of 2022. Amanda E. Standerfer from Fast Forward Libraries LLC was engaged in February 2022 to facilitate the planning process in three phases: Learn, Dream, Do. The Learn phase entailed forming a Planning Committee to guide the process, administering a member survey, holding staff and Board feedback sessions, conducting a staff and Board survey and facilitating stakeholder focus groups and interviews. In the Dream phase, the Board held a retreat and discussed possible future pathways for the organization. This strategic plan will guide LLNJ through the Do phase, as the organization executes its vision for the future.



Process Timeline

February 2022-June 2022

The Planning Team spent months learning about member needs and developing strategies to advance LLNJ's mission over the next three years.

February '22	Planning Committee Kick-Off Executive Board & Staff Input
March '22	Executive Board & Staff Survey Member Survey Member Focus Groups Member Interviews
April '22	Learning Report Executive Board Design Session Executive Board Reflection Sessions
May '22	Plan Development and Review Planning Committee Meeting Executive Board Meeting
June '22	Planning Committee Meeting



Vision

Every New Jersey Library - Connected and Thriving

Mission

We connect all New Jersey's libraries to each other
and to the resources they need to
serve their communities.

Goal 1: Innovation & Leadership

LLNJ makes innovation and leadership possible by facilitating the sharing and implementation of ideas.

1.1

Leverage statewide partnership to coordinate learning opportunities, resources, advocacy, and best practices related to emerging topics that impact all libraries.

1.2

Establish equity, diversity, and inclusion as a core value of all LLNJ's programs and practices.

1.3

Find more ways to share innovative programs among members.

1.4

Increase mini-grants for pilot programs.

Success looks like more funding for member libraries; faster recruitment for library leadership positions; stronger collaborations between member libraries; and increased equity among NJ library staff.

Goal 2: Facilitating Learning

People working in New Jersey libraries have the knowledge, skills, and tools they need to confidently serve their patrons.

2.1

Create an on-demand learning platform with simple access for members.

2.2

Develop learning paths for various library staff career stages and roles.

2.3

Coordinate learning opportunities statewide.

2.4

Hold regular member listening sessions to better understand needs and ways to respond.

Success looks like library staff easily accessing unique and valuable learning resources. These learning opportunities will be developed through coordinating statewide partners and receiving regular feedback from member library staff.

Goal 3: Resource Sharing

New Jersey residents and students have barrier-free access to the resources they need in a variety of formats.

3.1

Hold a statewide summit to collect input on how to increase resource sharing.

3.2

Rethink delivery for increased efficiency, sustainability, and equity.

3.3

Explore future pathways for sharing eResources.

3.4

Pilot a resource sharing program that could lead to a statewide library card.

Success looks like increased statewide library usage; member satisfaction with delivery services; optimized statewide resource-sharing and collaborations; and more accessible digital collections.

Goal 4: Engagement

New Jersey libraries are connected to each other and LLNJ.

4.1

Find ways to strengthen regional connections among libraries of all types.

4.2

Develop levels of engagement with guidelines for each level leading to increased support of LLNJ's mission.

4.3

Explore rebranding to better define LLNJ's role and value.

4.4

Create a development plan to increase investment from current and prospective funders.

Success looks like an increase in 1) multi-type library members; 2) word-of-mouth recruitment; 3) participation in special projects and events; 4) partnerships with like-minded organizations; 5) funding from multiple sources; 6) and support from stakeholders and policy makers.

The Path Forward

Implementation and Evaluation

After this plan is adopted by the membership, an activity plan will be completed and implemented by LLNJ staff. Implementation is a continual process. The timing of certain activities will be determined by priority and influenced by various factors, such as funding and staffing. Review and adjustment of the activity plan will happen on a regular basis.

Evaluation of the plan will be ongoing once the plan implementation is underway. The status of the plan and its implementation will be reported regularly.

