

LIBRARYLINKNJ

STRATEGIC PLAN FY18 - FY20 - DRAFT



Road Ahead

FY20 Service Initiatives

Approved by the LibraryLinkNJ Executive Board on April 18, 2019

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LibraryLinkNJ --- The New Jersey Library Cooperative --- and its services are funded by the New Jersey State Library, which is responsible for the coordination, promotion and funding of the New Jersey Library Network.



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The Road Ahead For LibraryLinkNJ

The LibraryLinkNJ Executive Board voted on February 8, 2019 to keep the Cooperative operational into FY 2020 (July 1, 2019 - June 30, 2020). This vote was taken after a long, concerted effort by LibraryLinkNJ and the New Jersey library community to keep our doors open.

Now, the Executive Board is looking to the future and how to best implement the critical next steps of LLNJ by:

- Reassessing our initiatives and capabilities
- Developing innovative ideas for outside funding partnerships
- Paring down the staff and office structure
- Continuing our record of fiscal responsibility and being careful stewards of taxpayer dollars
- Continuing as a nimble organization dedicated to maximizing opportunities for member libraries

Mission/Principles

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

We have created the following set of principles to guide our thinking and action in implementing the LibraryLinkNJ Strategic Plan:

- We focus on our multi-type members, their communities and their perspectives.
- We value diversity and inclusion and support our members in putting these values into action.
- We practice open, transparent communication with our members.
- We provide guidance to our member libraries as they adapt to evolving ideas about the place libraries of all types hold in the culture at large.
- We help libraries respond strategically to the challenges and opportunities they face.
- We offer opportunities for collaboration and connection in order to counterbalance the isolation that some libraries may experience.
- We are prepared to meet the challenges and opportunities of the future through adaptive planning and securing multiple funding streams.
- We assist our members in making the best possible decisions for their communities, understanding that success for each library is uniquely defined.
- We invest in developing the leadership skills of our members, our Board, and our staff to strengthen our organization at all levels.
- We return our budget to our members via our services and new initiatives.



Introduction to FY20 Service Initiatives

Following are FY20 Service Initiatives for LibraryLinkNJ, the Statewide Library Cooperative. This is the third and final year for our FY18-20 Strategic Plan. These Initiatives continue to move us closer to our established goals despite our limited resources and staffing reductions.

Circumstances have changed significantly for LibraryLinkNJ. The strategic direction and capabilities are under development for FY21 and beyond as we work to reinvent and reimagine organization for a strong and sustainable future.

Goal Area 1: Economic Savings Through Resource Sharing

LibraryLinkNJ members enjoy enhanced opportunities to serve their communities through shared services and economies of scale.



Strategy (1): Provide a statewide delivery service with that is sustainable, cost-effective, efficient, and equitable.

Goal Area 1 Key Initiatives for FY20:

- Refine/update the current model of cost-sharing to sustain the statewide delivery service
- Conduct town hall meetings with staff from member libraries to define and explain updated delivery service and cost parameters
- **NEW** Conduct a delivery study with outside consultants to develop a wholly updated statewide delivery system

Goal Area 2: Collaboration, Partnerships, and Communication

LibraryLinkNJ members collaborate productively with each other and with their communities to create value for the people of New Jersey.



Strategy (1): Support libraries of all types in developing partnerships that build thriving/successful communities.

Strategy (2): Increase opportunities for libraries to demonstrate value in and to their communities.

Strategy (3): Grow and sustain partnerships across all types of libraries, related agencies, and strategic affiliations to achieve common goals.



Goal Area 2 Key Initiatives for FY20:

- Maintain statewide online communications system for staff from all types of libraries, including announcements, discussion forums and job listings
- Collaborate with the New Jersey State Library to nurture personal connections and host learning opportunities statewide via a series of meet-ups on high-interest topics, co-organized with the MentorNJ Task Force
- Participate actively in statewide and national library awareness and advocacy programs.
- Maintain the Diversity Resource Web Page in collaboration with the NJLA Diversity & Outreach Section.

Goal Area 3: Knowledge, Skills and Professional Growth

Staff in LibraryLinkNJ member libraries have the skills they need to run, develop and advocate for

vibrant organizations and the communities they serve.



Strategy (1): Produce high quality, low-cost online and in-person continuing education for staff at member libraries of all types and sizes.

Strategy (2): Foster and sustain partnerships to achieve common professional development goals with the New Jersey State Library and multi-type library associations.

Strategy (3): Develop skills of members to become their own best advocates by demonstrating the value of libraries to their communities



Goal Area 3 Key Initiatives for FY20:

- Present Super Library Supervisor workshops to meet statewide training needs and member demand
- Offer subsidies to member libraries for staff workshops through the On-Site, On-Demand Professional Development Program
- Offer subsidies to multi-type library organizations in New Jersey supporting their professional development goals.
- Produce webinars on current topics of interest

Goal Area 4: Innovation and Reinvention

Staff in LibraryLinkNJ member libraries are leaders in library innovation and reinvention, meeting the present and future needs of our communities.



Strategy (1): Provide education and subsidies that support service development and innovation for member libraries.

Strategy (2): Provide a forum for conversations on library trends, promising practices and innovative service models, as well as share ideas and successes.

Strategy (3): Identify and promote awareness of branding and marketing tools and events to member libraries.

Strategy (4): Support member libraries in identifying and transforming policies and practices that are barriers to access and service.

Goal Area 4 Key Initiatives for FY20:

- Support and contribute to selected MentorNJ events
- Provide continuous improvement to the user experience, responsive design, and visual accessibility of the LibraryLinkNJ website.



Goal Area 5: Organizational Development for LibraryLinkNJ

As a resilient, future-ready and sustainably funded organization, LibraryLinkNJ effectively serves and delivers high value to its members.

Strategy (1): Develop future leaders among member library staff, the Executive Board, and LibraryLinkNJ staff.

Strategy (2): Explore and put in place diversified streams of funding to ensure financial sustainability of LibraryLinkNJ.

Strategy (3): Develop a plan for transitioning leadership at the staff level through succession planning.

Strategy (4): Facilitate active communication between LibraryLinkNJ and members to improve services and initiatives. Continue to foster transparent communication and trust between the Cooperative and member libraries.

Goal Area 5 Key Initiatives for FY20:

- **NEW** Focus on the reinvention and reimagination of LibraryLinkNJ as an organization.
- Support statewide advocacy work to bridge the funding gap for FY20 and beyond.
- Invite staff at member libraries to share how LibraryLinkNJ services and initiatives have helped them succeed, and tell us what barriers to accessing our services we should consider dismantling. Solicit feedback and input from staff at member libraries before embarking on new initiatives.
- Annually recruit new Board members for continued effectiveness, needed skills, and diversity.
- LibraryLinkNJ staff will describe our organizational culture, create an inventory of processes needing written procedures and annual task timelines, and develop cross-training for current and future staff.



- **NEW** Establish a task force including colleagues at member libraries, Executive Board members, and LibraryLinkNJ staff to select and pursue developmental initiatives for outside funding partnerships for the following:
 - Provide a forum for conversations on funding, policies and access to library services.
 - Provide programming on 21st century customer service to best meet the needs of the many generations, and people from widely varying cultural backgrounds who we serve at all types of libraries.
 - Plan an annual meeting to develop opportunities for collaborative partnerships among statewide library organizations.
 - Develop a multi-type collaborative project with the New Jersey State Library, New Jersey Library Association, New Jersey Association of School Librarians and VALE: Virtual Academic Library Environment.
 - Potential topics: information literacy, community-building, civic literacy and engagement, community center role, return on investment

Resources for FY20 Initiatives:

- LLNJ Strategic Planning Community Engagement Workshops for the new FY18 - FY20 Strategic Plan
- Continuing Education Evaluations, FY18 and FY19
- LibraryLinkNJ Executive Board, Staff, Task Forces, and Advisory Groups
- Trendspotting at State and National Conferences and in online and print resources
- Informal Membership Communication with LibraryLinkNJ Staff

FY19 STAFF

- **Kathy Schalk-Greene**
Executive Director
- **Joanne P. Roukens**
Assistant Director
- **Mi-Sun Lyu**
IT/Online Project Manager, PMP & Program Coordinator
- **Sophie Brookover**
Program Coordinator & Social Media Manager
- **Nanette Cox**
Business Manager
- **Carol Fishwick**
Member Services Coordinator
- **Samantha Adoptante**
Clerical Assistant

FY19 EXECUTIVE BOARD

- **Phillip Berg, Executive Director**
MAIN, Morris Automated Information Network
- **Chris Carbone, Library Director**
South Brunswick Library
- **Steven Chudnick, Vice President, Library Director**
Bankier Library, Brookdale Community College
- **Ranjna Das, President, Library Director**
Burlington County Library System
- **Tanya Finney Estrada, Secretary, Library Director**
Waterford Township Public Library
- **Bonnie Lafazan, Library Director**
Berkeley College Library, Woodbridge
- **Deborah Magnan, Associate Librarian**
Hackensack University Medical Center
- **Laurie Matassa, Media Specialist**
Jackson Liberty High School
- **Michelle McGreivey, Assistant Treasurer, Media Specialist**
Hoboken Junior Senior High School
- **Jennifer Podolsky, Library Director**
East Brunswick Public Library
- **Adele Puccio, Library Director**
Fairlawn Public Library
- **Courtenay Reece, Library Director**
Millville Public Library
- **Elizabeth Sosnowska, Head of Health Sciences Collection Development & Collection Assessment Librarian**
George F. Smith Library of the Health Sciences, Rutgers University
- **Irene Sterling, Lay Representative**
- **Rick Vander Wende, Treasurer, Lay Representative**
- **Kathleen Moeller-Peiffer, New Jersey State Library Liaison (non-voting)**
Deputy State Librarian for Library Support Services

