



LibraryLinkNJ

THE NEW JERSEY LIBRARY COOPERATIVE

Connection. Community. Opportunity.



STRATEGIC PLAN

FY18 – FY20

Approved by the LibraryLinkNJ Executive Board at their meeting on October 19, 2017

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.

PRINCIPLES TO GUIDE THE STRATEGIC PLAN

Our mission

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 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.*



- *We help libraries respond strategically to the challenges and opportunities they face.*

GOALS, STRATEGIES & ACTION ITEMS

Goal 1: Economic Savings Through Resource Sharing

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

Strategies

- A. Provide a statewide delivery service that is sustainable, cost-effective, efficient, and equitable.**

(Measure: Financial measures for sustainability and efficiency, figures about who is served and how.)



Action Items

1. Delivery service contract: Re-bid and conduct the process for a new delivery service contract, per our purchasing guidelines (FY18)
2. Manage and review the current delivery service vendor for contract compliance. (FY18 & beyond)

3. Engage Delivery Service Task Force in advising, supporting and evaluating statewide delivery service. (FY18)
4. Through online training, promote key elements of the delivery services policy to staff in participating libraries. (FY18)

- B. Provide opportunities for discounts and group purchases of databases and other library resources.**

(Measure: Number of opportunities for discounts.)

Action Items

1. Engage Discount Advisory Group in advising, supporting and evaluating discount program. (FY18 & beyond)
2. Explore the library marketplace for streaming and downloadable media products, eBooks, and other resources suitable for discount. (FY18 & beyond)

Goal 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.

Strategies

A. Support libraries of all types in developing partnerships that build thriving/successful communities.

(Measure: Number and quality of partnerships, reports from members about impacts, challenges, and benefits.)

Action Items

1. Build communities of practice among members across library types (MentorNJ, Project Management, Facilitation Skills, Makerspaces, Diversity and Inclusion). (FY19 & beyond)



2. Organize an annual meeting to facilitate collaborative programming partnerships among statewide library organizations. (FY18 & beyond)

B. Increase opportunities for libraries to demonstrate value in and to their communities.

(Measure: Who is participating in initiatives such as Outside the Lines and LibraryLinkNJ initiatives pertaining to this topic? How many member libraries take advantage of

our Social Media Consultation service? Selectively measure outcomes by following up with participants.)

Action Items

1. Promote community engagement and outreach through member library participation in Outside the Lines week each September. (FY18 & beyond)



2. Provide a program around the theme of Connecting Community and Library, ensuring that we are meeting our communities where they are, including their voices in decision-making, and honoring their input. (FY19 or 20)
3. Offer customized consultations to member libraries on social media strategy and communications. (FY18 & beyond)

C. Grow and sustain partnerships across all types of libraries, related agencies, and strategic affiliations to achieve common goals.

(Measure: Numbers of partnerships and the outcomes they produce.)

Action Items

1. Participate actively in statewide and national library awareness and advocacy programs such as NJLA's Unlock Student Potential and ALA's Libraries Transform. (FY18 & beyond)

2. Partner with the New Jersey State Library (NJSL) to establish the Digital Public Library of America (DPLA) Service Hub as a service to the library, archives and museum community in New Jersey. (FY18 & beyond)
3. Maintain the Diversity Resource Web Page in collaboration with the NJLA Diversity & Outreach Section. (FY18 & beyond)
4. Continue the conversation with the New Jersey State Library about a statewide library card. Start a pilot project in collaboration with the New Jersey State Library. (FY19)

Goal 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.

Strategies

- A. Produce high quality, low-cost online and in-person continuing education for member libraries of all types and sizes.



(Measure: Immediate impact with program evaluations. Survey to measure long-term outcomes of our programs.)

Action items:

1. Present our introductory series of Super Library Supervisor workshops up to twice a year, as needed to meet statewide training needs and member demand. (FY18)
2. Offer a Facilitation Skills workshop series to position libraries to be key partners in community conversations. (FY18)
3. Offer a Project Management training series for members. (FY18)
4. Organize a Readers' Advisory and Cultural Advisory Unconference. (FY 19 & 20)
5. Support MentorNJ services and programs that promote professional networking and collaboration among library staff in the state. (FY18 & beyond)



6. Offer programs and other opportunities to share technology awareness and trends, and to build member awareness of emerging consumer technology trends. (FY 19 & 20)
7. Provide regular updates to membership on new tools and developing issues in librarianship as a whole, via social media channels and email newsletters. (FY18 and beyond)

B. Foster and sustain partnerships to achieve common professional development goals, with the New Jersey State Library and other associations.

(Measure: Number of programs delivered, amount of funds provided to partner organizations for their continuing education programs.)

Action Items

1. Partner with the New Jersey State Library on a Public Library Directors' Summit. (FY18)
2. Communicate regularly with CE-focused committees and staff of other statewide library organizations. (FY18 & beyond)
3. Provide subsidies for continuing education events for select statewide library and library-adjacent organizations. (FY18 & beyond)

C. Develop the skills of members to become their own best advocates by demonstrating the value of libraries to their communities.

(Measure: Selectively measure outcomes by following up with participants.)



Action Items

1. In collaboration with other library agencies, identify and promote existing methods and tools that demonstrate

libraries' monetary, cultural, and social value to their communities. (FY18 & beyond)

Goal 4: Library Innovation and Reinvention

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

Strategies

A. Provide education and subsidies that support service development and innovation for member libraries.

(Measure: Program and project participation, and outcomes reported by participants.)



Action Items

1. Create a Library Success Sharing workshop devoted to the mutual support, honest conversation, and creativity of our members. (FY18)
2. Offer subsidies to member libraries to defray the cost of hiring a library consultant for targeted service improvements through a Rent-a-Consultant initiative. (FY18 & beyond)

3. 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.
4. Develop a pilot/incubator project demonstrating a fully available staff in the library providing service with mobile devices without the need for a central service point.

B. Provide a forum for conversations on library trends, promising practices and innovative service models, as well as share ideas and successes.

(Measure: Number of program participants and ideas shared.)

Action Items

1. Collaborate with the New Jersey State Library on the Futures Conference for Libraries. (FY18)
2. Schedule TechFest workshops around the state. (FY19)
3. Develop an Incubator Project Task Force to offer feedback and suggestions for projects to fund on a large scale. (FY18)

C. Identify and promote awareness of existing branding and marketing tools and events to member libraries.

(Measure: Survey member library participation in marketing campaigns, selectively follow up with participants in training events.)

Action Items

1. Support member library participation in:
 - [Libraries Transform](#) campaign from ALA (FY 18 & beyond)
 - [Unlock Student Potential](#) campaign from NJLA (FY 18 & beyond)
 - [Outside the Lines](#) annual event from Colorado's Anythink Libraries (FY18 &

beyond)

2. Create a project to offer training and support a community of practice across library types in New Jersey focused on reinventing staff and patron experiences. *[We envision a reframing of the relationship and expectations between library staff and community members, PLUS a fully-developed marketing strategy around the theme of "Yes, You Can!"]*

D. Support member libraries in identifying and transforming policies and practices that are barriers to access and service.

(Measure: Track user satisfaction, participation, library usage as reported by participating libraries.)



Action Items

1. Develop a statewide initiative to encourage multi-type libraries to eliminate or radically reduce fines. (FY19 & beyond)
2. Provide a forum for conversations on policies and access. (FY19 & beyond)
3. Develop a pilot demonstration project to remove barriers to access and service based on policy restrictions. (FY19 & beyond)

Goal 5: Organizational Development for LibraryLinkNJ

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

Strategies

A. Develop future leaders among member library staff, the Executive Board and LibraryLinkNJ staff.

(Measure: Regular assessment of leadership needs and current capacity, and the development of staff and Board members within LibraryLinkNJ.)



Action Items

1. Create and maintain a skills inventory of Board members to meet capacity needs of LibraryLinkNJ. (FY18)
2. Annually recruit new Board members for continued effectiveness, needed skills, and diversity. (FY18 & beyond)
3. Provide a staff development event annually for Cooperative staff. (FY18 & beyond)
4. Provide funding for leadership training among staff in the NJ library community. (FY18 & beyond)

B. Explore and put in place diversified streams of funding to ensure financial sustainability of LibraryLinkNJ.

(Measure: Development and implementation of Funds Development Plan.)

Action Items

1. Create a Funds Development Task Force, drawing on the Executive Board and membership. (FY18)
2. Develop a funding plan with goals for the short, medium, and long term. (FY18)
3. Collaborate with other partner organizations on a symposium to explore promising practices in next-generation library funding. (FY 19 or 20)

C. Develop a plan for transitioning leadership at the staff level through succession planning.

(Measure: Development and implementation of a succession plan.)

Action Items

1. As part of an internal staff development experience, staff will describe LibraryLinkNJ's organizational culture and create an inventory of processes needing written procedures. (FY18)
2. Document procedures and annual task timelines for replacement staff, and cross-train current staff. (FY18)
3. Develop a program for other organizations around succession planning, capturing, preserving, and building on institutional knowledge. (FY 19 or 20)

D. 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.

(Measure: Opportunities for member feedback for every project and program we undertake.)



how LibraryLinkNJ services and initiatives have helped them succeed, and tell us what barriers to accessing our services we should consider dismantling. (FY18 & beyond)



Action Items

1. Solicit feedback and input from staff at member libraries before embarking on new initiatives. (FY18 & beyond)
2. Invite staff at member libraries to share
3. Provide continuous improvement to the user experience, responsive design, and visual accessibility of the LibraryLinkNJ website. (FY18 & beyond)

LLNJ STRATEGIC PLAN STEERING COMMITTEE

We'd like to thank the Strategic Plan Steering Committee for generously supporting their time to the creation of the LibraryLinkNJ FY 18 – 20 strategic plan.

LLNJ Board Planning Committee

- **Janice Cooper**, Media Specialist, Northern Valley Regional High School at Old Tappan
- **Heather Craven**, LRC Director, County College of Morris
- **Ranjna Das**, Director, Burlington County Library System
- **Michelle McGreivey**, Media Specialist, Hoboken High School
- **Kimberly Paone**, LLNJ Board President (ex officio) & Director, Matawan Aberdeen Public Library
- **Irene Sterling**, Trustee Paterson Library & LLNJ Board Lay Representative

LLNJ Member Representatives

- **Mary Chute**, State Librarian, New Jersey State Library
- **Tonya Garcia**, Director, Long Branch Free Public Library
- **Deborah Magnan**, Former President, HSLANJ, Samuel & Sandra Hekemian Medical Library
- **Luca Manna**, Executive Director, PalsPlus
- **Michael Maziekien**, 2017-18 NJLA President, Director, Kenilworth Public Library

- **Dr. Edward Owusu-Ansah**, Dean, David and Lorraine Cheng Library William Paterson University

LLNJ Staff

Kathy Schalk-Greene, Director (ex officio), LibraryLinkNJ

Joanne Roukens, Assistant Director (ex officio), LibraryLinkNJ

Sophie Brookover, Program Coordinator & Social Media Manager (ex officio), LibraryLinkNJ

Abby Straus, President, Maverick & Boutique, Consultant



Over 300 member library staff and New Jersey and national library and nonprofit leaders participated in the creation of this Strategic Plan through:

- Stakeholder workshops
- Online surveys
- Focus groups