LibraryLinkNJ FY23-25 Strategic Plan Activity Plan
June 2025 Status Report

This report includes activities during Fiscal Year 2025 (July 1 2024 - June 30, 2025).
See previous reports for FY23 and FY24 activities.

Goal 1 - INNOVATION & LEADERSHIP: LLNJ makes innovation and leadership possible by facilitating the sharing and implementation of ideas.

Objective 1.1: Leverage statewide partnerships to coordinate learning opportunities, resources, advocacy, and best practices related to emerging topics that impact all libraries.

- Amplify the advocacy efforts of our partners via our website, social media channels, forums, and email newsletters.
  - Person/Group Responsible: Executive Director, CE Team, Project Manager
  - Timeline: FY23 - Current
  - Task Status: **Ongoing**
  - Progress Notes:
    - *New and ongoing partnerships with organizations that allow us to address current issues in libraries via learning opportunities include: Mental Health First Aid Training with Hackensack Meridian Health, Signing Basics courses, regular webinars with the NJ Division on Civil Rights, and more*
    - *Continued partnership with statewide library organizations like NJLA, NJASL, and NJSL provide opportunities to share valuable resources. Examples of such resource sharing include supporting the upcoming joint conference of NJLA and NJASL to increase collaboration across library staff of all types*
      - *Work on the IMLS-funded "Reimagining Information Literacy" project has been ongoing with NJSL, NJASL and representatives from the NJ DOE. In FY25 this work included collaborating on presentations at a variety of statewide conferences, launching a landing page on the LLNJ website to serve as a home for the project, and developing Online Learning Modules*
      - *CE Team staff have supported, participated in, or helped organize an array of partner conferences, meetings, and PD events, including the NJLA Annual Conference, NJLA Youth Services Forum, and NJALA Annual Conference*
      - *We continue to deploy liaisons to NJLA and NJASL Executive Board meetings, as well as attempt to maintain a staff presence at many smaller committee and section meetings monthly*
      - *In an effort to streamline communication, we replaced our forums with a Google Group mailing list*
      - *We continue to feature partner news and updates on our website, in our newsletters, and across social media channels*
- Build capacity for members to collaborate and lead initiatives by organizing informal virtual meetups hosted by members about emerging topics.

- o Person/Group Responsible: CE Team, Project Manager
- o Timeline: FY23 - Spring
- o Task Status: **Ongoing**
- o Progress Notes: *MentorNJ has established a new procedure for individuals seeking to suggest or start new Virtual Meet-ups. Use of a Google Form for Meet-up suggestions affords all members equal access to the process, and provides consistent information for the MentorNJ Task Force to review when approving new Meet-ups.*
  - ▪ *In FY25, additional member-created MentorNJ Meetups included the LGBTQUIA+ Library Staff Meet-up, the Indigenous American Library Staff Meet-up, and the Artificial Intelligence in Libraries Meet-up*
    - ● *An Academic Library Staff Meetup is in the works*
- ● Establish more projects like the TOPCATS initiative as needs arise.
  - o Person/Group Responsible: Executive Director, Project Manager, Executive Board
  - o Timeline: Determined by need
  - o Task Status: **In Progress**
  - o Progress Notes: The Strategic Roadmap for the 'EDI Framework for NJ Libraries' project has made steady progress toward its goal of creating a unified, statewide approach to equity, diversity, and inclusion in New Jersey libraries.
    - ▪ *Since the start of FY2025, the team has completed the EDI Collective Impact Assessment with participation from 15 organizations, launched an EDI training needs assessment with 118 responses, and initiated outreach to formally convene the EDI-NJ collaborative.*
    - ▪ *In May 2025, the group launched the EDI-NJ Institutional EDI Assessment, a comprehensive tool designed to help New Jersey libraries evaluate and strengthen their equity, diversity, and inclusion efforts. Accompanied by a Learning Module Series, this resource guides libraries through self-assessment, reflection, and action planning. Key tools include the assessment itself, a scoring guide, a debrief guide for team discussions, and a feedback form to support future improvements. These resources are intended to support libraries in making intentional, strategic progress toward becoming more inclusive and community-centered institutions. The group also hosted a project update session at the NJLA Conference on May 30, 2025.*
    - ▪ *The group has also been active beyond its core roadmap scope. It submitted a $100,000 IMLS Laura Bush 21st Century Librarian Program proposal to continue and expand its work. While recent federal policy shifts have introduced uncertainty, the group's proposal and its statement on the broader EDI landscape demonstrate a strong commitment to maintaining inclusive library practices despite external pressures.*
    - ▪ *Looking ahead, the team will launch individual EDI assessments, expand the EDI resource hub, and develop training materials based on assessment findings. In tandem, efforts are underway to create a DEIA Toolkit for Library Directors, informed by training needs data and collaborated by NJLA's Diversity & Outreach Section. The group will continue its work to sustain long-term EDI initiatives*

across the state, and participation is encouraged through monthly meetings, resource feedback, and engagement in project activities.

- ▪ *For more information about the project updates, please visit the project page at: https://librarylinknj.org/EDI/strategic-roadmap*

Objective 1.2: Establish equity, diversity, and inclusion as a core value of all LLNJ's programs and practices.
- Define LLNJ's core values by creating a written values statement
  - Person/Group Responsible: Executive Board
  - Timeline: FY24 - early FY25
  - Task Status: <mark>**Statement Completed / Work Ongoing**</mark>
  - Progress Notes:
    - After many months of collaborative work, which included input from our staff and Executive Board, we were proud to announce our new Organizational Values Statements in September 2024. These values will guide our work and our professional relationships as we connect all New Jersey's libraries to each other and to the resources they need to serve their communities.
      - "Collaboration and Connection to the Community"
        - We believe in the collaborative power of the library community to share knowledge and connect with one another.
      - "Inclusion and Belonging for All"
        - We lead a culture of inclusion and belonging for New Jersey's library communities and the individuals they serve, giving a voice and equal opportunities to all.
      - "Trust and Respect for One Another"
        - We act with trust and respect, engaging in a culture that listens deeply to lift up all members.
      - "Learning and Innovation that Promotes Individual and Community Growth"
        - We provide innovative, high-quality programs and services that promote resource sharing, learning, and professional growth for all New Jersey libraries and library workers.
- Develop partnerships with organizations that support equity, diversity, and inclusion by serving underserved populations in NJ
  - Person/Group Responsible: CE Team, Project Manager
  - Timeline: FY23 - Current
  - Task Status: <mark>**In Progress/Ongoing**</mark>
  - Progress Notes:
    - *Mental Health First Aid Training is an ongoing initiative via a partnership with Hackensack Meridian Health*
    - *We continue to offer sign language training for library staff via an ongoing partnership with Signing Basics, LLC. Highlights include three language training opportunities for library staff:*

- *Customer Service Signs for Librarians: Part 1, which offers an introduction to sign language*
- *Customer Service Signs for Librarians: Part 2, which focuses on fingerspelling full sentences*
- *Essential Signs for Emergency, which teaches signs on responding to patrons in times of emergency*
  - *LLNJ continues to support the NJLA Equity Scholars initiative and maintains a dedicated seat on the Equity and Mentorship Task Force*
    - *In FY25, LLNJ staff played an integral role in planning and hosting the first ever Equity Scholars Summit full-day event, in partnership with NJLA*
- Examine existing, ongoing initiatives and increase their EDI content, where applicable.
  - Person/Group Responsible: CE Team, Project Manager
  - Timeline: FY23 - Spring
  - Task Status: **In Progress/Ongoing**
  - Progress Notes
    - *MentorNJ Meetup Groups addressing underrepresented groups in librarianship remain popular, including: Latino Library Staff, Disabled & Neurodiverse Library Staff, API, Indigenous American Library Staff, LGBTQUIA+ Library Staff*
    - *Newsletter and social media content highlights member library's EDI initiatives, including spotlights on libraries that offer Pride programming, Black History Month celebrations, Women's History Month celebrations, and more*
    - *Webinars/Programs: FY25 highlights include a Skill-Sharing Conversation on Inclusive Volunteer Opportunities, two well-attended webinars on the NJ Law Against Discrimination in the Workplace, a new opportunity for library staff to learn Spanish language skills with our 6-month "¿Cómo Se Dice?" pilot program, and a successful one-day virtual conference on Inclusion*
    - *LearningSpace:*
      - *The LLNJ LearningSpace now includes 47 courses focused on supporting library staff knowledge of EDI fundamentals, collection assessments, and staff management. New additions include:*
        - *ADA Workplace Basics Series*
        - *Anti-Racist Leadership Series*
        - *Code of Ethics Series*
        - *Diversity Plans and Statements*
        - *EDI in Library Imagery*
        - *Family Homelessness in Libraries*
        - *Neurodiversity: A Primer for Libraries*
        - *Survival Spanish for Library Staff*
        - *Transgender Information Needs and Services*
        - *Visibilizando la inclusión en el aula y en la biblioteca*
      - *In May 2025, an EDI assessment module was launched on the LearningSpace. This module is presented by Ozy Aloziem.*
    - *MentorNJ's African American Library Staff Meet-up, in conjunction with the*

EDI-NJ initiative, hosted the second annual Culture Connection Event on March 14, at Monroe Township Library. This event brought together library staff from all backgrounds to celebrate the history and culture of African Americans in NJ and beyond. Hosted as part of the statewide initiative by EDI-NJ, this event featured insightful hybrid presentations from keynote speakers Denitra Letrice Ross and Earl Givens, Jr., who discussed building cultural competence and developing inclusive leadership. Attendees also had the opportunity to enjoy soul food sampling, including fried chicken and catfish, collard greens, mac and cheese, and banana pudding. Thank you to everyone who participated, and thank you Muriel Odrick and Deborah Blackwell from Ocean County Library for organizing such a wonderful event. This followed a 2024 API Culture Event, completing the objective of organizing two cultural programs by mid-2025.

- Utilize member feedback to design programs and initiatives that afford members a sense of belonging in the organization.
    - Person/Group Responsible: CE Team, Project Manager
    - Timeline: FY23 - Spring
    - Task Status: **In Progress/Ongoing**
    - Progress Notes:
        - *In September 2023, we created pathfinder pages for our multi-type members. Compiled by designated liaisons at LibraryLinkNJ, each pathfinder page is designed to guide our members of each type in navigating and finding the most relevant information and the best programs we offer for their library and staff.*
            - *Pathfinder pages are updated twice monthly by the respective staff liaison for that library type*
            - *Pathfinder pages and their associated liaisons continue to be an accessible entry point for newly active library staff*
- Expand format, location, and timing options for programs and events, with the goal of making them more accessible to a diverse membership.
    - Person/Group Responsible: CE Team, Project Manager
    - Timeline: FY23 - Spring
    - Task Status: **In Progress/Ongoing**
    - Progress Notes:
        - *In FY25 the CE Team worked to intentionally host in-person events at venues around the state, including:*
            - *Adult Craft Show & Share: Hunterdon County Library*
            - *Youth Craft show & Share: Gloucester County Library*
            - *"Making History": Piscataway Public Library*
            - *Book Mending Workshop: Georgian Court University*
            - *TechFest: Monroe Township Public Library*
        - *Virtual and hybrid programs continue to be popular, with continued requests for online access or online versions of popular in-person events*
        - ***LearningSpace Update***

- *The LearningSpace continued to grow in FY25, with increases to the numbers of registered users, available modules, and overall views across the platform.*
  - *We saw 33,816 views in FY25, an increase of 114% from 15,800 views in FY24.*
  - *Alongside expanding our viewership, we have also increased our catalog of on-demand coursework to 400+ modules consisting of original content, recorded webinars, learning pathways for specific library types, as well as access to coursework created by the experts at Niche Academy.*
  - *There are currently 991 registered users, an increase of 272% from FY24. Most engagement still comes from users without a login.*
- *Learning Pathways and Categories have enhanced the user experience, curating modules into one list based off of their relevance to specific library types and subjects.*
  - *13 pathways focus on Library Types (Public & Academic), Library Roles (Director & Library Board) as well as Database Tutorials (JerseyClicks).*
  - *17 categories focus on library services (Accessibility, Google Tools, Grant Basics), essential skills (Customer Service, Code of Ethics, Everyday Well-Being), and larger initiatives (Artificial Intelligence, EDI, Information IIteracy).*

Objective 1.3: Increase mini-grants for pilot programs.
- Seek outside funding to support re-granting program
  - Person/Group Responsible: Executive Director, Fund Development Committee
  - Timeline: FY23 & ongoing
  - Task Status: **Delayed due to staff capacity - will pursue in FY26**
- Showcase grant projects at annual "Day of Innovation"
  - Timeline: TBD no later than FY25
  - Task Status: **On Hold - pending availability of outside funding**

Objective 1.4: Find more ways to share innovative programs among members.
- Facilitate sharing of best practices for public programs (pros and cons, tips and tricks)
  - Person/Group Responsible: CE Team
  - Timeline: FY23 - Current
  - Task Status: **In Progress/Ongoing**
  - Progress Notes:
    - *We continue to host monthly Skill-Sharing Conversations, which allow library staff of all types to share ideas, advice and suggestions on a given topic*
      - *Our most popular conversation for FY25 was on Seed Libraries, which had 91 registants with 63 people attending live*
      - *Other popular topics within FY25 include Sustainable Crafts & Initiatives and Collection Development for Public Library Staff, which both had 50+*

library staff attend live

- _FY25 marked the launch of Skill-Sharing Conversations in the LearningSpace, culminating in a curated pathway of eight recordings designed for members to explore and share._

■ _In Spring 2025, we launched a new series on Health Literacy for Library Staff, which covered medical terminology and consumer health resources_

- _There has been strong interest in this series, especially navigating the ever-changing status of consumer health resources_
- _A final session on navigating health databases and electronic resources is currently in development_

■ _Our popular Craft Show & Share events and resulting Resource Guides allow library staff to share best practices for craft programming, one of the most ubiquitous and popular programming types across public libraries_

- _In FY25 we hosted 3 Show & Share events: "Making History" in partnership with NJ Makers' Day and the League of Historical Societies of NJ (October), "Adult Craft Show & Share" (November), and "Youth Craft Show & Share" (May)_

■ _Our "Let's Talk Zines" in-person Meet-up (September) provided a space for library staff to gather and share best practices for Zine-related programming and patron publishing; it was followed-up by a "Let's Talk Zines" Meet-up in May (part of the NJLA Conference Meet-ups)_

■ _In December, LLNJ purchased the Library Marketing Made Easy course developed by Kathy Dempsey to be featured on the LearningSpace for a period of 12 months. This course was supplemented with three opportunities for library staff to join a Q&A with Kathy Dempsey. These virtual events allowed for a total of 21 attendees to collaborate, network, and share direct feedback to/from the presenter, expanding our on-demand course offerings beyond the Niche Academy platform._

- Create shared calendar & database of public programs
  - Timeline: TBD no later than FY25
  - Person/Group Responsible: Project Manager, Online Learning & Digital Content Specialist Task
  - Status: **Canceled - outside of our core services**
- Facilitate sharing of best practices for staff development (pros and cons, tips and tricks)
  - Person/Group Responsible: CE Team
  - Timeline: FY23 - Current to limited degree
  - Task Status: **In Progress**
    - _Participation in the Professional Development Alliance of Library Consortia has been a first step in allowing the CE Team to see how Consortia in other areas of the country provide PD and gain a better understanding of best practices_
- Create shared calendar & database of staff development programs
  - Timeline: TBD no later than FY25
  - Person/Group Responsible: Project Manager, Online Learning & Digital Content

Specialist
- o Task Status: **Delayed due to staff capacity - will pursue in FY26**
- Showcase public and staff development programs in newsletter highlighting "Best practices"
  - o Person/Group Responsible: CE Team
  - o Timeline: FY23 & ongoing
  - o Task Status: **Ongoing**
  - o Progress Notes: *Newsletter features calling for libraries to submit details of their programming for events relating to Pride, Black History Month, Disability Pride Month, and Hispanic Heritage Month have yielded great results*
- Host lightning presentations about the pros and cons of new programs
  - o Person/Group Responsible: CE Team
  - o Timeline: FY25 (originally FY24)
  - o Task Status: **Delayed indefinitely due to lack of staff capacity**
  - o Progress Notes: *Current FY24 calendar full, delayed until FY25*
- Create a Performers & Speakers Database
  - o Timeline: TBD no later than FY25
  - o Person/Group Responsible: Project Manager, Online Learning & Digital Content Specialist
  - o Task Status: **Delayed indefinitely due to lack of staff capacity**

Goal 2 - FACILITATING LEARNING: People working in New Jersey libraries have the knowledge, skills, and tools they need to confidently serve their patrons.

Objective 2.1: Create an on-demand learning platform with simple access for members.
- Research LMS to store LLNJ programs
  - o Person/Group Responsible: CE Team
  - o Timeline: FY23 - Spring
  - o Task Status: **Completed**
  - o Progress notes: LearningSpace is using the Niche Academy Platform
- Record all virtual learning activities and store in LMS
  - o Person/Group Responsible: CE Team
  - o Timeline: FY23
  - o Task Status: **Ongoing**
  - o Progress Notes:
    - ▪ *In FY25, the LearningSpace became LLNJ's primary repository for recorded webinars, skill-sharing conversations, and more. While content from the Summer Book Bash will continue to be shared on the LLNJ YouTube, all recorded programming is now available on the LearningSpace.*
- Establish guidelines for content creation and development of original programming for platform (internal)
  - o Person/Group Responsible: CE Team, Online Learning & Digital Content Specialist, Consultant
  - o Timeline: FY23-FY24

- o Task Status: **Completed**
- o Progress Notes: Coursework Roadmap created to guide development of modules.
- Establish guidelines for selecting programming for platform (e.g. learning content developed by other institutions)
  - o Timeline: FY23-FY24
  - o Person/Group Responsible: Online Learning & Digital Content Specialist
  - o Task Status: **In Progress/Ongoing**
  - o Progress Notes:
    - ▪ *Learning pathways and additional programming will be evaluated and added with assistance from L-TAG.*
    - ▪ *L-TAG members Tricina Beebe, Paul Montanez, and Richard Loomis are part of a small team helping to evaluate coursework before adding it to the platform. The group meets quarterly and collaborates on monthly tasks in Asana to evaluate and provide feedback on prospective modules.*
    - ▪ *The team has evaluated a total of 140 courses in FY25, with 128 being added to the LearningSpace.*
- Develop plan for organizing and weeding LMS as necessary
  - o Person/Group Responsible: CE Team, Online Learning & Digital Content Specialist
  - o Timeline: FY23-FY24
  - o Task Status: **Completed**
  - o Progress Notes: *Our goal is to create a learning destination focused on providing the most relevant and helpful information that references the latest guidance from industry professionals. This means that while LLNJ will continue to add tutorials and courses to the platform, these items will not remain indefinitely.*
- Develop original programming
  - o Person/Group Responsible: CE Team, Online Learning & Digital Content Specialist, L-TAG
  - o Timeline: FY23-FY24
  - o Task Status: **In Progress/Ongoing**
  - o Progress Notes:
    - ▪ *In FY2025, LLNJ worked with staff from Piscataway Public Library and Burlington County Library System to record content focused on Makerspace operation, tools, and programming. Development of these modules is ongoing.*
    - ▪ *LLNJ's EDI consultant, Ozy Aloziem, worked with the LLNJ staff to develop an EDI Assessment Module to be used independently by library staff to assess their own operations.*
    - ▪ *Development of Information Literacy modules in support of the Teaching Information Literacy grant project began in December 2024 and continues through June 2025. LLNJ staff worked with four project consultants to develop, record, and produce five modules:*
      - ● *Course 1: What is Info Lit*
      - ● *Course 2: How Do I Determine What Information I Need*
      - ● *Course 3: How Do I Identify and Evaluate Information*

- Course 4: *How Do I Use Information Effectively and Efficiently?*
- Course 5: *How Do I Produce and Distribute Information Responsibly*
    - *In FY25, seven new courses were purchased via the Niche Academy marketplace that required users to log in to LearningSpace. This move aimed to both broaden the available course offerings and encourage more visitors to register as learners by demonstrating the platform's growing value.*
        - *Library Marketing Made Easy*
        - *Neurodiversity: A Primer for Libraries*
        - *PCI Circulation Desk Spanish*
        - *PCI Setting Boundaries with Patrons*
        - *PCI Reasoning with the Unreasonable Patron*
        - *PCI How to Get Out of a Rut at Work*
        - *PCI 4 Ways to Maintain Calm and Make Decisions Under Pressure*

Objective 2.2: Develop learning paths for various library staff career stages and roles.
- Timeline: TBD no later than FY25
- Person/Group Responsible: Online Learning & Digital Content Specialist
- Task Status: <mark style="background-color:#00ff00">**In Progress**</mark>
    - *The LearningSpace landing page and main menu were redesigned in FY25 to improve navigation and overall organization. As part of this update, 13 learning pathways have been created, each tailored to specific library types, roles, and tutorials. Additionally, 17 categories support effective discovery of content related to library services, essential skills, and larger initiatives such as AI, EDI, and information literacy.*
    - *Development continues on pathways featuring coursework supplementing LLNJ in-person programming.*
- Consider mid-career roles and non-traditional roles like safety staff and volunteer coordinators
    - Timeline: TBD no later than FY25
    - Person/Group Responsible: Online Learning & Digital Content Specialist
    - Task Status: <mark style="background-color:#00ff00">**In Progress**</mark>
        - *Courses on the LearningSpace are carefully selected to support all roles within the library—from newly hired staff to administrators and even library board members. This includes those in mid-career positions as well as staff in less traditional roles, such as facilities, security, or volunteer coordination.*
        - *By categorizing content by library type, Learning Pathways on the LearningSpace highlight coursework relevant to every role in both public and academic libraries. Additionally, the recategorization of our course catalog has made it easier for staff to discover content that aligns with their unique responsibilities and learning goals.*
- Offer certificates for learning path completion
    - Timeline: TBD no later than FY25
    - Person/Group Responsible: Will need additional staff to expand in this
    - Task Status: <mark style="background-color:#ffff00">**Delayed indefinitely due to lack of staff capacity**</mark>
- Collect feedback from member staff to understand learning needs and professional goals

- o Timeline: Late FY24/Early FY25
- o Person/Group Responsible: CE Team
- o Task Status: <mark>In Progress</mark>
- o Progress Notes: *Survey planning has begun*
  - ▪ *We continue to collect feedback on our member libraries' learning needs through all our program evaluations.*

Objective 2.3: Work to coordinate learning opportunities statewide.
- ● Establish joint CE committee with NJLA, NJSL, & NJASL
  - o Person/Group Responsible: CE Team
  - o Timeline: FY23
  - o Task Status: <mark>In Progress/Ongoing</mark>
  - o Progress Notes:
    - ▪ *The first meeting of NJFLO (NJ Federation of Library Organizations) was held with representatives from a variety of statewide library organizations. NJLA is taking the lead on this group, with LLNJ providing a support role with coordination and meeting hosting*
- ● Send programming calendar outline of major events to partners six months in advance - dates and titles - avoid overlapping dates
  - o Person/Group Responsible: CE Team
  - o Timeline: FY23 – Spring
  - o Task Status: <mark>Delayed due to staff capacity - will pursue in FY26</mark>
- ● Communicate with partners to avoid duplicate programming
  - o Person/Group Responsible: CE Team, Project Manager
  - o Timeline: FY23 & ongoing
  - o Task Status: <mark>In Progress/Ongoing</mark>
  - o Progress Notes:
    - ▪ *Staff are represented at meetings of partner organizations in order to keep up-to-date and provide opportunities for collaboration rather than duplication, including consistent representation at: NJASL Executive Board, NJLA Executive Board, NJLA Equity & Mentorship Task Force, NJLA Diversity & Outreach Section, NJLA Emerging Technology Section.*
    - ▪ *We continue to meet regularly with NJSL, NJASL, NJLA leadership and staff on a regular basis to share each organization's plans and program/service progress.*
    - ▪ *In May 2025, L-TAG hosted a Tech Summit event in collaboration with the NJLA Emerging Technology Section. By maintaining several active members who participate in both groups, we continue to share tech programs and event plans and seek collaboration opportunities to avoid duplicated efforts.*
- ● Create and promote a joint CE calendar
  - o Person/Group Responsible: CE Team, Project Manager
  - o Timeline: Dependent on partner involvement
  - o Task Status: <mark>Delayed due to staff capacity - will pursue in FY26</mark>

Objective 2.4: Hold regular member listening sessions to better understand needs and ways to respond.

- Integrate feedback mechanisms into programming, newsletters, and meetings
    - Person/Group Responsible: CE Team
    - Timeline: FY23 - Current
    - Task Status: **In Progress/Ongoing**
    - Progress Notes:
        - *Feedback surveys follow all LLNJ programs and webinars; newsletters and other publications provide contact info for feedback and suggestions*
        - *We held two Town Hall meetings in May 2025 to about topics related to our upcoming membership meeting.*
- Host LLNJ virtual "office hours" when library staff can discuss challenges and needs
    - Person/Group Responsible: Executive Director, CE Team, Project Manager
    - Timeline: FY23 – Spring
    - Task Status: **In Progress**
        - *We implemented Virtual office hours in April 2024, but discontinued this service due to a lack of interest after six months. We are transitioning to appointment booking pages instead.*
- Host in-person and virtual local meetups to collect feedback and suggestions from member library staff
    - Timeline: TBD no later than FY25
    - Person/Group Responsible: Will need additional staff to expand in this
    - Task Status: **Delayed indefinitely due to lack of staff capacity**

***Goal 3* - RESOURCE SHARING: New Jersey residents and students have barrier-free access to the resources they need in a variety of formats.**

Objective 3.1: Hold a statewide summit to collect input on how to increase resource sharing.

- Develop summit agenda with key stakeholders
    - Person/Group Responsible: Executive Director, State Librarian
    - Timeline: FY24
    - Task Status: **Completed**
    - Progress Notes:
        - The Executive Director worked with *NJSL Project Specialist for Shared Services Michael Maziekien to host an NJLA Annual Conference pre-conference on EContent and Resource Sharing. This pre-conference took the place of the originally planned statewide summit in FY24.*
- Maximize summit's accessibility to members
    - Person/Group Responsible: Executive Director, State Librarian
    - Timeline: TBD no later than FY25 (originally FY24)
    - Task Status: **Not Completed**
    - Progress Notes: *We will look for other opportunities for statewide discussion about this topic in the future that do not require attendance at the NJLA Conference.*

Objective 3.2: Rethink delivery for increased efficiency, sustainability, and equity.
- Hire a logistics consultant to recommend a model for state-wide delivery
  - Person/Group Responsible: Executive Director, Resource Sharing Committee
  - Timeline: FY23 – Spring
  - Task Status: <mark>**Canceled**</mark>
- Execute a delivery and resource sharing study with a focus on increasing equity of access to delivery
  - Person/Group Responsible: Executive Director, Resource Sharing Committee
  - Timeline: FY24
  - Task Status: <mark>**Delayed indefinitely due to lack of staff capacity**</mark>
- Agree on estimated timeline to implement improvements to resource-sharing
  - Person/Group Responsible: Executive Director, Resource Sharing Committee
  - Timeline: Dependent the above
  - Task Status: <mark>**Completed**</mark>
  - Progress Notes: *Resource Sharing Committee Co-Chairs Ranjna Das & Luca Manna and the Executive Director met with State Librarian Jen and NJSL Project Specialist for Shared Services Michael Maziekien in August 2023 to present a status report of the committee's activities. A timeline is included in that [presentation](#).*

Objective 3.3: Explore future pathways for sharing eResources.
- Map current NJ eBook landscape
  - Person/Group Responsible: Executive Director, Project Manager, State Librarian
  - Timeline: FY23 – Current
  - Task Status: <mark>**Completed**</mark>
  - Progress Notes:
    - *The Survey Workgroup of the NJ Libraries EContent Project conducted a survey from March to May 2023 to collect information for developing a comprehensive map of ebook and digital audiobook services and agreements among public libraries in the state of New Jersey.*
    - *An [Executive Summary](#) was prepared by the Survey Group and announced to NJ libraries on September 6.*
- Promote existing resource sharing initiatives in NJ
  - Person/Group Responsible: CE Team, Project Manager, Resource Sharing Committee
  - Timeline: FY24
  - Task Status: <mark>**In Progress/Ongoing**</mark>
  - Progress Notes: *NJSL Project Specialist for Shared Services Michael Maziekien has taken the lead on this project.*
- Determine potential partners and discuss need for eResources with partners
  - Person/Group Responsible: Executive Director, Will need additional staff to expand in this area
  - Timeline: TBD no later than FY25
  - Task Status: <mark>**Delayed indefinitely due to lack of staff capacity**</mark>

- Pilot new eResource sharing programs
  - o Timeline: TBD no later than FY25
  - o Person/Group Responsible: Will need additional staff to expand in this area
  - o Task Status: **Delayed indefinitely due to lack of staff capacity**

Objective 3.4: Pilot a resource sharing program that could lead to a statewide library card.
- Map current reciprocal and open borrowing relationships in the state
  - o Person/Group Responsible: Executive Director, Resource Sharing Committee
  - o Timeline: TBD no later than FY24
  - o Task Status: **Canceled - outside of our core services**
  - o Progress Notes: *NJSL Project Specialist for Shared Services Michael Maziekien is working on this project.*
    - ▪ *The Executive Director will continue to work closely with NJSL to determine which organization should lead this initiative. The originally proposed statewide library card program is outside the scope of LLNJ's current core services.*
- Facilitate study group that investigates other statewide programs and develops guidelines
  - o Person/Group Responsible: Executive Director, Resource Sharing Committee
  - o Timeline: TBD no later than FY25
  - o Task Status: **Canceled - outside of our core services**
- Develop a pilot program and agree on metrics for success
  - o Timeline: TBD no later than FY25
  - o Task Status: **Canceled - outside of our core services**
- Engage stakeholders as part of the design process
  - o Timeline: TBD no later than FY25
  - o Task Status: **Canceled - outside of our core services**

Goal 4 - ENGAGEMENT: New Jersey libraries are connected to each other and LLNJ.

Objective 4.1: Find ways to strengthen regional connections among libraries of all types.
- Host and sponsor local meetups making sure in-person meetups are equitably distributed geographically
  - o Person/Group Responsible: MentorNJ TF
  - o Timeline: FY23
  - o Task Status: **In Progress**
  - o Progress Notes:
    - ▪ *In FY25, in-person Meet-ups were limited to the following:*
      - ● *"Let's Talk Zines" - September, Camden County Library*
      - ● *Mega Meet-up - 6 in-person Meet-ups, Monroe Township Library*
      - ● *NJLA Annual Conference - 7 in-person Meet-ups, Atlantic City*
    - ▪ *In FY26, the MentorNJ Task Force will explore a sub-committee for promoting and coordinating in-person Meet-ups outside of large scale events*
- Develop a local ambassador program
  - o Person/Group Responsible: Executive Director

- o Timeline: FY25
- o Task Status: <mark>Delayed indefinitely due to lack of staff capacity</mark>
- ● Re-evaluate and revise MentorNJ's goals and objectives
  - o Person/Group Responsible: MentorNJ TF
  - o Timeline: By June 2023
  - o Task Status: <mark>In Progress/Ongoing</mark>
  - o Progress Notes:
    - ▪ *The MentorNJ Task Force continues to refine its focus and in FY25 initiated Task Force sub-committees designed to help us more efficiently manage the work of the initiative*
      - o *The Meeting of the Mentors Sub-committee planned and hosted a fall online Meet-up for Directory Mentors*
      - o *The Directory Sub-Committee drafted and shared check-in surveys with Directory Mentors in an effort to keep the Directory up-to-date*
      - o *The Mega Meet-up Sub-committee organized the spring in-person Mega Meet-up event*
      - o *The Meet a Mentor Sub-Committee drafted a template to help us highlight Directory Mentors in the next FY*
      - o *The Meet-ups Sub-Committee drafted and put into place a process by which individuals can suggest new MentorNJ Online Meet-ups*
    - ● *With a limited focus on the Directory and Meet-ups only, as well as designated Task Force members to complete specific tasks, FY25 was a year of growth for the initiative that saw effective use of our limited resources*
- ● Build a peer-to-peer skill-sharing network via a knowledge-based portal for NJ libraries and library staff
  - o Person/Group Responsible: CE Team, L-TAG, MentorNJ TF
  - o Timeline: FY25 (originally FY23 Current)
  - o Task Status: <mark>Delayed indefinitely due to lack of staff capacity</mark>

Objective 4.2: Develop levels of engagement with guidelines for each level leading to increased support of LLNJ's mission.
- ● Develop a member engagement strategy and define levels of member engagement to help guide the internal work of increasing engagement and participation of members
  - o Person/Group Responsible: Executive Director, CE Team, Project Manager, Membership Committee
  - o Timeline: FY24-25
  - o Task Status: <mark>Completed</mark>
  - o Progress Notes:
    - ▪ *We completed our member engagement which is available on our website at https://librarylinknj.org/about-us/documents#planning-docs*
    - ▪ *We hosted our second New Member Orientation Session on September 20, 2024*

- Determine member engagement metrics
  - o Person/Group Responsible: Executive Director, CE Team, Project Manager, Membership Committee
  - o Timeline: FY24-25
  - o Task Status: **Completed**
- Develop mechanisms to track and measure member engagement, including surveys and digital interactions
  - o Person/Group Responsible: Executive Director, CE Team, Project Manager, Membership Committee
  - o Timeline: FY24-25
  - o Task Status: **In Progress**

Objective 4.3: Explore rebranding to better define LLNJ's role and value.

Rebranding is not necessary at this time due to improvements we have made in communication to our members and better coordination and collaboration with our partners. Rather than rebranding, we will focus on defining LLNJ's core values by creating a written values statement as described in Objective 1.2 above. Our current mission and vision also sufficiently differentiates LLNJ from NJLA and NJSL.

  - o Task Status: **Canceled**

Objective 4.4: Create a development plan to increase investment from current and prospective funders.
- Develop a case statement for vendors and other potential funders/foundations
  - o Person/Group Responsible: Fund Development Committee
  - o Timeline: FY24
  - o Task Status: **Not Started - Delayed**
- Report strategic plan implementation progress to Board, Members, and NJSL
  - o Person/Group Responsible: Executive Director, CE Team, Project Manager
  - o Timeline: Annually at Spring Membership Meeting
  - o Task Status: **In Progress/Ongoing**
  - o Progress Notes: *Activity plan status reports provided in April 2023, September 2023, March 2024, and June 2024.*
- Create a sponsorship program for CE and other opportunities
  - o Person/Group Responsible: Executive Director, CE Team, Project Manager, Fund Development Committee
  - o Timeline: FY24
  - o Task Status: **Delayed until FY26**
  - o Progress Notes: Staff will begin developing a sponsorship program in FY26 with feedback from the Fund Development Committee