LibraryLinkNJ FY23-25 Strategic Plan Activity Plan
==September 2023== Status Report

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:
    - *Website Redesign Project* ==**Completed**==*: We launched a newly designed website on May 19, featuring new content types for member and partner news, a responsive design, and a more intuitive and user friendly interface.*
    - *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; Anti-Trafficking Training with Montclair University Global Center on Human Trafficking, Signing Basics courses, and more.*
    - *Continued partnership with statewide library organizations like NJLA, NJASL, and the State Library provide opportunities to share valuable resources with libraries of all types. Examples of such resource sharing includes: Creation of the joint NJSL/LLNJ "School Library Mailer" initiative; work with partners at NJLA to initiate a new federation of library organizations to help support work projects across institutions.*
    - *Creation of a dedicated "News and Partner Updates" section of the monthly newsletter provides a consistent space in which to amplify partner messages. The updates are also featured on the newly designed homepage of the website.*
- Build capacity for members to collaborate and lead initiatives by organizing informal virtual meetups hosted by members about emerging topics.
  - Person/Group Responsible: CE Team, Project Manager
  - Timeline: FY23 - Spring
  - Task Status: ==**Ongoing**==
  - Progress Notes: *New MentorNJ Meetup topics have all been member-suggested and member-organized; more topics are in the works, but recent virtual meetup topics requested and organized by members include Leading Lean Libraries, Disabled Library Staff meetup, Latino Library Staff meetup, and Wellness Wednesday.*
- Establish more projects like the TOPCATS initiative as needs arise.
  - Person/Group Responsible: Executive Director, Project Manager, Executive Board

- o Timeline: Determined by need
- o Task Status: <mark>**In Progress**</mark>
- o Progress Notes: *Statewide EDI and Econtent projects have begun and are currently making progress.*

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
  - o Person/Group Responsible: Executive Board
  - o Timeline: FY24 - Fall Board Retreat
  - o Task Status: <mark>**Not Started**</mark> - *the Planning Committee will work with the Executive Director to schedule a Board retreat in Spring 2024.*
- Develop partnerships with organizations that support equity, diversity, and inclusion by serving underserved populations in NJ
  - o Person/Group Responsible: CE Team, Project Manager
  - o Timeline: FY23 - Current
  - o Task Status: <mark style="background-color:#00FF00">**In Progress/Ongoing**</mark>
  - o Progress Notes:
    - ▪ *Mental Health First Aid Training is an ongoing initiative via a partnership with Hackensack Meridian Health, ASL Basics for Librarians training has been piloted via partnership with Signing Basics, and partnerships are in progress with NJ Division on Civil Rights, and the Global Center on Human Trafficking.*
    - ▪ *LLNJ continues to support the NJLA Equity Scholars initiative and maintains a dedicated seat on the Equity and Mentorship Task Force.*
- Examine existing, ongoing initiatives and increase their EDI content, where applicable.
  - o Person/Group Responsible: CE Team, Project Manager
  - o Timeline: FY23 - Spring
  - o Task Status: <mark>**In Progress**</mark>
    - ▪ *Creation of additional MentorNJ Meetup Groups that address underrepresented groups in the library field include Latino Library Staff, Disabled Library Staff, and API.*
    - ▪ *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.*
- Utilize member feedback to design programs and initiatives that afford members a sense of belonging in the organization.
  - o Person/Group Responsible: CE Team, Project Manager
  - o Timeline: FY23 - Spring
  - o Task Status: <mark>**In Progress**</mark>
- Expand format, location, and timing options for programs and events, with the goal of making them more accessible to a diverse membership.
  - o Person/Group Responsible: CE Team, Project Manager
  - o Timeline: FY23 - Spring

- o Task Status: <mark style="background-color:#00ff00">**In Progress/Ongoing**</mark>
- o Progress Notes:
    - ▪ *CE Team is working to host in-person events in multiple locations to increase ease of access, and to offer hybrid options where appropriate. Virtual programs will continue to be offered on a regular basis.*
    - ▪ *L-TAG hosted two TechFest events in April, one in the north and one in the south, that will provide main programs in a hybrid format, targeting multitype libraries and extending participation to diverse membership.*
    - ▪ *The official launch of the LearningSpace and its planned growth will afford members an easily accessible option that allows for on-demand programs to meet the demands of every schedule.*

Objective 1.3: Increase mini-grants for pilot programs.
- ● Seek outside funding to support re-granting program
    - o Person/Group Responsible: Executive Director, Fund Development Committee
    - o Timeline: FY23 & ongoing
    - o Task Status: <mark style="background-color:#ffc000">**Not Started**</mark>
- ● Showcase grant projects at annual "Day of Innovation"
    - o Timeline: TBD no later than FY25
    - o Task Status: <mark style="background-color:#ffc000">**Not Started**</mark>

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)
    - o Person/Group Responsible: CE Team
    - o Timeline: FY23 - Current
    - o Task Status: <mark style="background-color:#ffff00">**In Progress**</mark>
    - o Progress Notes:
        - ▪ *Highly successful "Craft Show & Share" events have helped us get this started and provided a model for setting up this type of sharing; these events will continue in FY24.*
        - ▪ *Our newsletter and social media have increased focus on highlighting member institutions and specific programs or initiatives hosted by those institutions.*
        - ▪ *Increased focus of Skill-Sharing Conversations on member initiatives and programs, such as Hosting a Book Tasting Club and Starting a Board Game Collection.*
- ● Create shared calendar & database of public programs
    - o Timeline: TBD no later than FY25
    - o Person/Group Responsible: Project Manager, Online Learning & Digital Content Specialist Task
    - o Status: <mark style="background-color:#ffc000">**Not Started**</mark>
- ● Facilitate sharing of best practices for staff development (pros and cons, tips and tricks)
    - o Person/Group Responsible: CE Team
    - o Timeline: FY23 - Current to limited degree

- o Task Status: **In Progress**
- Create shared calendar & database of staff development programs
  - o Timeline: TBD no later than FY25
  - o Person/Group Responsible: Project Manager, Online Learning & Digital Content Specialist
  - o Task Status: **Not Started**
- Showcase public and staff development programs in newsletter highlighting "Best practices"
  - o Person/Group Responsible: CE Team
  - o Timeline: FY23 & ongoing
  - o Task Status: **In Progress/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: **Not Started - Delayed**
  - 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: **Not Started**

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: *Continuing to add previously recorded webinars with plans to create learning pathways for special interest groups (ex. School/Academic Librarians)*
- 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.*
- 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: *Working with presenter David Moore (Media Education Consulting) to develop a three part module focused on Digital Literacy; Part One: Reframing Information Literacy for a Wider Audience will debut Fall 2023. Also developing a social media series focused on familiarizing platforms and content templates.*

Objective 2.2: Develop learning paths for various library staff career stages and roles.
- Model paths after Super Supervisor
  - o   Timeline: TBD no later than FY25
  - o   Person/Group Responsible: Will need additional staff to expand in this area
  - o   Task Status: **Not Started**
- Consider mid-career roles and non-traditional roles like safety staff and volunteer coordinators
  - o   Timeline: TBD no later than FY25
  - o   Person/Group Responsible: Will need additional staff to expand in this
  - o   Task Status: **Not Started**
- Offer certificates for learning path completion
  - o   Timeline: TBD no later than FY25
  - o   Person/Group Responsible: Will need additional staff to expand in this
  - o   Task Status: **Not Started**
- 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*

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**</mark>
  - o Progress Notes: *The first meeting will be held on Tuesday, November 14, 2023 at 4pm EST.*
- 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>**Not Started**</mark>
  - o Progress Notes: *Dependent on outcome of November 14, 2023 meeting.*
- 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:
    - ▪ *We are communicating more with the NJSL and NJLA in order to cross-promote content, and connect with each other.*
    - ▪ *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 PD Committee, NJLA Equity & Mentorship Task Force, NJLA Diversity & Outreach Section, NJLA Emerging Technology Section.*
- 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>**Not Started**</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
  - o Person/Group Responsible: CE Team
  - o Timeline: FY23 - Current
  - o Task Status: <mark>**In Progress/Ongoing**</mark>
  - o Progress Notes: *Feedback surveys follow all LLNJ programs and webinars; newsletters and other publication provide contact info for feedback and suggestions*
- Host LLNJ virtual "office hours" when library staff can discuss challenges and needs

- o Person/Group Responsible: Executive Director, CE Team, Project Manager
- o Timeline: FY23 – Spring
- o Task Status: **Not Started - Delayed to Spring 2024**
- Host in-person and virtual local meetups to collect feedback and suggestions from member library staff
  - o Timeline: TBD no later than FY25
  - o Person/Group Responsible: Will need additional staff to expand in this
  - o Task Status: **Not Started**

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
  - o Person/Group Responsible: Executive Director, State Librarian
  - o Timeline: FY24
  - o Task Status: **In Progress**
  - o Progress Notes: Executive Director is working with *NJSL Project Specialist for Shared Services Michael Maziekien on a proposal for an NJLA Annual Conference pre-conference on EContent and Resource Sharing. This pre-conference will take the place of the originally planned statewide summit in FY24.*
- Maximize summit's accessibility to members
  - o Person/Group Responsible: Executive Director, State Librarian
  - o Timeline: TBD no later than FY25 (originally FY24)
  - o Task Status: **Not Started - Delayed**
  - o Progress Notes: *We will look for other opportunities for statewide discussion about this topic in the future that does 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
  - o Person/Group Responsible: Executive Director, Resource Sharing Committee
  - o Timeline: FY23 – Spring
  - o Task Status: **In Progress**
  - o Progress Notes:
    - ▪ *The Resource Sharing Committee (co-chaired by Ranjna Das (BCLS) and Luca Manna (PALS+)) met regularly over the course of FY23.*
    - ▪ *After looking at other statewide delivery systems, the committee recommended that LLNJ create a full time position responsible for the planning and management of the delivery service.*
    - ▪ *A new Delivery Services Manager position is included in the FY24 budget.*
    - ▪ *The job description for this new position was approved by the Executive Board and the opening was posted in late-September 2023.*
- Execute a delivery and resource sharing study with a focus on increasing equity of access to

delivery
- o Person/Group Responsible: Executive Director, Resource Sharing Committee
- o Timeline: FY24
- o Task Status: <mark>**Not Started - pending hire of Delivery Services Manager**</mark>
- o Progress Notes: *The Delivery Services Manager will provide leadership and operational management of the statewide interlibrary loan and delivery service to 395 multitype libraries across the state of New Jersey. The position will be largely responsible for exploring and implementing innovative practices and processes to optimize the efficiency and effectiveness of library materials transportation and distribution across the state and increase resource sharing between NJ libraries including new and innovative ways to ensure NJ residents have access to books and materials.*
- Agree on estimated timeline to implement improvements to resource-sharing
  - o Person/Group Responsible: Executive Director, Resource Sharing Committee
  - o Timeline: Dependent the above
  - o Task Status: <mark>**In Progress/Ongoing**</mark>
  - o 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
  - o Person/Group Responsible: Executive Director, Project Manager, State Librarian
  - o Timeline: FY23 – Current
  - o Task Status: <mark>**In Progress/Ongoing**</mark>
  - o 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.*
    - ▪ *Out of the 268 public libraries that received surveys, 197 (or 73.5%) submitted responses. A separate survey collected responses from four library consortia to better understand the resources allocated for these services and the level of collaboration within the state.*
    - ▪ *An [Executive Summary](#) was prepared by the Survey Group and announced to NJ libraries on September 6.*
- Promote existing resource sharing initiatives in NJ
  - o Person/Group Responsible: CE Team, Project Manager, Resource Sharing Committee
  - o Timeline: FY24
  - o Task Status: <mark>**In Progress/Ongoing**</mark>
  - o 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

- o Person/Group Responsible: Executive Director, Will need additional staff to expand in this area
- o Timeline: TBD no later than FY25
- o Task Status: **Not Started**
- 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: **Not Started**

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: **In Progress**
  - 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: **Not Started**
- Develop a pilot program and agree on metrics for success
  - o Timeline: TBD no later than FY25
  - o Task Status: **Not Started**
- Engage stakeholders as part of the design process
  - o Timeline: TBD no later than FY25
  - o Task Status: **Not Started**

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: *Current MentorNJ Meetups with plans to host in-person meetups this fall include Latino Library Staff and API. These initial state-wide meetings will serve as a starting point for encouraging attendees to gather more frequently in their local area.*
- Develop a local ambassador program
  - o Person/Group Responsible: Executive Director

o   Timeline: FY25
o   Task Status: <mark>**Not Started**</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 is narrowing its focus to Meetups and Mentoring only, with the intention of providing members with an improved experience for both.*
        ▪ *MentorNJ Meetups have increased in scope and number, addressing a greater number of needs across the library community.*
        ▪ *The MentorLIB Mentors' Directory has reviewed and revised all profiles and now has clearly defined procedures for ensuring the Directory remains up to date and that members seeking Mentorship receive quality support.*
        ▪ *MentorNJ has expanded its Mentorship goals with the drafting of a proposed partnership with the Tennessee Library Association that would provide a broader range of experience to those seeking Mentorship while simultaneously providing support to our colleagues in a state currently struggling to uphold the values of libraries.*
- 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 until FY25**</mark>
    o   Progress Notes:
        ▪ *LearningSpace new additions, etc.*
        ▪ *L-TAG is exploring various applications and platforms for this. The group may begin with an AI Interest Group following their AI Ambassador Series in fall 2023.*

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>**In Progress**</mark>
    o   Progress Notes:
        ▪ *The Membership Committee and the Executive Director have begun working on this objective.*
        ▪ *We have reached out to Amanda Standerfer to see if she is able to assist us with the member engagement strategy.*
- Determine member engagement metrics

- o Person/Group Responsible: Executive Director, CE Team, Project Manager, Membership Committee
  - o Timeline: FY24-25
  - o Task Status: **Not Started**
- 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:**Not Started**

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.

- ~~Create statements that differentiate LLNJ from NJLA and NJSL~~
  - o ~~Person/Group Responsible: Executive Board~~
  - o ~~Timeline: FY24 - Fall Board Retreat~~
  - o ~~Task Status: **Not Started**~~
- ~~Define LLNJs values to use in branding~~
  - o ~~Person/Group Responsible: Executive Board~~
  - o ~~Timeline: FY24 - Fall Board Retreat~~
  - o ~~Task Status: **Not Started**~~
- ~~Develop an awareness campaign with help of NJLA and NJSL~~
  - o ~~Person/Group Responsible: Executive Director~~
  - o ~~Timeline: TBD no later than FY25~~
  - o ~~Task Status: **Not Started**~~
- ~~Test new names and branding~~
  - o ~~Timeline: TBD no later than FY25~~
  - o ~~Task Status: **Not Started**~~

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 and September 2023*
- Create a sponsorship program for CE and other opportunities
  - o   Person/Group Responsible: Executive Director, CE Team, Project Manager
  - o   Timeline: FY24
  - o   Task Status: **In Progress**
  - o   Progress Notes: *We are looking at possible sponsorship opportunities for an in-person Spring 2024 Membership Meeting*