LibraryLinkNJ FY23-25 Strategic Plan Activity Plan
June 2024 Status Report
*(Updates since the last status report are in **BLUE**)*

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.
  - o Person/Group Responsible: Executive Director, CE Team, Project Manager
  - o Timeline: FY23 - Current
  - o Task Status: <mark>**Ongoing**</mark>
  - o Progress Notes:
    - ▪ *Website Redesign Project <mark>Completed</mark>: We launched a newly designed website on May 19, 2023 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.*
      - *A "Delivery Demystified" webinar was hosted in partnership with NJSL this spring to help clarify the features and roles of JerseyCAT/ILL and the Statewide Delivery System*
      - *Work on the IMLS-funded "Reimagining Information Literacy" project has begun with LLNJ, NJSL, NJASL and representatives from the NJ DOE, including monthly work group meetings, proposals for upcoming conference presentations, and the creation of a one-page informational document for public libraries*
      - *CE Team staff have supported, participated in, or helped organize an array of partner conferences, meetings, and PD events, including the NJASL Spring Meeting, NJLA Annual Conference, NJLA Youth Services Forum, and NJALA Annual Conference*
      - *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.*
> > > ▪ *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.*
> > > > ● *We continue to feature partner news and updates on our website and 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: *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.*
    - ▪ *In FY24, additional new, member-created MentorNJ Meetups include the Maker's Meetup and the African American Library Staff Meetup*
      - ● *Academic Library Staff Online Meetup is in the works*
      - ● *In-person Meetups took place in April: Trauma Support Meetup at Springfield Public Library and Community Engagement Meetup at Burlington County Library*
- 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: *Statewide EDI and Econtent projects have begun and are currently making progress.*
    - ▪ *In Fall 2022, the EDI-NJ Group was formed with library leaders and workers from multitype libraries, as well as representatives of library organizations and groups across NJ. The group is expected to serve as the control tower of the various EDI initiatives across the NJ libraries. See additional developments of this group in Objective 1.2.*
    - ▪ *Even though it didn't start as a project, L-TAG's AI Ambassadors series graduates have transformed into the AI experts/interest group for NJ libraries. The group is developing various programs and serves like a special project group for AI initiatives. It's worth noting, as AI will continue to be a hot and highly demanding topic.*

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>In Progress</mark> -
- o Progress Notes:
    - *LLNJ held a Board Retreat on May 16, 2024 at Monmouth University. Amanda Standerfer from Fast Forward Libraries facilitated the day with exercises and discussion designed to help us finalize our member engagement plan and organizational values statements.*
    - *After the retreat, the Planning and Membership Committees reviewed drafts of both our Member Engagement Plan and our Values Statements.*
    - *The Values Statements will be presented to our Executive Board for adoption at their July 18, 2024 Reorganization Meeting.*
    - *LLNJ staff is finalizing activities related to the Member Engagement Plan for potential approval by the Executive Board in August or September 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>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.*
            - *In addition to the above partnerships, which remain strong and active, four (4)additional webinars with the NJ Division on Civil Rights are scheduled for late FY24 and throughout FY25.*
        - *LLNJ continues to support the NJLA Equity Scholars initiative and maintains a dedicated seat on the Equity and Mentorship Task Force.*
            - *LLNJ has plans to lend additional support to the Equity Scholars initiative by leading the planning and offering financial support for such events as the Equity Scholars Meetup at the 2024 NJLA Conference and the first Equity Scholars Summit schedule for August 2024*
                - *The Equity Scholars Meetup was hosted in-person at the 2024 NJLA Annual Conference and included an opportunity for scholars to make valuable connections with representatives of statewide library organizations. We are also leading the planning process for the first ever Equity Scholars Summit, which will be held on August 15th, 2024 and will provide a full day of in-person networking, PD, and peer support for the 2024/2025 Equity Scholars.*
        - *In Spring 2024, the EDI-NJ group initiated the Strategic Roadmap Strategic Roadmap for the 'EDI Framework for NJ Libraries' Project with EDI expert Ozy Aloziem. The project will be implemented by June 2025. More info at: https://librarylinknj.org/EDI/strategic-roadmap*

- 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: **In Progress/Ongoing**
    o Progress Notes
        ▪ *Creation of additional MentorNJ Meetup Groups that address underrepresented groups in the library field include Latino Library Staff, Disabled Library Staff, and API.*
            ● *African American Library Staff Meetup added in spring 2024*
        ▪ *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: Recent highlights include two Genre Readers' Advisory programs, one on Fantasy and another on YA Romance; a program on Getting Started with Gender-Inclusive Cataloging, and a virtual author visit with fantasy authors Jen Calonita, Joshua Levy, and Jamar Perry.*
        ▪ *LearningSpace:*
            ● *The LLNJ LearningSpace now includes 23 courses designed to improve library staff's knowledge of EDI fundamentals, collection assessments, and staff management. Modules include:*
                o *Assessing Collections With Diversity Audits*
                o *Community Mapping for Public Libraries*
                o *DEI 101 – Understanding the Basics*
                o *Handling Difficult Conversations About Race*
                o *Social Work in Rural and Small Libraries*
                o *Social Worker Basics for Directors*
                o *Supporting Transgender Staff & Patrons*
                o *Understanding Implicit Bias*
                o *and more*
        ▪ *Culture Connection: As part of the EDI-NJ Group's projects, we launched this new initiative to increase the awareness of EDI in the library workplace. A kick off event — API Culture Event — was hosted in March 2024. We are working on expanding this initiative with more programs and services for FY25.*
- 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: **In Progress**
    o 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.

- 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: **In Progress/Ongoing**
    - 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 2023, 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.*
        - ▪ *Since the public launch of our LearningSpace in March 2023, we have had over 15,800 visits, many of those being repeat visitors looking to continue their learning or see what's new! We've also seen significant growth in the courses we offer. There are currently 246 modules available 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. With 266 registered learners on the platform, we continue to see most of our course engagement come from those without a login.*
        - ▪ *Learning Pathways have helped increase engagement by curating modules into one playlist based off of their relevance to specific library types. We currently have pathways for Public and Academic libraries alongside a playlist of tutorials to support databases made available via JerseyClicks. Three more pathways are currently in development focused on supporting Library Directors, Library Boards, and Supervisors who have completed the LLNJ Super Library Supervisors course.*
        - ▪ *LearningSpace Update*
            - ● *In Spring 2024, LLNJ debuted pathways for Library Directors and Library Boards. The Learning Pathway for Library Directors highlights 38 modules touching on mental health, DEI, conflict resolution, outreach, and policy development. "Welcome to the Library Board" features 23 modules, focused on supporting board members and helping them better understand library budgets, strategic planning, material challenges and much more.*

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: **Not Started**
- Showcase grant projects at annual "Day of Innovation"
    - o   Timeline: TBD no later than FY25
    - o   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)
    - o   Person/Group Responsible: CE Team
    - o   Timeline: FY23 - Current
    - o   Task Status: **In Progress/Ongoing**
    - 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.*
            - ● *Show & Share events continue every six months. LLNJ also provided a Professional Development day for NJ Makers Day sites exploring best practices for hosting Show & Share events at libraries*
        - ▪ *We worked with our existing Latino Library Staff MentorNJ Meetup group this spring to help facilitate presentations proposals for the NJLA Annual Conference, followed by supporting and assisting with the creation of the the presentations, which will focus on the efforts and needs of bilingual library staff, and on strategies for celebrating hispanic heritage via library programming and similar initiatives*
        - ▪ *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 suggested by our members.*
            - ● *Our monthly Skill-Sharing Conversations allow library staff of all types, from library assistants to directors, to share advice and suggestions on getting started with a specific topic of interest to all library staff. Recent highlights include popular conversations on Running a Writer's Workshop, Handicraft Circles for All Ages, and Cooking Classes at the Library.*
- 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: **Not Started**
- 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**
        - ▪ *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
  - o Timeline: TBD no later than FY25
  - o Person/Group Responsible: Project Manager, Online Learning & Digital Content Specialist
  - o Task Status: <mark>**Not Started**</mark>
- Showcase public and staff development programs in newsletter highlighting "Best practices"
  - o Person/Group Responsible: CE Team
  - o Timeline: FY23 & ongoing
  - o Task Status: <mark>**In Progress/Ongoing**</mark>
  - 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: <mark>**Not Started - Delayed**</mark>
  - 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: <mark>**Not Started**</mark>

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: <mark>**Completed**</mark>
  - 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: <mark>**Ongoing**</mark>
  - o Progress Notes:
    - ▪ *Continuing to add previously recorded webinars with plans to create learning pathways for special interest groups (ex. School/Academic Librarians)*
    - ▪ *Public and Academic Library Learning Pathways debuted in December 2023 featuring a playlist of curated modules specific to that library type.*
    - ▪ *As of February 2024, we are evaluating modules for inclusion in pathways designed for Library Directors, Library Board of Trustees, and supplemental*

> *coursework for those who have completed the LLNJ Super Library Supervisors training.*
>
> - *As of June 2024, recorded webinars are still being shared to YouTube initially, then added to the LearningSpace and promoted on our social media channels shortly after.*
> - *The addition of Learning Pathways has helped to increase user engagement across the LearningSpace, targeting specific library roles and types to deliver a curated selection of coursework in a single playlist. Current learning pathways include:*
>   - *Learning Pathway for Academic Libraries*
>   - *Learning Pathway for Public Libraries*
>   - *Learning Pathway for Library Directors*
>   - *Welcome to the Library Board*
>   - *Jersey Clicks Database Tutorials*

- Establish guidelines for content creation and development of original programming for platform (internal)
  - Person/Group Responsible: CE Team, Online Learning & Digital Content Specialist, Consultant
  - Timeline: FY23-FY24
  - Task Status: **Completed**
  - 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)
  - Timeline: FY23-FY24
  - Person/Group Responsible: Online Learning & Digital Content Specialist
  - Task Status: **In Progress/Ongoing**
  - Progress Notes:
    - *Learning pathways and additional programming will be evaluated and added with assistance from L-TAG.*
    - *L-TAG members Heather Lubchansky, Tricina Beebe, and Paul Montanez 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 from other academies.*
    - *Richard Loomis & Shanshan Ming have volunteered to join the evaluation team in FY25.*
- Develop plan for organizing and weeding LMS as necessary
  - Person/Group Responsible: CE Team, Online Learning & Digital Content Specialist
  - Timeline: FY23-FY24
  - Task Status: **Completed**
  - 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.*
    - ▪ *We are continuing to develop the Digital Literacy series with David Cooper Moore and are looking to have the second and third modules debut in Spring 2024.*
    - ▪ *Modules focusing on Social Media and Marketing have been on hold as we adjust to changes to the layout, general access, and functionality of social platforms. Jon is working alongside Katie Kotacska and the NJSL PR Committee to plan and record a webinar in March 2024 that will be the first piece of content in this series.*
    - ▪ *The information literacy series with David Cooper Moore is wrapping up production on the third and final module. Who Knows? (Part 1) and What Do I Know? (Part 2) have been viewed more than 750 times collectively.*
    - ▪ *L-TAG has developed and hosted a series of AI programs including the AI Ambassadors Series.*
      - ● *At the State Library's request, we are currently working on a collaboration with the State Library Agency Artificial Intelligence Tools initiative (SLAAIT) to share the success of our AI series with other library organizations across the country.*

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: **In Progress**
    - ▪ *Learning Pathways debuted on the LearningSpace in FY2024, focused on curating a playlist of modules tailored for certain library roles and types.*
    - ▪ *Library directors, members of library boards, as well as public and academic library staff are invited to engage with these pathways and are prompted to explore the wider selection of recorded-webinars and on-demand learning opportunities.*
    - ▪ *Development continues on pathways featuring coursework specifically targeting school library staff and attendees of the LLNJ Super Library Supervisors course*
- 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: <mark>In Progress</mark>
    - ▪ *By categorizing by library type, Learning Pathways on the LearningSpace highlight coursework relevant to all roles in public and/or academic libraries.*
- 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: <mark>Not Started</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>Not Started</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:
        - ▪ *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.*
        - ▪ *The CE team meets every other month with NJLA staff in order to share updates*

and coordinate plans. Plans to meet on a regular basis with the NJASL Executive Board are also in the works

- *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 2024, 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
  ○ Person/Group Responsible: CE Team, Project Manager
  ○ Timeline: Dependent on partner involvement
  ○ Task Status: **Not Started**

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 publication provide contact info for feedback and suggestions*
- 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/Ongoing**
    - *Virtual office hours with all CE Staff and Executive Director began in April 2024; each team member hosts at least one virtual office hour per month*
- 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: **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
  ○ 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.

- *The pre-conference session titled "Exploring the Econtent Landscape: Collaborative Insights with Speakers Nationwide" provided a holistic perspective of the multifaceted econtent landscape a series of sessions providing comprehensive insights into the latest trends, challenges, and opportunities shaping EContent services on a statewide level and on a national scale.*
  - *Topics included current licensing terms including publisher cost increases, advocacy for better terms, and tips for getting the best collection in a time when many libraries are struggling to keep digital sustainable.*
  - *The session was facilitated by Michael Blackwell of Readers First (www.readersfirst.org) and Director of the St Mary's County Library (MD).*
  - *Panelists attending in-person and virtually included many people influencing this conversation nationally:*
    - *Kyle Courtney, Harvard copyright lawyer*
    - *Jennie Rose Halperin, Library Futures (www.libraryfutures.net)*
    - *Valerie Kavenaugh, LYRASIS / Palace Project*
    - *Micah May, LYRASIS / Palace Project*
    - *Carmi Parker, Readers First and Whatcom County Library System (WA)*
    - *Jill Scarson, LYRASIS / Palace Project*
    - *Juliya Zuskina, Library Futures (www.libraryfutures.net)*
  - *The session also included an update from the NJ Libraries EContent Group presented by Dave Costa (Sparta Public Library), Michael Maziekien (NJSL), and Ralph Bingham (LLNJ).*

- Maximize summit's accessibility to members
  - Person/Group Responsible: Executive Director, State Librarian
  - Timeline: TBD no later than FY25 (originally FY24)
  - Task Status: **Not Started - Delayed**
  - 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: **Canceled**
  - 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 was included in the FY24 budget, but we were unsuccessful in finding a suitable candidate for this position during FY24.*
- *LLNJ will not hire a Delivery Services Manager as planned. Funding for this position was removed from our FY25 budget due to uncertainty about a potential reduction in Library Network for FY25.*

- 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: **On Hold - Delayed indefinitely due to lack of staff capacity**
- Agree on estimated timeline to implement improvements to resource-sharing
  - Person/Group Responsible: Executive Director, Resource Sharing Committee
  - Timeline: Dependent the above
  - Task Status: **Delayed**
  - 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](#).*
    - *The Resource Sharing Committee will reconvene in FY25 to revise the timeline.*

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: **Completed**
  - 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
  - Person/Group Responsible: CE Team, Project Manager, Resource Sharing Committee
  - Timeline: FY24
  - Task Status: **In Progress/Ongoing**

- 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: **On Hold**
  - 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.

- ▪ *Springfield Public Library will host a local meetup on Trauma Support for Library Staff in March 2024 (possibly ongoing), Burlington County Library System will host a local meetup on Community Engagement in April 2024*
  - ● *Above Meetups were held successfully*
  - ● *MentorNJ Task Force is exploring ways to promote local/regional meetups in the coming year, including shifting some long-time virtual monthly meetups to quarterly in-person Meetups around the state*

- 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.*
      - ● *MentorNJ finalized its agreement with TNLA and went through a pilot program in January. Feedback was all positive, and the full program will launch following TNLA's annual conference in April.*
        - o *The MentorNJ/TNLA partnership is well underway with overwhelmingly positive feedback from both NJ and TN participants*
        - o *The revised focus on Meetups and Directory/Mentorship only has helped grow the Online Meetup offerings significantly in FY24, with positive feedback from nearly all participants*
        - o *Increased focus on maintaining the Mentors' Directory has helped keep the Directory up-to-date and yielded successful mentoring interactions, both long-term and short-term*
- 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 LibraryLinkNJ Communication Preferences Survey 2023 (FY2024) was conducted from October through November 2023 to solicit feedback on existing LLNJ communication methods, explore member preferences, and gauge members' perception of the accessibility and responsiveness of the LLNJ staff. We have incorporated the Survey results to improve our communication effectiveness. The survey analysis has also been shared to assist the member engagement plan development.*
    - ▪ *LLNJ held a Board Retreat on May 16, 2024 at Monmouth University. Amanda Standerfer from Fast Forward Libraries facilitated the day with exercises and discussion designed to help us finalize our member engagement plan and organizational values statements.*
    - ▪ *After the retreat, the Planning and Membership Committees reviewed drafts of both our Member Engagement Plan and our Values Statements.*
    - ▪ *LLNJ staff is finalizing activities related to the Member Engagement Plan for potential approval by the Executive Board in August or September 2024.*
      - ● *Our first New Member Welcome Session is scheduled for fall 2025 with plans to continue offering New Member Welcome Sessions every 6 months*
- ● Determine member engagement metrics
  - o Person/Group Responsible: Executive Director, CE Team, Project Manager, Membership Committee
  - o Timeline: FY24-25
  - o Task Status: <mark>In Progress</mark>
- ● 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**
- ● ~~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 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:<mark>Delayed until FY25</mark>
- o Progress Notes: Staff will begin developing a sponsorship program in FY25 with feedback from the Fund Development Committee