



NEW JERSEY STATE LIBRARY

LIBRARY SERVICES AND TECHNOLOGY ACT (LSTA)

FIVE-YEAR PLAN

October 1, 2007 – September 30, 2012

New Jersey State Library
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**New Jersey State Library
Library Services and Technology Act (LSTA)
Five-Year Plan
October 1, 2007 – September 30, 2012**

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BACKGROUND

The New Jersey State Library (NJSL) is one of New Jersey's biggest resource treasures. Founded in 1796, NJSL is the third oldest state library in the nation and serves the Garden State's population of nearly 8.8 million people through the State's network of libraries and directly through the State Library Information Center and through the New Jersey Library for the Blind and Handicapped (LBH).

The State Library's programs of service are primarily funded by New Jersey State tax dollars. However, federal funds administered through the Institute of Museum and Library Services (IMLS) are significant as well. In Fiscal Year (FY) 2007, federal support through IMLS accounted for more than nineteen percent (19.31%) of the State Library's total revenues of \$ 28.6 million. Federal funding came in the form of approximately \$ 4.5 million through the Library Services and Technology Act (LSTA) grants to State Library Administrative Agencies (SLAA) and \$ 1 million in a special leadership grant that supports a three-year recruitment initiative for urban libraries.

As the State Library Administrative Agency for New Jersey, NJSL is responsible for carrying out the provisions of LSTA in New Jersey. The Library Services and Technology Act of 1996 is a section of the Museum and Library Services Act that is designed to promote access to information resources provided by all types of libraries. The LSTA program is administered on the Federal level by the Institute of Museum and Library Services (IMLS). Under the requirements of the legislation, IMLS provides funds to State Library Administrative Agencies using a population-based formula.

In order to be eligible to receive LSTA funds, each SLAA must submit a five-year plan that outlines how the state agency intends to utilize the Federal funds in accordance with six purposes enumerated in the LSTA language. The five-year plan must include a needs assessment as well as goals, activities, and processes that will be used to evaluate the state agency's progress toward its goals.

Over the course of the last five years, New Jersey's implementation of LSTA has been extremely dynamic. A number of statewide initiatives, supported in part or in full with LSTA funds, have served as national models. For example, New Jersey has played a leadership role in offering virtual reference service (Q&A NJ), a coordinated approach to interlibrary loan (JerseyCat), and an Internet portal for access to electronic databases (JerseyClicks). In addition, New Jersey has offered its print-disabled residents a comprehensive array of exemplary services through the New Jersey Library for the Blind and Handicapped.

Although LSTA funding represents only a fraction of the amount spent by the New Jersey State Library and a much smaller fraction of the amount spent by more than two-thousand libraries of all types that participate in the New Jersey

Library Network in providing library services to New Jersey residents, it is, nevertheless, critically important. The LSTA program provides opportunities to innovate, offers a platform for building strategic partnerships with other libraries and community organizations, and helps to ensure that all New Jersey residents have access to quality library and information resources.

THE NEW JERSEY STATE LIBRARY'S MISSION AND VALUES

The New Jersey State Library has recently unveiled a new strategic plan covering the period between July 2007 and June 2010. Much of the work that went into this planning effort has been incorporated into the development of the 2007 – 2012 LSTA Five-Year Plan. The State Library's new mission statement and the statement of values expressed in the strategic plan are important to gaining a full understanding NJSL's commitment to service.

The New Jersey State Library's vision statement reads as follows:

The New Jersey State Library connects people with information through its services to libraries, government and people with special needs.

Connecting people with information through libraries!

The State Library's statement of values reads:

The New Jersey State Library champions excellent library services as vital to an informed and open society. We are proactive and innovative in leading New Jersey libraries and providing information to foster a literate, productive, and competitive New Jersey. Access to information and libraries empowers people, organizations, and government.

The State Library's mission and values statements both speak to the idea that information and library services can transform lives and can help build stronger communities. The Library's mission and values are also highly compatible with the six purposes of the LSTA program and are consistent with the great emphasis that IMLS and the Library Services and Technology Act itself place on outcome based assessment. The New Jersey State Library is clearly striving to make a difference in the lives of the residents of the Garden State.

NEEDS ASSESSMENT

A variety of data sources were used to develop the needs assessment portion of the Plan. U.S. Census data, demographic projections from Claritas Inc (a commercial provider of demographic data to the retail sector), statistical information gathered through the Federal-State Cooperative System and reported by the National Center for Education Statistics, focus group sessions with librarians, personal interviews with members of the New Jersey library community, a web survey of library staff members, background data gathered as part of the NJSL's strategic planning process and discussions with the State Librarian, NJSL staff and members of the LSTA Advisory Council all contributed to the needs assessment process.

Demographics

New Jersey has long been among the most populous states in the United States as well as one of the most densely populated in the nation. New Jersey grew from being the 16th most populated state in the year 1900 to ranking 8th in 1950. New Jersey ranked 9th in population in the 2000 U.S. Census.¹

In 1900, New Jersey ranked 3rd among the states in population density with 254 people per square mile (sq. mi.). At the time, this was nearly ten times (9.88) the national average population density of 25.7 people per sq. mi. By 1970, the Garden State achieved its current position of being the most densely populated with 1,134.4 people per sq. mi. This translates into more than fourteen (14.25) times the national average.²

Although New Jersey has retained its top ranking in population density, its ranking in total population is slipping. In spite of the fact that the Garden State grew by more than 310,000 people between 2000 and 2006 (from 8,414,350 to an estimated 8,724,560), several other states have grown even more quickly and have eclipsed New Jersey's 9th position. In July 2006, the U.S. Census Bureau estimated that both Georgia and North Carolina had overtaken New Jersey and that the State had fallen out of the top ten states to rank 11th.³ This is significant in terms of library service since the formula for the distribution of LSTA funds is population based.

In spite of the significant size of New Jersey's population and its high overall population density, it is a mistake to assume that all of New Jersey is highly

¹ Source: U.S. Census Bureau, decennial census of population, 1900, 1950, and 2000.

² Source: U.S. Census Bureau, Geography Division; decennial census of population, 1900 to 2000.

³ Source: U.S. Census Bureau,

"Table 2: Cumulative Estimates of Population Change for the United States, Regions, States and Puerto Rico and Region and State Rankings: April 1, 2000 to July 1, 2006

urbanized and that the State's primary challenges in offering library services relate to the special needs of urban libraries. While these challenges are certainly an important part of the picture, the reality is that New Jersey is an extremely diverse State.

For example, while the 2000 Census reported that Hudson County (home of Jersey City) had 13,292.15 people per sq. mi., Salem County in the southwestern portion of the State had a population density of only 190.65 people per sq. mi. Although many New Jersey residents live in urban population centers, a considerable percentage of the people also live in small towns and rural areas. In fact, seventeen percent (17%) of New Jersey residents live in communities with populations less than 10,000 and seventy percent (70%) of the population lives in communities with fewer than 50,000 people.

Furthermore, New Jersey's population is varied in many different ways. In 2006, the Garden State ranked 2nd only to Connecticut in per capita personal income with \$46,334, which is more than \$10,000 higher than the national average (\$36,276).⁴ At the same time, the National Center for Children in Poverty (NCCP) reports that more than nine percent (9.30%) of children in the State are from families with incomes below the federal poverty level. Another fifteen (15%) percent of New Jersey's children live in low income families (families with incomes between 100% and 200% of the federal poverty level).

Claritas Inc., a commercial provider of continuously updated demographic estimates and projections to the retail sector, estimates that 13.6% of New Jersey's population is Black or African American compared to a national average of 12.4%. Claritas also estimates that 15.6% of the Garden State's population is Hispanic or Latino compared with a U.S. estimate of 14.9%. Claritas estimates that 7.3% of New Jersey's residents in 2007 are of Asian descent and that this segment of the population is likely to grow to nearly nine percent (8.65%) by the year 2012.

A large percentage of New Jersey residents speak languages other than English in their homes. Data from the 2003 American Community Survey indicated that more than two million people (2,072,342) or twenty-five percent (25.5%) of New Jersey residents over the age of five speak languages other than English in their homes. Although more than half of those who reported that they speak languages other than English in the home said they also speak English "very well," it is estimated that in the year 2003 that nearly a million New Jersey residents (973,773) speak English less than "very well."⁵ Of those reporting that they speak Spanish in the home, more than half (54.27%) said they spoke English less than "very well." According to Princeton University's Policy Research Institute, students in New Jersey's public schools speak at least 155 different languages

⁴ Source: U.S. Bureau of Economic Analysis

⁵ U.S. Census Bureau American Community Survey - 2003

According to the American Foundation for the Blind (AFB), 10 million Americans are blind or visually impaired and that 1.3 million of these individuals are legally blind. AFB also reports that of the 10 million total, 5.5 million blind or visually impaired individuals are elderly (65 years of age or older). If these numbers are extrapolated to reflect New Jersey's population, one would conclude that almost 37,000 New Jersey residents are legally blind and that over 150,000 seniors in the State are blind or visually impaired.

Cornell University's Employment and Disabilities Institute analysis of the U.S. Census Bureau's 2005 American Community Survey shows that 9.4% (or approximately 468,000) New Jersey residents between the ages of 21 and 64 have some disability and that over 100,000 of these individuals (102,000) have a sensory disability (blindness, deafness or a severe vision or hearing impairment).

While it is difficult to accurately estimate the number of individuals who qualify for the National Library Service (NLS) program, there is little question that the number of New Jersey residents with special needs in regard to the use of print library resources is at least 50,000 and may exceed 100,000.

A final demographic element of importance is that New Jersey's population is older than the U.S. population as a whole. Claritas estimates that in 2007, the median age of New Jersey residents is 38.0 years. This compares to a national median age of 36.5. In 2012, (the last year of the five-year LSTA Plan), it is projected that the median age in New Jersey will have reached 39.2 years of age. A closer examination of age cohorts reveals that this increase in the median age is not due solely to a growth in the older age categories. Rather, it is the result of a significant projected decrease in the number of New Jersey residents between the ages of 25 and 44 coupled with an increase in almost all of the age categories above 50 years.

The combination of the sheer size of New Jersey's population, the uneven distribution of the population, and the diversity of State's residents means that the New Jersey State Library and the more than 2,000 other libraries of various types that make up the New Jersey Library Network face a wide variety of challenges as they attempt to offer quality library and information services.

New Jersey's Library and Information Services Environment

The library and information services environment in New Jersey is among the most complex in the nation. A total of 306 independent public library systems offer services through 459 library facilities in the State. There are more than 2,200 public school library/media centers in the Garden State's 592 operating school districts. In comparison, the State of Maryland has 24 public library systems and 25 school districts.

New Jersey is also home to numerous institutions of higher learning, some of which maintain multiple libraries. The State's colleges and universities include three public research universities (New Jersey Institute of Technology, Rutgers and the University of Medicine and Dentistry), nine State colleges and universities, fourteen independent four-year institutions (including notable institutions such as Fairleigh Dickinson, Princeton and Seton Hall), 19 community colleges, and a variety of proprietary degree-granting institutions, rabbinical schools, theological seminaries and independent two-year colleges.

In addition, New Jersey has an exceptionally large number of special libraries. These include highly technical libraries operated by pharmaceutical firms and chemical companies as well as numerous other corporate libraries, law libraries, hospital/medical libraries, and institutional libraries.

The majority of these libraries participate in the New Jersey Library Network through their membership in one of the four regional library cooperatives in the State. At last count, 2,080 libraries belonged to the cooperatives. The New Jersey State Library, through its Library Development Bureau (LDB) coordinates, funds, and promotes the New Jersey Library Network. The Network provides a structure through which a host of activities including resource sharing, database licensing, virtual reference service and staff development activities take place.

Although the lion's share of the funding that supports network activities comes from the State of New Jersey, LSTA funding has been, and remains, critical to the continuation and enhancement of a number of notable services. New Jersey, with the assistance of LSTA funding, has assumed a leadership position nationally in regard to such services as virtual reference (Q&A NJ), the recruitment of new library professionals, and resource sharing (JerseyCat).

Because of the large number of libraries in the State and in an effort to achieve the greatest impact for every dollar spent, the New Jersey State Library has focused the majority of its LSTA funding on statewide initiatives. Some of these programs, such as the JerseyClicks Internet portal for database access, are offered centrally through the State Library itself. The State Library also offers some of the finest services in the nation for individuals who are unable to read standard print materials through its Library for the Blind and Handicapped Division.

Other statewide initiatives have essentially been delegated to other library organizations in the State. NJSL has effectively used the four regional library cooperatives as service providers. For example, the Q&A NJ program is managed by the South Jersey Regional Library Cooperative on behalf of libraries throughout the State.

You will recall that the New Jersey State Library's mission is to "connect people with information..." With the notable exception of a lack of adequate funding (e.g., reduction in funding for the New Jersey Knowledge Initiative, no increases in State funding for the regional library cooperatives, etc.), the greatest challenge facing the New Jersey State Library in fulfilling its mission is the diversity of needs faced by the State's libraries in offering quality 21st century library and information services. It is obvious that the nature of library services in Cape May County, with a projected median age in 2012 of 45.5 years and an Hispanic/Latino population of 4.1%, needs to be different than the program of services offered in Hudson County where the projected 2012 Hispanic/Latino population is 41.0% of the total and the median age is below the national norm.

Because the needs are so great and funding is finite, the New Jersey State Library has worked hard to allocate its resources strategically. That is, NJSL has targeted its funding to accomplish specific goals in an effort to maximize the effectiveness of its limited resources. A number of services it has supported both with State and LSTA funds are designed to maximize access to resources (e.g., JerseyCat), to provide universal access to enhanced resources (e.g., Jersey Clicks), and to expand hours of service and the depth of resources (e.g., Q&A NJ). The NJSL provides a basic service framework that connects libraries to resources through services such as JerseyConnect and the JerseyClicks portal. JerseyConnect is the statewide technology services organization and network infrastructure delivered through the New Jersey State Library. In short, NJSL has tried to provide a solid platform on which local libraries can build.

At the same time, the State Library recognizes that some residents of the State have extraordinary library and information needs that can only be met by staff with special knowledge, skills and competencies, unique resources, and/or special technologies. In an effort to address these kinds of needs, the State Library provides support through continuing education, professional consulting assistance and leadership that help libraries meet the extraordinary needs of specific populations.

A web survey of the New Jersey library community conducted as part of the evaluation of the implementation of the previous LSTA five-year plan revealed that the JerseyClicks databases are viewed as an extremely important resource and as a solid investment as well. Survey respondents were asked to indicate how well a variety of services met the needs of New Jersey residents. On a scale of 1 to 5, with 1 representing "very poorly" and 5 representing "very well," the JerseyClicks databases outranked all other LSTA services with an average rating of 4.22. When asked how strongly they agreed or disagreed with a statement that read "the databases licensed statewide save my library money," respondents awarded the question an average rating of 4.59 with 5 representing "strongly agree."

JerseyCat, the statewide virtual catalog and interlibrary loan system, also fared well with the library community. Respondents gave JerseyCat a 4.16 rating (Again with 5 meaning that the service meets the needs of New Jersey residents “very well.”) While ratings for a variety of other statewide services were a bit lower, most were still well above the mid-point of the scale, indicating that respondents believe the services are meeting the needs of library users. For example, the Q&A NJ program rated 3.88; technology support services was rated at 3.85; the New Jersey Trustee Institute at 3.75; and the portal aspect of the JerseyClicks program garnered a 3.40 rating.

A series of focus groups and interviews that were also held as part of the evaluation process provided additional insight into the library community’s opinions regarding statewide services. The library community was supportive of the direction that the State Library was heading in regard to most of the major statewide initiatives funded with LSTA dollars, but felt that refinement and improvements were needed.

A relatively recent change in how libraries connect to online resources and to each other demonstrates that the State Library recognizes that the process of offering high-quality 21st century library and information services represents shooting at a moving target. In 1998, the State established the “Hub Libraries” program to ensure that all public libraries had affordable access to the Internet and to services such as e-mail hosting and technology support. The Hub Libraries program involved 14 separate networks and served the State’s public libraries very well. However, as technologies and the needs of libraries changed, it became clear that a centralized approach offered a number of distinct advantages.

In 2006, the State Library replaced the Hub Libraries network with JerseyConnect, a single, more robust network that provides libraries with a solution that is more stable, secure, and scalable. In many ways, the actions taken to consolidate the Hub system into JerseyConnect are indicative of what many believe the State Library needs to do in regard to some of the other statewide services. The core concepts are on target but refinements or improvements are needed to ensure that the services continue to meet the public’s needs.

Technology Infrastructure

Ensuring that New Jersey’s libraries have the technological infrastructure that they need to support 21st century library and information services is not an easy task. Both the number of public libraries in the State and the diversity of those libraries make the building and coordination of a robust technology infrastructure difficult.

Nevertheless, NJSL has an excellent track record in ensuring that public libraries have good connectivity. In 1998, with LSTA support, NJSL started the Hub Libraries program to help bridge the digital divide by providing low cost Internet access and related services to public libraries in the State. As was reported above, the program was quite successful in meeting its original goals; however, the State has now moved on to a more robust centralized network structure that offers greater security, critical redundancy and scalability. This should ensure that public libraries in the State have affordable broadband Internet access as well as access to other related services such as e-mail and website hosting,

There is a temptation to think of “technology infrastructure” only in terms of the physical network. In fact, technology infrastructure can be defined to include a framework for access that includes a coordinated system of interfaces. Using this definition, “front-end” products such as the JerseyClicks portal and the JerseyCat interface become technology infrastructure issues. So too are technology support issues such as disaster recovery, help desk services and the provision of the option of a statewide integrated library system.

The LSTA program is a critical component in the New Jersey State Library’s efforts to provide libraries with a strong foundation on which they can build. LSTA funds are not sufficient to build these systems nor is it appropriate to use LSTA funds to support these systems indefinitely. However, LSTA funding is essential as a catalyst for progress and a tool for introducing new, promising technologies.

In 2007, standing still in regard to technology means falling behind. New Jersey’s libraries need to reinvent their technology infrastructure continuously if they hope to stay ahead of the curve. The LSTA program is an essential element in ensuring that this takes place.

Staff Development

Technology is clearly a key element in the provision of high-quality library and information services in the 21st century; however, technological advances have done little to reduce the demand for well-qualified library staff members. Technology has, in fact, heightened rather than reduced the need for library staff with a constantly changing set of sophisticated skills and competencies

Furthermore, the staff development needs of libraries are not limited to those driven by technology. Modern libraries are both high-tech and “high-touch” organizations. Library staff members find themselves interacting with an increasingly diverse set of customers. New technologies have added a new set of regular users who gain their Internet access through libraries. At the same time, New Jersey, which has long had a reputation as a melting pot, is becoming more diverse than ever before. Foreign-born library customers are bringing

different expectations and information needs as well as different languages to the library.

New Jersey's central geographic location offers the library community wonderful opportunities for collaboration with other states in regard to continuing education. The State Library has taken advantage of this opportunity and has worked with library organizations and state library agencies in Delaware, Maryland, Pennsylvania, West Virginia and several other states on a variety of topics. A recent conference is an excellent case in point. The Mid-Atlantic Library Futures Conference held in Atlantic City in May 2007 was planned by a committee that included the Delaware Division of Libraries, the Pennsylvania Office of Commonwealth Libraries, the Maryland Division of Library Development and Services, the West Virginia Library Commission, and PALINET as well as the New Jersey State Library. IMLS, through funding from the Grants to States program was also a partner.

The New Jersey State Library has traditionally played an important role in continuing education both for librarians and library trustees. The State Library's new strategic plan attempts to add new clarity to this role. Following is an excerpt from the plan:

The New Jersey State Library will undertake a new role in continuing education for librarians and trustees. The State Library will seek to identify and assess the areas of need for continuing education in New Jersey. Once identified, the State Library will work with the Regional Library Cooperatives, the New Jersey Library Association (NJLA) and with other partners to determine how best to fulfill the need. A significant role will be to then evaluate the continuing education offered and the methods of delivering continuing education. The State Library will continue to provide, promote and work with partners on major continuing education events such as the annual Trustee Institute, Orientation for New Library Directors, and the recent Futures Conference. The New Jersey State Library strives to provide continuing education opportunities that no other library organization can carry out alone.

In short, the New Jersey State Library sees itself not as a primary provider of staff development services, but as a coordinator and partner in the effort to ensure that library staff members have the knowledge, skills, and competencies they need to offer excellent library and information services. The strategic plan also envisions a role as a planner and partner in major regional and statewide conferences.

The focus groups that were conducted as a part of the evaluation of NJSL's implementation of the 2002 – 2007 five-year LSTA plan underscored the validity of the strategy outlined above. The tiered

approach in which the State Library takes the lead on a few major statewide conferences and in which the Regional Cooperatives and other partners are major providers of workshops and other training events was heartily endorsed by many focus group participants.

The emerging role of the State Library as a coordinator and evaluator of staff development activities will require a great deal of work and considerable cooperation and collaboration among many parties. However, it appears that the benefits of greater coordination of library staff development activities and a more proactive monitoring of results could be significant.

Collaboration and Partnerships

The New Jersey State Library's new strategic plan envisions the State Library as a leader in the development of partnerships. In fact, many of the advances that have been made in New Jersey's libraries during the past five years have been the result of partnerships.

The New Jersey State Library's use of the Regional Library Cooperatives as a delivery mechanism for statewide services also represents an important means of extending services throughout the State.

A statement that appears on the Q&A NJ home page is illustrative of the nature and extent of the partnerships involved in one program. It reads:

Q&A NJ is supported by the New Jersey State Library, an affiliate of Thomas Edison State College, managed by the South Jersey Regional Library Cooperative, staffed by member libraries in the New Jersey Library Network and funded by the Institute of Museum and Library Services, an independent federal agency whose mission is to create strong libraries and museums that connect people to information and ideas.

The New Jersey Knowledge Initiative (which is not funded with LSTA funds) represents a significant partnership between the library community and the business community. Some of the State Library's partnerships with other state library agencies were mentioned in the context of continuing education. Furthermore, partnerships are not limited by type of library. The State Library is a partner along with the Rutgers University Libraries, the New Jersey Division of Archives and Records Management, the New Jersey Historical Society, and the American Labor Museum in the New Jersey Digital Highway project funded by a \$460,000 grant through IMLS.

The State Library's strategic plan envisions maintaining and enhancing these existing partnerships and initiating new partnerships that are beneficial to libraries.

In this context, the New Jersey Library Network becomes increasingly important as the unifying structure under which all types of libraries can participate in cooperative and collaborative efforts and take advantage of the benefits of partnering.

Summary of Needs

- **The growing diversity of New Jersey's population demands that libraries have special resources and that staff have specialized training that are not readily available**
- **Tens of thousands of New Jersey residents require access to specialized resources and services because they are unable to use or have difficulty using traditional print materials due to visual impairments or other physical disabilities**
- **The extremely complex library and information services environment in New Jersey requires a robust platform on which resource sharing activities can be built**
- **The technology infrastructure that supports many library services in the State requires constant upgrading and enhancement**
- **New challenges faced by New Jersey's libraries (e.g., emerging technologies, changing demographics) demand enhanced staff development opportunities that require better coordination and evaluation of continuing education/staff development activities**
- **The finite resources available to individual libraries demand that they cooperate and collaborate with other libraries, with other agencies, with businesses and with other community organizations in order to maximize their ability to provide high-quality library and information services**

LSTA GOALS, OUTCOMES, AND POTENTIAL MEASURES

New Jersey's LSTA Goals for October 1, 2007 – September 30, 2012 are designed to enable the New Jersey State Library to make progress in addressing the needs identified above within the framework of the six purposes for the LSTA program that are specified in the Library Services and Technology Act ((LSTA) (20 U.S.C. 9141). The Act indicates that a State Library Administrative Agency shall expend funds for one or more of the following:

1. expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages;
2. developing library services that provide all users access to information through local, state, regional, national, and international electronic networks;
3. providing electronic and other linkages among and between all types of libraries;
4. developing public and private partnerships with other agencies and community-based organizations;
5. targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills; and,
6. targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 673(2) of the Community Services Block Grant Act (42 U.S.C. 9902 (2))) applicable to a family of the size involved.

Following are NJSL's 2008 – 2012 LSTA Goals, the outcomes that the Library hopes to achieve, the strategic focus of each outcome, the need or needs each is intended to address, the LSTA purposes served by each outcome, and potential measures that may be used to assess progress.

GOAL #1

ALL NEW JERSEY RESIDENTS WILL HAVE ACCESS TO QUALITY INFORMATION RESOURCES AND SERVICES THAT CONTRIBUTE TO THEIR SUCCESS IN SCHOOL AND AT WORK, AND THAT ENRICH THEIR DAILY LIVES.

OUTCOME 1.1.

New Jersey residents will be able to locate and obtain the library and information resources they want and need.

Strategic Focus: Leadership in Information Resources and Services (Resource Sharing)**Need(s) Addressed:**

- Tens of thousands of New Jersey residents require access to specialized resources and services because they are unable to use or have difficulty using traditional print materials due to visual impairments or other physical disabilities
- The extremely complex library and information services environment in New Jersey requires a robust platform on which resource sharing activities can be built
- The finite resources available to individual libraries demand that they cooperate and collaborate with other libraries, with other agencies, with businesses and with other community organizations in order to maximize their ability to provide high-quality library and information services

LSTA Purpose(s) Served:

1. expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages
2. developing library services that provide all users access to information through local, state, regional, national, and international electronic networks
3. providing electronic and other linkages among and between all types of libraries
5. targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills

Examples of Programs that May Be Funded:

- JerseyCat
- Library for the Blind and Handicapped
- Professional consulting and technical assistance
- Subgrants for pilot and demonstration resource sharing projects

Potential Strategies for Implementation:

- Enhance JerseyCat, the statewide virtual catalog and interlibrary loan system, to make it easier for both residents and library staff members to use
- Support the JerseyCat system with State Library staff who provide system administration and help desk services
- Develop enhanced interfaces that enable individuals with visual impairments and other disabilities to locate resources that are relevant to them
- Library Development Bureau staff encourage resource sharing and assist individual libraries in their efforts to participate in a full range of resource sharing activities
- Award subgrants that test or demonstrate innovative resource sharing technologies or methodologies

Potential Measures:

- Public libraries who are not members of a library computer consortia use JerseyCat as their first choice for borrowing in-state materials (Target: 90% of libraries who are not members of a library computer consortia use JerseyCat on a regular basis)
- Print disabled residents of New Jersey have improved access to a wide range of finding tools (Target: All existing electronic resource sharing tools used by the public are reviewed to determine the degree to which they meet accessibility guidelines and all are enhanced to increase accessibility by 2012. New, highly accessible finding tools are developed as needed)
- The public is aware of JerseyCat and uses it to locate desired resources (Target: Increased use of 5% per year by the public)
- Libraries contact LDB and LDB contacts libraries regarding resource sharing (Target: 3% increase in the number of LDB contacts regarding resource sharing issues)
- Quality subgrants are developed that have potential for improving/enhancing resource sharing (Target: Qualitative evaluation of subgrants submitted and the results of their implementation)

OUTCOME 1.2.

New Jersey residents will have convenient access to resources and services that are relevant to them.

Strategic Focus: Leadership in Information Resources and Services (Direct Access to Information and Relevant Resources)

Need(s) Addressed:

- Tens of thousands of New Jersey residents require access to specialized resources and services because they are unable to use or have difficulty using traditional print materials due to visual impairments or other physical disabilities
- The growing diversity of New Jersey's population demands that libraries have special resources and that staff have specialized training that are not readily available
- The finite resources available to individual libraries demand that they cooperate and collaborate with other libraries, with other agencies, with businesses and with other community organizations in order to maximize their ability to provide high-quality library and information services

LSTA Purpose(s) Served:

1. expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages
2. developing library services that provide all users access to information through local, state, regional, national, and international electronic networks
3. providing electronic and other linkages among and between all types of libraries
4. developing public and private partnerships with other agencies and community-based organizations
5. targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills
6. targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line

Examples of Programs that May Be Funded:

- Q&A NJ
- JerseyClicks (databases)
- Library for the Blind and Handicapped
- Summer Reading Program and other youth initiatives
- Professional consulting and technical assistance
- Subgrants for pilot and demonstration literacy projects

Potential Strategies for Implementation:

- Continue to offer New Jersey residents access to quality 24/7 online reference service (Q&A NJ)
- Enhance Q&A NJ to make it more attractive for specific targeted audiences to use
- Provide a basic suite of high-quality online databases (JerseyClicks) to all residents of New Jersey
- Provide talking books (National Library Service materials) and other accessible library resources and services to New Jersey residents who are unable to use traditional print resources due to visual impairment or other disabling conditions
- Offer a statewide Summer Reading Program supported by NJSL with the Youth Services Consultant assisting in the implementation of the program by coordinating activities and seeking corporate and other sources of funding for the program
- Library Development Bureau staff encourage individual libraries in their efforts to make a full range of resources available to their communities
- Awarding subgrants that test or demonstrate innovative approaches to promoting emergent and/or family literacy that can be replicated and that provide information that can be disseminated to libraries as best practices

Potential Measures:

Because Outcome 1.2. involves services that are used directly by the public, they have the greatest potential for being assessed using outcome-based evaluation (OBE) methodologies. While some OBE principles will be applied throughout the New Jersey State Library's implementation of the LSTA program during the FY 2008 – FY 2012 period, a special effort will be made to using OBE methodologies in assessing progress in the programs included under Outcome 1.2.

- The Q&A NJ program is a good candidate for applying outcome-based evaluation principles. Some effort was made to apply OBE to this program during the implementation of the last five-year plan. A process for using existing baseline data and/or collecting new baseline data and tracking the success and impact of services with specific target audiences

- will be developed. Outcomes of the program related to success in school and in work environments are of particular interest. (Target: Develop outcome-based assessment design during FY 2008; collect baseline data during FY 2009; fully implement and track results FY 2010 – FY 2012)
- Traditional output measures will also be applied in evaluating Q&A NJ. (Target: Increase average number of questions received and answered per month by 5% during each year covered by the five-year plan) (FY 2008 – FY 2012)
 - JerseyClicks is also a good candidate for the application of outcome-based evaluation. Again, a process for developing baseline data and tracking the success and impact of services with specific target audiences will be developed. Outcomes of the program related to success in school and in work environments are of particular interest. (Target: Develop outcome-based assessment design during FY 2008; collect baseline data during FY 2009; fully implement and track results FY 2010 – FY 2012) The same model developed for the assessment of JerseyClicks can be applied to the assessment of the databases included in the State-funded New Jersey Knowledge Initiative (NJKI).
 - Traditional output measures will also be applied in evaluating JerseyClicks. (Target: Increase the number of searches of the JerseyClick databases by 20% each year covered by the five-year plan) (FY 2008 - FY 2012)
 - Many of the services of the Library for the Blind and Handicapped also lend themselves to the outcome-based evaluation approach. Again, work toward applying OBE to this program began during the implementation of the last five-year plan. Furthermore, because LBH already conducts a survey of its users on an ongoing basis, some baseline data is already available. Quality of life indicators including “being able to read again,” being able to cope more effectively with a disability,” “being entertained,” and “being mentally stimulated” have been collected in the past. A process for further developing baseline data and tracking the success and impact of services will be developed. Outcomes of the program related to success in school and in work environments as well as in the enhancement of quality of life are of particular interest. (Target: Develop an enhanced outcome-based assessment design during FY 2008; collect baseline data during FY 2009; fully implement and track results FY 2010 – FY 2012)
 - Traditional output measures will also be applied in evaluating LBH services. (Target: 5% increase in the number of unique [unduplicated] participants in LBH programs/services during each year [FY 2008 – FY 2012])

- The Summer Reading program offers an opportunity to assess the outcome of participation of the program on the maintenance of reading proficiency during the summer months. An assessment of the impact of the Summer Reading program will be conducted during the third year of the 2008 – 2012 LSTA cycle. (Target: Develop assessment model in FY 2009; conduct assessment in FY 2010; analyze and disseminate results in FY 2011)
- Traditional output measures will also be applied in evaluating the Summer Reading Program. (Target: Maintain current level of participation in Summer Reading program statewide. Note: the actual number of children in New Jersey ages 5 – 9 is projected to *DECREASE* during the 2008 – 2012 period)
- The number of children who are blind, visually impaired, deaf, and/or hard of hearing participating in Summer Reading program and other statewide youth initiatives will increase. (Target: Increase of 10% per year during the FY 2008 – FY 2012 LSTA cycle)
- Libraries contact LDB/LBH and LDB/LBH contact(s) libraries regarding the enhancement of access to specialized materials. (Target: 3% increase in the number of LDB/LBH contacts regarding enhancement of access to specialized materials/resources)
- Quality emergent and/or family literacy subgrants that can be replicated are submitted and funded. (Target: Qualitative evaluation of subgrants submitted and the results of their implementation) NOTE: Subgrantees will be required to describe the way in which outcome-based assessment principles will be applied to the evaluation of their grant(s)

GOAL #2

ALL NEW JERSEY RESIDENTS WILL HAVE ACCESS TO A WIDE RANGE OF QUALITY INFORMATION RESOURCES AVAILABLE THROUGH THE INTERNET AND OTHER ELECTRONIC NETWORKS,

OUTCOME 2.1.

New Jersey libraries will have affordable access to a highly reliable, robust data network infrastructure.

**Strategic Focus: Leadership in Technology Infrastructure
(Development, Maintenance and Enhancement of Physical Network)**

Need(s) Addressed:

- The extremely complex library and information services environment in New Jersey requires a robust platform on which resource sharing activities can be built
- The technology infrastructure that supports many library services in the State requires constant upgrading and enhancement

LSTA Purpose(s) Served:

1. expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages
2. developing library services that provide all users access to information through local, state, regional, national, and international electronic networks
3. providing electronic and other linkages among and between all types of libraries

Examples of Programs that May Be Funded:

- JerseyConnect
- Technology support
- Disaster recovery
- Professional consulting and technical assistance
- Subgrants for pilot and demonstration technology infrastructure projects (e.g., non-English language interfaces, interfaces for individuals with special needs)

Potential Strategies for Implementation:

- Maintaining and improving the JerseyConnect program that provides libraries with affordable Internet access, e-mail hosting, web site hosting, and technical support to public libraries
- Providing information, resources, and assistance to libraries as they plan and implement disaster recovery procedures
- Providing technology support and advisory services to public libraries
- Awarding subgrants that test or demonstrate emerging technologies with potential for increasing the efficiency or effectiveness of libraries that can be replicated by other libraries

Potential Measures:

- Increase participation in the JerseyConnect program (Target: All public libraries without their own technology infrastructure will be members of JerseyConnect. Other types of libraries will be offered the opportunity to become members.)
- Increase satisfaction with the JerseyConnect program (Target: By the end of FY 2009, 90% of the libraries participating in the JerseyConnect program will indicate on a web-based survey that they are “very satisfied” or “completely satisfied” with JerseyConnect services)
- Increase in the number of libraries with a disaster recovery plan (Target: 100% of libraries have a disaster recovery plan that includes involvement with NJSL disaster recovery services by the end of FY 2010)
- Libraries contact LDB and LDB contacts libraries regarding the enhancement of technology (Target: 3% increase in the number of LDB contacts regarding enhancement of technology)
- Quality technology subgrants that can be replicated are submitted and funded (Target: Qualitative evaluation of subgrants submitted and the results of their implementation) NOTE: Subgrantees will be required to describe in their grant application how they will apply cost-benefit analysis procedures as part of their evaluative process

OUTCOME 2.2.

Users of library technologies (whether they are end-users or library staff) will be able to access information and resources using interfaces that are well-designed, intuitive, efficient and accessible.

Strategic Focus: Leadership in Technology Infrastructure (Enhancement of User Interfaces)

Need(s) Addressed:

- The growing diversity of New Jersey's population demands that libraries have special resources and that staff have specialized training that are not readily available
- Tens of thousands of New Jersey residents require access to specialized resources and services because they are unable to use or have difficulty using traditional print materials due to visual impairments or other physical disabilities
- The extremely complex library and information services environment in New Jersey requires a robust platform on which resource sharing activities can be built
- The technology infrastructure that supports many library services in the State requires constant upgrading and enhancement

LSTA Purpose(s) Served:

1. expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages
2. developing library services that provide all users access to information through local, state, regional, national, and international electronic networks
3. providing electronic and other linkages among and between all types of libraries
5. targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills

Examples of Programs that May Be Funded:

- JerseyClicks (portal)
- JerseyCat
- Library for the Blind and Handicapped
- Get a Library Card Online

- Professional consulting and technical assistance
- Subgrants for pilot and demonstration technology access projects

Potential Strategies for Implementation:

- Improving the JerseyClicks portal that provides the public and libraries with federated searching capabilities across multiple databases
- Enhancing or replacing the JerseyCat interface to make it easier for both residents and library staff members to use
- Developing enhanced interfaces that enable individuals with visual impairments and other disabilities to access resources that are relevant to them
- Enhancing/expanding opportunities for the public to get a library card using “Get a Library Card Online”
- Providing technical support and advisory services to public libraries that are attempting to make their website more user friendly/accessible
- Awarding subgrants that test or demonstrate emerging technologies and/or interfaces with potential for increasing public access to information that can be replicated by other libraries

Potential Measures:

- Increased satisfaction among end-users with the JerseyClicks portal (Target: 85% of respondents [end-users] to a web-based survey [linked to the JerseyClicks site] will report that they are “satisfied” or “very satisfied” with their most recent experience searching for information using the JerseyClicks portal)
- Increased satisfaction among library staff with the JerseyClicks portal (Target: 90% of respondents to a web-based survey targeting reference/information librarians will report that they recommend the use of the JerseyClicks portal to users of their libraries)
- Public libraries not participating in library computer consortia use JerseyCat as their first choice for borrowing in-state materials (Target: 90% of libraries not participating in library computer consortia use JerseyCat on a regular basis)
- Print disabled residents of New Jersey have improved access to a wide range of resources (Target: All existing electronic access tools used by the public are reviewed to determine the degree to which they meet accessibility guidelines and all are enhanced to increase accessibility by 2012. New, highly accessible finding tools are developed as needed)
- The public is aware of JerseyCat and uses it to locate desired resources (Target: Increased use of 5% per year by the public)
- Increased number of New Jersey residents registering for a library card online. (Targets: 10% increases in FY 2008 and FY 2009; 5% increases in FY 2010, FY 2011 and FY 2012)

- Libraries contact LDB and LDB contact libraries regarding the enhancement of their websites or online catalog access (Target: 3% increase in the number of LDB contacts regarding enhancement of websites and interfaces)
- Quality technology subgrants that can be replicated are submitted and funded (Target: Qualitative evaluation of subgrants submitted and the results of their implementation) NOTE: Subgrantees will be required to describe in their grant application how they will evaluate outcomes

GOAL #3

ALL NEW JERSEY RESIDENTS WILL ENJOY ENHANCED ACCESS TO LIBRARY SERVICES AND RESOURCES BECAUSE LIBRARY STAFF HAVE THE KNOWLEDGE, SKILLS AND COMPETENCIES THEY NEED TO EFFECTIVELY ADVANCE THE SIX LSTA PURPOSES.

OUTCOME 3.1.

All residents of New Jersey receive higher quality library and information services because the capacity of library staff to fulfill the six LSTA purposes is increased through pertinent continuing education and training.

**Strategic Focus: Leadership in Continuing Education for Librarians
(Development of Specific Skills and Competencies)**

Need(s) Addressed:

- The growing diversity of New Jersey's population demands that libraries have special resources and that staff have specialized training that are not readily available
- New challenges faced by New Jersey's libraries (e.g., emerging technologies, changing demographics) demand enhanced staff development opportunities that require better coordination and evaluation of continuing education/staff development activities
- The finite resources available to individual libraries demand that they cooperate and collaborate with other libraries, with other agencies, with businesses and with other community organizations in order to maximize their ability to provide high-quality library and information services

LSTA Purpose(s) Served:

1. expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages
2. developing library services that provide all users access to information through local, state, regional, national, and international electronic networks
3. providing electronic and other linkages among and between all types of libraries
4. developing public and private partnerships with other agencies and community-based organizations

5. targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills
6. targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line

Examples of Programs that May Be Funded:

- Training related to statewide programs that involve electronic networks and that provide linkages between and among libraries (e.g., JerseyCat, JerseyClicks)
- Training related to statewide efforts designed to serve people with disabling conditions (e.g., LBH services and outreach efforts)
- Customer service/sensitivity training related to meeting the library and information needs of individuals from diverse geographic, cultural, and socio-economic backgrounds
- Training designed to increase the ability of library staff to enhance access to information and educational resources through the use of digitization and preservation technologies and methods
- Technology training designed to increase the capacity of library staff to advance the six LSTA purposes
- Professional consulting and technical assistance related to the six LSTA purposes
- Subgrants for planning and implementing specialized training related to the six LSTA purposes

Potential Strategies for Implementation:

- Offering training opportunities related to statewide programs and initiatives that are related to the six LSTA purposes
- Identifying continuing education needs that are related to the six LSTA purposes
- Coordinating continuing education offerings (acting as a clearing house and encouraging [sometimes with grants] partner organizations to offer needed workshops, courses, etc. that are pertinent to the six LSTA purposes)
- Evaluating the effectiveness of continuing education/staff development activities relative to the six LSTA purposes
- Actively working with Regional Library Cooperatives, with individual libraries, with the New Jersey Library Association and with other continuing education/staff development providers to ensure that continuing education/staff development needs related to the six LSTA purposes are being met

- Providing technical support and advisory services to libraries on topics related to the six LSTA purposes
- Awarding subgrants to plan and implement workshops/training/courses pertinent to the six LSTA purposes

Potential Measures:

- The completion of an annual statewide continuing education/staff development assessment with special attention to building capacity to fulfill the six LSTA purposes (Target: FY 2008 Work with partners in the library community to determine the best way to conduct an annual comprehensive staff development assessment; FY 2009 conduct first assessment; FY 2010 – 2012 continue conducting the assessment and use the information to begin coordination of staff development activities)
- The development of a mechanism for the evaluation of the effectiveness of continuing education/staff development activities related to the six LSTA purposes (Target: FY 2008 – FY 2009 Work with partners in the library community to determine the most effective way to evaluate the effectiveness of continuing education/staff development activities related to the six LSTA purposes on an ongoing basis; FY 2010 – FY 2012 conduct annual evaluation)
- Targeted New Jersey library customers (customers falling into categories targeted in LSTA) will rate library services as “excellent” (Target: 85% of active library customers responding to a library specific question on a more general statewide survey will report that the service that they received during their last visit to a public library was either “very good” or “excellent”)
- Library staff in libraries throughout the state will be more aware of the nature and scope of services provided by the Library for the Blind and Handicapped (Target: FY 2008 collect baseline data on awareness; FY 2009 – 2012 Increase the level of awareness of LBH services by 10% per year as measured through a web-based survey)
- Library Development Bureau contacts with library staff are helpful in expanding their knowledge and skills (Target: 50% of respondents to a web-based survey of library staff members who have contacted LDB during the previous year will report that they gained knowledge or insights that they were able to use in their library)
- Continuing education/staff development events that are supported with LSTA funds (events pertinent to the six LSTA purposes) are rated highly by participants (Target: 70% of participants in continuing education/staff development activities funded in-part or in-full with LSTA funds will report that the event was “very useful” or “extremely useful”)

OUTCOME 3.2.

New Jersey's residents are afforded enhanced access to library and information resources and services because libraries are able to increase their capacity to fulfill the six LSTA purposes through the recruitment of highly trained professionals and by providing library staff with pertinent continuing education and training opportunities.

Strategic Focus: Leadership in Continuing Education for Librarians (Increased Capacity to Serve the Public)

Need(s) Addressed:

- The growing diversity of New Jersey's population demands that libraries have special resources and that staff have specialized training that are not readily available
- New challenges faced by New Jersey's libraries (e.g., emerging technologies, changing demographics) demand enhanced staff development opportunities that require better coordination and evaluation of continuing education/staff development activities

LSTA Purpose(s) Served:

1. expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages
4. developing public and private partnerships with other agencies and community-based organizations
5. targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills
6. targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line

Examples of Programs that May Be Funded:

- Recruitment efforts to attract library staff with exceptional technological skills that will enable them to use and further develop electronic networks and to expand electronic linkages between and among all types of libraries

- Recruitment efforts to attract library staff with the skills, knowledge, and sensitivity required to better serve audiences targeted in the LSTA purposes (e.g., individuals with diverse geographic, cultural, and socioeconomic backgrounds, individuals with limited functional or information literacy skills)
- Training to ensure that current staff are responsive to community needs and have the skills, knowledge, and sensitivity required to better serve audiences targeted in the LSTA purposes (e.g., individuals with diverse geographic, cultural, and socioeconomic backgrounds, individuals with limited functional or information literacy skills)
- Library Leadership Training program to develop skills that increase the capacity of local libraries to advance the six LSTA purposes
- Providing staff with the opportunity to participate in Futures Conferences where they can be exposed to new technologies and networks that have the potential for expanding learning and access to information and educational resources

Potential Strategies for Implementation:

- Awarding contracts to Regional Library Cooperatives to plan, prepare, present/implement and evaluate major staff development programs and initiatives related to the six LSTA purposes
- Planning, preparing, presenting and evaluating major conferences related to the six LSTA purposes

Potential Measures:

- The staff in New Jersey libraries more closely reflect the racial and ethnic diversity of their communities and/or will have a good working knowledge of what is required to provide quality library services to clientele targeted in the six LSTA purposes. (Target: Increase in the diversity of library staff. This would require the collection of baseline data and the monitoring of the race/ethnicity of staff on an annual basis)
- The staff in New Jersey libraries are better prepared to meet the needs of non-English speaking/limited English speaking residents of their service areas (Target: 90% of library staff members attending diversity training sessions indicate in a follow-up survey administered one-year after the event that they are better prepared to meet the needs of non-English speaking/limited English speaking residents of their service areas)
- Participants in the Library Leadership Training program implement some aspect of what they have learned that has an impact on underserved populations. (Target: 75% of participants in the Library Leadership Training program indicate in a follow-up survey administered one year after the event that they have implemented at least three of ten key actions covered in the training)

- Participants in Futures conferences indicate that the content presented has changed the way they think about library services (Target: 90% of participants in Futures conference indicate in an exit survey that they are likely to change how they provide at least one service because of what they learned at the conference)

GOAL #4

NEW JERSEY LIBRARIES PARTNER WITH EACH OTHER, WITH BUSINESSES, AND WITH OTHER COMMUNITY-BASED ORGANIZATIONS TO MAXIMIZE THE PUBLIC'S RETURN ON THEIR INVESTMENT IN LIBRARIES.

OUTCOME 4.1.

All residents of New Jersey are served by libraries that optimize their ability to serve and their cost-effectiveness through the development of strategic partnerships with each other, with businesses, and with other community organizations.

Strategic Focus: Leadership in the Development of Partnerships

Need(s) Addressed:

- The growing diversity of New Jersey's population demands that libraries have special resources and that staff have specialized training that are not readily available
- Tens of thousands of New Jersey residents require access to specialized resources and services because they are unable to use or have difficulty using traditional print materials due to visual impairments or other physical disabilities
- The extremely complex library and information services environment in New Jersey requires a robust platform on which resource sharing activities can be built
- The technology infrastructure that supports many library services in the State requires constant upgrading and enhancement
- New challenges faced by New Jersey's libraries (e.g., emerging technologies, changing demographics) demand enhanced staff development opportunities that require better coordination and evaluation of continuing education/staff development activities
- The finite resources available to individual libraries demand that they cooperate and collaborate with other libraries, with other agencies, with businesses and with other community organizations in order to maximize their ability to provide high-quality library and information services

LSTA Purpose(s) Served:

1. expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages

2. developing library services that provide all users access to information through local, state, regional, national, and international electronic networks
3. providing electronic and other linkages among and between all types of libraries
4. developing public and private partnerships with other agencies and community-based organizations
5. targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills
6. targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line

Examples of Programs that May Be Funded:

- New Jersey Library Network
- Library for the Blind and Handicapped
- New Jersey Knowledge Initiative (State-funded)
- The New Jersey Digital Highway and other digitization efforts
- The New Jersey Center for the Book
- Subgrants that facilitate the development of strategic partnerships

Potential Strategies for Implementation:

- Building the public's awareness of the New Jersey Library Network
- Building the strength of the New Jersey Library Network
- Actively seeking strategic business partners for all major statewide initiatives
- Continuing and building on the success of the New Jersey Digital Library initiative
- Continuing highly-targeted support for programs, projects and publications of the New Jersey Center for the Book
- Including a requirement for demonstrating the existence of strategic partnerships in LSTA subgrant applications
- Awarding subgrants that facilitate the development of and increase the viability of strategic partnerships

Potential Measures:

- Increased public awareness of the New Jersey Library Network (Target: Establish a baseline measure of public awareness of the Network through the response to a question or questions on a general statewide survey; increase public awareness of the New Jersey Library Network by 5% per year in each year covered by the FY 2008 – FY 2012 plan)
- Increase in the perceived value of participation in the New Jersey Library Network (Target: By the end of FY 2010, at least 75% of libraries responding to a web-based survey will indicate that their library derives a significant benefit from its involvement in the New Jersey Library Network)
- Increased participation in library consortia (Targets: FY 2008 collect baseline data. FY 2009 – FY 2012 conduct annual web survey of the library community. By the end of 2012, at least 90% of libraries of all types responding to the web-based survey will indicate that their library is part of the New Jersey Library Network. At least 90 % of libraries will indicate that they have at least one active partnership with a community-base organization. At least 50% of all libraries will indicate that they have at least one active business partner.)

EVALUATION PLAN

The New Jersey State Library is committed to measuring the impact of the projects and services it supports with funding from all sources. In fact, one theme in the State Library's Strategic Plan for 2007 – 2010 speaks to Fiscal Responsibility and Accountability. Evaluating the impact of its entire program of service is a vital component of NJSL's dedication to offering all taxpayers an excellent return on their investment in libraries.

The Institute of Museum and Library Services has strongly encouraged state library administrative agencies to adopt outcome-based evaluation techniques in its evaluation of projects and services supported in part or in total with Library Services and Technology Act funds. The New Jersey State Library has developed the goals of its FY 2008 – FY 2012 LSTA Five-Year Plan to reflect the impact that it hopes to have on real people. Goals are stated in terms of outcomes and every effort will be made to document progress to reflect the benefits that are received by individuals whether they are the end-users of libraries or workers in libraries.

While NJSL will continue to monitor and report input and output measures, it will also move toward outcome-based measurement whenever possible. This will take real effort on the part of NJSL staff and on the part of library staff in its partners in the New Jersey Library Network (especially the four regional library cooperatives) that implement portions of the LSTA program in the State.

Following are some of the steps that the State Library intends to take to ensure that progress is made toward outcome-based assessment:

- Stating goals and objectives in terms of the benefits that will be received by individuals
- Capturing quality baseline data to enhance the possibility of measuring progress
- Conducting follow-up evaluations/studies when appropriate
- Training staff and partner agencies and libraries in outcome-based evaluation techniques
- Creating strong linkages between planning and evaluation

STAKEHOLDER INVOLVEMENT

The New Jersey State Library decided to engage the services of an experienced library consultant both for the evaluation of the implementation of its FY 2003 – FY 2007 LSTA Plan and for the development of the FY 2008 – FY 2012 LSTA Plan. In the spirit of cooperation encouraged by the LSTA program, New Jersey participated along with five other states that belong to an organization known as the Chief Officers of State Library Agencies in the Northeast (COSLINE) to select

an evaluator. Himmel & Wilson, Library Consultants were subsequently selected to conduct the six separate evaluations.

Through its involvement with the State Library on the LSTA evaluation, Himmel & Wilson became quite familiar with New Jersey's LSTA program. Because of the degree of the consultants' familiarity with the existing program, the New Jersey State Library decided to retain the services of Himmel & Wilson to assist them with the development of the new five-year LSTA plan.

Because the consultants and the State Library were well aware that a new five-year LSTA plan would follow on the heels of the evaluation of the implementation of the existing plan, the evaluation process was intentionally designed to provide insights that would be useful in informing the development of the new plan. In other words, the planning process used to produce this plan built on the base of information collected during the evaluation phase.

The evaluation and the planning processes were highly inclusive. A variety of methods were used to gain input from many different audiences. Focus groups were held in four locations in the State to gather input from the State's library community. A web-based survey was conducted that attracted responses from 188 individuals from libraries of all types throughout the State. Personal interviews were conducted with seventeen individuals in the broader library community who were identified by the State Library as having unique insights into New Jersey's LSTA program.

During the evaluation process, the consultants interacted several times with NJSL staff with oversight responsibilities for LSTA-funded services and initiatives. The consultants interacted with more than 20 staff members in these sessions. In addition, the consultants met with the State Librarian and the Associate State Librarian/Director of the Library Development Bureau on multiple occasions. The consultants also met with the State's Library Services and Technology Act Advisory Council during the planning process.

The consultants also drew on their knowledge of the opinions and ideas of end-users and library staff members in developing the FY 2008 – FY 2012 LSTA Plan. Examples of the sources of end-user and staff opinions include the Library for the Blind and Handicapped's customer survey, a survey conducted by a "Diversity Task Force" created by the State Library, and a survey of graduates of the New Jersey Academy of Library Leadership.

COMMUNICATION AND PUBLIC AVAILABILITY

The State Library will make the LSTA Five Year Plan and any subsequent revisions to the plan available to the public and the library community in print and in electronic format via its web site. Ongoing communications will be maintained

with LSTA stakeholders and the library community through information provided in the annual grants report and the State Library's web site, as described below.

Reports and information will be disseminated through the State Library's online newsletter, listservs, and updates presented by State Library staff at various meetings of public, academic and special librarians, school library media specialists and at Regional Library Cooperative meetings and meetings of the New Jersey Library Association and its various committees.

The NJSL web site contains a section devoted to LSTA that contains a wide range of information regarding the program. Included at this site are links to the current LSTA Five-Year Plan, detailed descriptions of LSTA-funded programs, information regarding current grant awards, grant applications and a host of other LSTA-related resources. This webpage will soon provide links to the evaluation of the implementation of the FY 2003 – FY 2007 five-year plan and the FY 2008 – FY 2012 Plan. The URL for LSTA information on the NJSL website is: <http://www.njstatelib.org/LDB/LSTA/index.php>

The State Library will make any subsequent revisions to the LSTA five-year plan available to the public and the library community in print and electronic format for their review and comment.

Finally, hard copy of the Plan will be distributed to the Thomas Edison State College administration, members of the New Jersey State Advisory Council, the LSTA Advisory Council, to the Regional Library Cooperatives and to the New Jersey Library Association.

ADMINISTRATION OF THE LSTA PROGRAM

In order to maximize the impact of its limited federal funding, the New Jersey State Library intends to expend the majority of its LSTA allotment on statewide initiatives and on local and regional projects that have great potential to demonstrate concepts and mechanisms for service delivery that can be replicated by other libraries using local sources of funding.

The State Library will administer the LSTA program in accordance with LSTA goals and priorities and with all financial and reporting requirements outlined in the Act. Each year, the State Library will administer a grants program and a program of statewide services in accordance with the procedures established in the New Jersey State Library Grants and Aid Management Procedures. Public and academic libraries, library computer consortia, regional library cooperatives and the State Library are eligible to receive LSTA funds as outlined below:

Public Libraries

- All public libraries that submit an annual report and meet all Per Capita State Aid requirements are eligible to apply for competitive, non-competitive and targeted grant programs when the Request for Proposal lists public libraries as an eligible applicant; and
- All public libraries who submit an annual report but do not meet all Per Capita State Aid requirements are eligible to apply for all grant programs when the Request for Proposal's purpose is to improve specific services for these libraries.

Academic Libraries

- All academic libraries are eligible to apply for competitive and targeted grant programs when the Request for Proposal lists academic libraries and/or a consortium of academic libraries as an eligible applicant.

Library Computer Consortia

- All library computer consortia are eligible to apply for competitive and targeted grant programs when the Request for Proposal lists library computer consortia as an eligible applicant.

A library computer consortium is defined, by the State Library, as a non-profit organization that:

- 1) operates a shared local system providing online public access catalog and circulation control services for ten or more member libraries; and
- 2) includes public libraries in the consortium's current membership, and may include other types of libraries such as college libraries, school library media centers and institutional libraries.

Regional Library Cooperatives

- All regional library cooperatives (RLCs) are eligible to apply for all targeted grant programs for statewide services when the Request for Proposal lists the specific RLC or RLCs as an eligible applicant.

A regional library cooperatives is defined as a membership organization of all types of libraries and library-related organizations within a region organized as a non-profit corporation which has agreed to provide and receive cooperative service and has been designated a regional library cooperative by the State Librarian.

The definition of various types of libraries, with the exception of library computer consortium, is provided in the New Jersey Administrative Code, 15:22-1.2. Public and parochial school library media centers, historical society libraries, museum libraries and other not-for-profit organization libraries involved in promoting research are eligible to collaborate with libraries and/or library-related organizations eligible to receive LSTA funding when the grant program Request for Proposal lists them as eligible to participate in a project. Only the library or library-related organization eligible to receive an LSTA grant will be awarded funding.

Collaboration between libraries and library-related organizations eligible to receive LSTA grants with other types of libraries and non-profit agencies will be encouraged for the following types of programs (but not limited to): English as a Second Language (ESL) programs; adult literacy training; customer computer training programs; provision of distance education courses; digitization of New Jersey historical, cultural and social resources; creation of web portals; and the sharing of library materials and electronic resources.

All New Jersey libraries (public, academic and institutional libraries, school library media centers and libraries serving not-for-profit organizations involved in promoting research) will be eligible to receive services from the State Library, a public or academic library, a library computer consortium or a regional library cooperative when the grant program Request for Proposal requires that the grantee provide services to other libraries in its local or regional area or on a statewide basis.

Library Development Bureau staff plan the focus of the grant programs annually under the direction of the State Librarian and with input from the library community and advice from the recently reinstated Library Services and Technology Act Advisory Council. New Request for Proposals (RFPs) for competitive, non-competitive and targeted grant programs are developed to meet changing statewide needs.

Grant programs that are offered on a continuing basis are updated annually to reflect those changing needs. The availability of grants is announced through the State Library's online newsletter, on a variety of listservs used by the State Library to communicate with the library community and on the NJSL website page with information about the LSTA program. Information regarding non-competitive and targeted grants is mailed directly to all eligible applicants. Staff offers technical assistance sessions in preparing grant applications and developing and implementing project evaluations.

The Library Development Bureau coordinates the grant review process. Applications for competitive grant programs are read and scored by Reader Evaluation Panels, which are composed of people knowledgeable about the specific grant program. Panels include a State Library lead reader, librarians

selected from all types of libraries and, if appropriate, a lay person with the required expertise. Library Development Bureau staff perform programmatic and technical review of all competitive, noncompetitive and targeted applications and make recommendations to the Bureau Director for award of contract. The State Librarian will either approve the recommendation or make revisions in accordance with the procedures established in the New Jersey State Library Grants and Aid Management Procedures.

Library Development Bureau grant program managers conduct on-site visits or make telephone calls to monitor grant projects and perform an ongoing evaluation of projects receiving awards of contract for grants and statewide services.

In coordination with the Thomas Edison State College, the State Library's Chief Financial Officer maintains fiscal controls and accounting procedures necessary to disburse federal funds, monitor expenditure of funds, and prepare fiscal reports required by the Institute of Museum and Library Services.

MONITORING

NJSL will monitor the implementation of the LSTA Plan at several different levels. They are:

- Management and financial monitoring of entire program
- Overall progress toward the Plan's stated goals
- Specific monitoring of projects and services undertaken using LSTA funds awarded through the subgrant process

New Jersey's July 2007 – June 2010 Strategic Plan includes a section on Fiscal Responsibility and Accountability in the Delivery of Services. The plan describes the State Library's system of financial controls, audit procedures, and the State Library's relationship with Thomas Edison State College.

The State Library's Chief Financial Officer will handle the issuance of contracts and the establishment of the financial controls necessary to appropriately monitor the expenditure of grant funds. The Director of the Library Development Bureau will exercise general oversight of the LSTA program. Library Development Bureau (LDB) grant program managers conduct on-site visits or make telephone calls to monitor grant projects and perform an ongoing evaluation of projects receiving awards of contract that involves review of six month progress reports, final reports, evaluation reports and fiscal reports submitted by subgrantees. Subgrantees receiving an award of contract are required to submit a six month program report in which they are requested to report progress in implementing the project and to identify any problems they might be having in implementing the program. If the subgrantee is experiencing difficulties, LDB staff assigned to

monitor a particular grant program contacts the agency and offers assistance in getting the project back on schedule. In addition, staff make site visits or conduct telephone interviews for at least one-third of the recipients of awards of contract within applicable grant programs.

Subgrantees are required to submit a final fiscal report and a final program report that includes the following elements: a statement on whether the proposed goals and objectives of the project have been met; an evaluation report on the project which includes, at a minimum, responses to the evaluation criteria required for that particular grant program; and submission of vendor invoice and purchase orders that verify that LSTA funds have been expended and that they have been expended in accordance with the requirements in grant program's Request for Proposal. These reports are reviewed by the State Library's Chief Financial Officer to ensure their accuracy and the subgrantee's adherence to Federal and State requirements. After the review of the final report, the program manager may require the subgrantee to submit further information or data.

Finally, the Library Services and Technology Act Advisory Council will review the annual State Program Report Summary that is prepared by the State Library and submitted to IMLS.

ASSURANCES

The following required certifications and assurances are attached:

- Program Assurances for 2008 Grant Award (Includes Internet Safety Assurance)
- Certifications Regarding Debarment, Suspension and Other Responsibility Matters: Drug-Free Workplace Requirements; Lobbying; Federal Debt Status; and Nondiscrimination
- Assurances of Non-Construction Programs
- State Legal Officer's Certification of Authorized Certifying Official
- Assurance of compliance with the Internet Safety Requirements