

NEW JERSEY STATE LIBRARY LIBRARY SERVICES AND TECHNOLOGY ACT (LSTA) FIVE-YEAR PLAN FOR 2018-2022

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**New Jersey State Library
June 9, 2017
Trenton, NJ**

INTRODUCTION

The New Jersey State Library (NJSL) fulfills multiple roles in the continuously evolving world of information delivery and transformative learning. The State Library provides a core library service function for certain constituents while simultaneously providing underlying support for the network of libraries delivering exceptional library services throughout the state.

The State Library leadership recognizes that in today's world, change is constant and frequently disruptive. Planning for the future requires more than looking internally and externally for opportunities to increase efficiencies. Planning strategically in today's environment of perpetual change must be done in a way that allows NJSL to move forward, flexibly and nimbly navigating whatever new terrain it encounters, while also maintaining the continuity and stability that provide a solid platform for growth in the midst of the next wave of change.

NJSL LSTA Plan for 2018 – 2022 is closely aligned with its organizational strategic plan entitled ***Adaptive Planning to Meet Disruptive Challenges***. Both the strategic plan and the new LSTA Plan acknowledge that in order to succeed in planning for the future NJSL must adjust its perspective from *predicting and controlling* the impending transitions of tomorrow to *sensing and responding* to the overall transformation that is happening around us.

Although the 2018 – 2022 LSTA Plan outlines specific projects and activities and suggests ways to measure progress toward its stated goals, the plan also seeks to preserve opportunities to create new solutions to challenges that may unfold in the coming years. The New Jersey State Library is confident that LSTA funding will support New Jersey's libraries in responding to their communities' needs and in creating a dynamic future for the Garden State.

MISSION STATEMENT

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

A shortened form of this mission statement, "The New Jersey State Library connects people with information through libraries" adorns numerous NJSL publications as a constant reminder of the organization's charge. As was noted in the introduction, NJSL operates under a strategic plan for fiscal years 2015 - 2018 entitled ***Adaptive Planning to Meet Disruptive Challenges***. The plan identifies a set of values and guiding principles. They are:

- **SERVICE** – Provide information resources and library services for members of the legislature, state employees, the state’s libraries, Thomas Edison State University staff and students, and residents of the state, including those of all ages whose ability to read standard print is affected by a vision or physical impairment, or a reading disability.
- **TECHNOLOGY** – Evolve to meet the changing technological needs of New Jersey’s diverse community of learners by enabling direct and remote access through their libraries to resources in a variety of formats.
- **COMMUNITY** – Inspire lifelong learning to strengthen our communities and enrich the lives of our users through equal access to information and library services in areas of continuing need.
- **INNOVATION** – Invest in the development of New Jersey’s libraries by fostering the professional training of library personnel and providing effective leadership and administration to support and improve library services.
- **COLLABORATION** – Leverage investments and expertise for the greater benefit of the state, its communities and its residents.

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 purposes and priorities of the LSTA program and are consistent with the emphasis that IMLS and the Library Services and Technology Act place on outcome based assessment. The New Jersey State Library strives 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. Sources of demographic information include U.S. Census data and population projections from the New Jersey Department of Labor and Workforce Development. Comparative information regarding public libraries was gleaned from public library statistics collected annually by state library administrative agencies in each of the states and then gathered and aggregated by the U.S. Institute of Museum and Library Services (IMLS) using the Public Library Survey (PLS).

Other sources of information used in developing the needs assessment include focus group sessions with librarians, personal interviews with members of the New Jersey library community, a web survey of the library community, and input from the State’s Library Services and Technology Act Advisory Committee. Some of the information and data were gathered as part of evaluation process while other information and data elements were collected specifically for the 2018 - 2022 LSTA planning effort.

New Jersey has long been among the most populous states in the United States. The Garden State grew from being the 16th most populated state in the year 1900 (1900 population: 1,883,669) to ranking 8th in 1950 (1950 population: 6,066,282). New Jersey ranked 9th in population in the 2000 U.S. Census (2000 population: 8,414,350) but fell to the 11th position in the 2010 Census (2010 population: 8,791,894) being eclipsed by North Carolina and Georgia. This is significant in terms of library service since the formula for the distribution of LSTA Grants to States funds is population based.

Despite the drop in population ranking nationally, New Jersey gained 152,516 residents between the time of the 2010 Census and when the Census Bureau completed its July 2016 projections (2010: 8,791,953; 2016: 8,944,469). However, it is also important to note that Census Bureau projections indicate that New Jersey's population actually declined slightly (by 13,544) between the time of the Census Bureau's 2015 and 2016 projections. Although New Jersey Department of Labor and Workforce Development projections indicate that the Garden State will exceed 9,100,000 people by 2018, recent U.S. Census figures indicate that this is unlikely. In fact, recent trends suggest that New Jersey's population is likely to remain flat or may even decline slightly during the five-year period covered by the new LSTA Plan.

In the population breakdown by age cohorts in the State, New Jersey closely mirrors national norms. Slightly less than six percent (5.9%) of the Garden State's population is under 5 years of age. This compares to 6.2% at the national level. Similarly, New Jersey's "under 18" population accounts for 22.3% of the State total. The national percentage for this group is 22.9%. New Jersey's populace is only slightly older than the national norm. Fifteen percent (15.0%) of the State's population is 65 or over compared to 14.9% nationally.

New Jersey remains the most densely populated state in the nation (Note: The District of Columbia, which is considered a state for LSTA purposes, is more densely populated.). In 1900, New Jersey ranked 3rd among the states in population density with 254 people per square mile (sq. mi.). By 1970, the Garden State achieved its current position of being the most densely populated among the fifty states with 1,134 people per square mile. By 2015, population density had grown to 1,218 people per square mile. New Jersey's population density translates into almost fourteen (13.61) times the national average. Given the significant size of New Jersey's population and its high overall population density, it is easy to assume that all New Jersey is highly urbanized and that the State's primary challenges in offering library services might be related to the special needs of urban libraries. This is not the case. While New Jersey does have major urban centers and while the challenges faced by urban libraries are an important part of the picture, the reality is that New Jersey is an extremely diverse State that is not dominated by urbanized areas.

For example, the 2010 Census reported that Hudson County (home of Jersey City) had 13,731.4 people per square mile. In contrast, Salem County in the southwestern portion of the State had a population density of only 199.1 people per square mile (similar population density to the State of North Carolina). 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, greater than sixteen percent (16.31%) of New Jersey residents live in communities with populations less than 10,000 and more than two-thirds (67.68%) of the population live in communities with fewer than 50,000 people.

New Jersey's population is diverse in many other ways as well. The U.S. Census Bureau reports that nearly twenty percent (19.7%) of New Jersey's population is Hispanic or Latino in origin and that almost fourteen percent (14.8%) of the Garden State's population is Black or African-American. Almost ten percent (9.7%) is Asian in origin with "Asian Indian" accounting for more than one-third of this total. This compares to 17.6% of the national population coming from Hispanic or Latino backgrounds, 13.3% of the national population being Black or African American and 5.6% of the U.S. population being Asian. Of particular note is the fact that more than twenty percent (21.7%) of New Jersey's population is foreign born (compared to 13.2% nationally) and that languages other than English are spoken in the homes of almost thirty percent of the State's population.

In 2015, the Garden State ranked first in median household income with \$72,093, which is almost \$20,000 higher than the national average of \$53,889. At the same time, the National Center for Children in Poverty (NCCP) reports that fourteen percent or 220,906 children under the age of six in the state are part of families with low incomes (less than twice the federal poverty threshold). Of this number, it is estimated that 112,204 of these children under the age of six are from households with incomes that fall below the federal poverty level. In short, nearly one-quarter of a million of New Jersey's preschool children are at risk by virtue of their socio-economic status.

According to the Census Bureau's American Community Survey (ACS), more than ten percent (10.4%) of New Jersey's population has a limitation or limitations due to a disabling condition. This statistic is somewhat below the national norm of over twelve percent (12.6%). A closer examination of this difference by analyzing age groups shows that New Jersey's disabilities' rates are actually higher than national norms among pre-school and school-aged children and that they are somewhat lower than the national average in the adult population. A plausible explanation of this anomaly is that New Jersey does a better job of identifying disabilities among children and that adult rates are lower among adults because New Jersey residents suffer fewer disabling agricultural injuries than states more heavily driven by farm economies. The National Federation of the Blind estimates that 177,500 New Jersey residents have visual disabilities.

The governmental landscape, and therefore New Jersey's library services landscape, is extremely complex. There are more than 550 municipalities in the state including boroughs, cities, towns, townships and villages. There are even more public school districts (584), and 86 institutions of higher learning ranging from major public research universities to small Talmudic institutions and theological seminaries.

The Garden State is home to nearly 300 separate public library entities (297) that operate more than 400 (438) public library facilities. Approximately 2,000 school library/media centers serve the students in the state's 584 public school districts. Private school, academic and special libraries add several hundred more to the mix.

Traditionally, local support for public library services in New Jersey has been strong. National statistics for 2014 show that the state's libraries enjoyed overall per capita support of \$51.13, high enough to qualify for the 6th position among the states. However, funding for New Jersey's libraries has suffered greatly over the last decade. The public's aversion to taxation coupled with severe pressure on local governmental budgets have resulted in austerity budgets for many libraries in the state. Between 2010 and 2015, local funding for public libraries increased by a total of 3.5% or an average of 0.7% per year. During the same period, the consumer price index (CPI) increased over 10% (12.82% aggregate - June 2010 – June 2015). Furthermore, reductions in state funding for database licensing and for the support of regional library cooperatives over the last decade has placed a greater pressure on libraries.

Overall, broadband access in New Jersey is very good. In several measures, including the total percentage of the population with access to broadband services, the Garden State ranks first. The presence of many competing internet providers in most of urban New Jersey results in reasonable costs for broadband services. However, as was noted earlier, New Jersey isn't entirely an urban state. In fact, many libraries are presented with limited choices and high costs in their selection of an internet service provider. Both cost of access and speed of available connections continues to be an issue for some New Jersey libraries.

Summary of Needs

- The needs of New Jersey's libraries vary greatly because the State's libraries serve populations that are extremely diverse.
- Some New Jersey libraries lack the financial resources and the buying power needed to acquire quality licensed e-content at an affordable cost.
- Library staff members in many libraries lack the training and language skills needed to provide services to foreign-born residents and to residents who possess limited English language skills.
- Almost a quarter of a million preschoolers and over one-half million children of all ages in New Jersey are "at risk" by virtue of being from families living below or only slightly above the poverty line.
- At least 177,500 New Jersey residents are unable to use/have difficulty using traditional print materials due to visual impairments and tens of thousands additional state residents cannot use standard print due to other physical disabilities.
- Many New Jersey libraries are not participants in shared integrated library systems and use JerseyCat as a primary tool for resource sharing.
- Some areas of the State lack affordable access to broadband Internet service.

- Many of New Jersey’s libraries are small and lack adequate information technology staff/support.

PLAN STRUCTURE

The Plan that follows is structured to align directly with IMLS’ Measuring Success focal areas. The three goals that are included in the plan address the INFORMATION ACCESS, INSTITUTIONAL CAPACITY, and LIFELONG LEARNING focal areas. To further achieve alignment with Measuring Success, the “intents” under these three focal areas have been adopted as the plans primary objectives. For example, the INSTITUTIONAL CAPACITY focal area “improve the library workforce” intent is reflected in the plan as “To improve the library workforce.”

APPENDIX A (LSTA Purposes and Priorities) provides a guide to the LSTA program purposes overall as well as to the LSTA Grants to States priorities.

APPENDIX B (New Jersey State Library LSTA Crosswalk Chart) provides a visual summary of how the Projects and Activities included in the Plan align with the Measuring Success focal areas and intents as well as the LSTA Purposes and Priorities.

GOALS AND PROJECTS

PRIORITIZATION OF GOALS

The three goals presented in the plan are prioritized based on an estimation of the number of individuals who will be impacted by the projects and activities to be undertaken. In other words, the New Jersey State Library believes that Goal 1 is likely to impact the largest number of individuals, Goal 2 is likely to impact the second largest number of people, and Goal 3 is likely to impact the fewest people. The priorities as presented do not reflect the relative value of individual interactions. An activity carried out as part of a literacy initiative under a Goal 3 (Lifelong Learning) might have a tremendous impact on the person touched by the activity while a single JerseyClicks database search conducted in fulfillment of Goal 1 may have less of a direct effect. However, it is believed that, taken as a whole, Goal 1 projects and activities will provide New Jersey residents with a greater benefit than Goal 2 or Goal 3 projects and activities.

GOALS AND OBJECTIVES

GOAL 1: INFORMATION ACCESS - All New Jersey residents will have convenient access to quality information resources in a format that they can use to achieve their educational, occupational, and personal/recreational goals.

Goal 1 addresses four of the challenges identified in the Needs Assessment section of the plan. These include:

- The needs of New Jersey's libraries vary greatly because the State's libraries serve populations that are extremely diverse.
- Some New Jersey libraries lack the financial resources and the buying power needed to acquire quality licensed e-content at an affordable cost.
- At least 177,500 New Jersey residents are unable to use/have difficulty using traditional print materials due to visual impairments and tens of thousands additional state residents cannot use standard print due to other physical disabilities.
- Many New Jersey libraries are not participants in shared integrated library systems and use JerseyCat as a primary tool for resource sharing.

Goal 1 is congruent with LSTA Purpose 3 (facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry, Purpose 4 (encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public), Purpose 7 (ensure the preservation of knowledge and library collections in all formats), and Purpose 9 (promote library services that provide users with access to information through national, state, local, regional, and international collaborations and networks). Goal 1 is also congruent with LSTA Priority 1 (expand 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 in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills), Priority 2 (establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services), and Priority 6 (target library and information services to persons having difficulty using a library).

Goal 1 Objective 1 (1.1)

**To improve library users' ability to discover information resources
(IMLS Measuring Success Information Access intent 1)**

Goal 1 Objective 1 Potential Projects:

Project 1: RESOURCE SHARING

Potential Activities:

JerseyCat

Other Finding and Resource Sharing Tools

Summary: The New Jersey State Library has enabled participation in resource sharing activities through the provision of the JerseyCAT union catalog. NJSL remains committed to its support for resource sharing and will expend LSTA funds to this end throughout the entire period covered by the 2018 – 2022 LSTA Plan. It is recognized that the existing JerseyCAT is simply the mechanism that is used to support resource sharing and that new and/or different approaches or tools may be taken developed over the course of the 2018-2022 plan.

Audience: General public, libraries, and library staff

Process: NJSL will continue to support JerseyCAT and will explore ways to enhance resource sharing using JerseyCAT as well as local/regional/consortial integrated library systems to provide efficient and convenient access to the holdings of libraries throughout the state. NJSL staff, local libraries and library staff and external contractors will be involved in the process.

Timeline: Ongoing 2018 - 2022

Outputs and Outcomes:

Goal 1 Objective 1 Project 1 Strategies:

Strategy 1.1.1.1

Provide seamless access to finding information resources

Measure 1.1.1.1

Conduct an annual assessment of JerseyCAT usage

Strategy 1.1.1.2

Improve interfaces used to access electronic resources

Measure 1.1.1.2

Conduct a review of alternative mechanisms to achieve a seamless, statewide resource finding and sharing utility

Strategy 1.1.1.3

Improve/enhance functionality of technology tools

Measure 1.1.1.3

Review JerseyCAT and implement improvements or enhancements to its functionality

Strategy 1.1.1.4

Increase staff awareness of capabilities of information/resource finding tools

Measure 1.1.1.4

Offer and/or coordinate the offering of at least one staff development opportunity each year that increase staff awareness of and staff abilities to utilize resource sharing tools

Goal 1 Objective 2 (1.2)

To improve library users' ability to obtain and/or use Information resources (IMLS Measuring Success Information Access Intent 2)

Goal 1 Objective 2 Potential Projects:

Project 1: TALKING BOOK AND BRAILLE CENTER (TBBC) SERVICES

Potential Activities:

TBBC Services Direct to TBBC Patrons

TBBC Outreach to Potential Customers

TBBC Services Through Local Libraries

Summary: The New Jersey Talking Book and Braille Center (TBBC) is one of the most sophisticated and innovative talking book operations in the nation. NJSL is committed to continuing support for TBBC but recognizes that the National Library Service (NLS) program is likely to experience significant changes over the course of the period covered by the 2018 – 2022 LSTA Plan. LSTA funds will be used to support services that enable individuals with print disabilities to access materials that meet their educational, informational, and recreational needs throughout the 2018 – 2022 timeframe. Special emphasis will be placed on ongoing efforts to engage local libraries as partners in serving individuals with print disabilities and to create a seamless continuum of service for individuals with increasing visual impairment.

Audience: Individuals with print disabilities, support and advocacy organizations working with individuals with print disabilities, and local libraries/library staff

Process: Talking Book and Braille Center staff will continue to coordinate services to individuals with print disabilities and will provide collection management, readers' advisory, and outreach services from the TBBC headquarters in Trenton and through local participating libraries and institutions.

Timeline: Ongoing 2018 - 2022

Outputs and Outcomes:

Goal 2 Objective 2 Project 1 Strategies:

Strategy 1.2.1.1

Expand access to specialized resources for print impaired users

Measure 1.2.1.1

Develop and implement new measures that go beyond numbers of items circulated that reflect the impact that providing resources has on TBBC patrons

Strategy 1.2.1.2

Increase number of TBBC users

Measure 1.2.1.2

Track number of registered TBBC users on an ongoing basis

Strategy 1.2.1.3

Expand/enhance local library participation in TBBC program

Measure 1.2.1.3

Work with partner libraries to develop an effective measure of the impact of TBBC outreach through local libraries and implement tracking on an ongoing basis

Goal 1 Objective 2 Potential Projects:

Project 2: ELECTRONIC RESOURCES

Potential Activities:

JerseyClicks

Other E-Resources

Digital Initiatives

Summary: The New Jersey State Library has addressed inequities in the availability of high-quality information resources through its support for the licensing of online databases/electronic resources (JerseyClicks). It is anticipated that NJSL will continue to use LSTA funds for this purpose throughout the five-year period covered by the 2018 – 2022 Plan. NJSL will continue its efforts to work with the New Jersey library community to refine the focus of the JerseyClicks program to ensure that the resources that are selected are highly relevant and, therefore, highly used.

LSTA funds may also be used to support other digital initiatives including digitization and mobile digitization kits if sufficient LSTA funds are available.

Audience: General public and library reference/information staff

Process: NJSL staff will continue to work with the library community in the state to refine and improve electronic resource offerings. NJSL staff will negotiate with vendors of electronic resources to obtain competitive pricing for resources that takes advantage of statewide economies of scale.

Timeline: Ongoing 2018 - 2022

Outputs and Outcomes:

Goal 2 Objective 2 Project 2 Strategies:

Strategy 2.2.2.1

Increase relevance of e-resource offerings

Measure 2.2.2.1

Conduct periodic surveys tied to the procurement cycle to assess the relevance of JerseyClicks and other e-resource offerings

Strategy 2.2.2.2

Enhance access to e-resources

Measure 2.2.2.2

Work with other state library agencies, the Chief Officers of State Library Agencies (COSLA) and/or the Council of State Library Agencies in the Northeast (COSLINE) to identify the e-resources that other states are finding most relevant and used. Adjust offerings based on this assessment

Strategy 2.2.2.3

Support digital initiatives including digitization if funds are available

Measure 2.2.2.3

If digital initiatives are funded, identify and implement measures that document number of items made available and usage of items

GOAL 2: INSTITUTIONAL CAPACITY – All New Jersey residents are served by local libraries that are technologically advanced and that employ knowledgeable, community-focused staff members who incorporate the best professional practices to deliver high quality library services.

Goal 2 addresses five of the challenges identified in the Needs Assessment section of the plan. These include:

- The needs of New Jersey’s libraries vary greatly because the State’s libraries serve populations that are extremely diverse.
- Library staff members in many libraries lack the training and language skills needed to provide services to foreign-born residents and to residents who possess limited English language skills.

- Almost a quarter of a million preschoolers and over one-half million children of all ages in New Jersey are “at risk” by virtue of being from families living below or only slightly above the poverty line.
- Some areas of the State lack affordable access to broadband Internet service.
- Many of New Jersey’s libraries are small and lack adequate information technology staff/support.

Goal 2 is congruent with LSTA Purposes 2 (promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States) and 6 (enhance the skills of the current library workforce and to recruit future professionals to the field of library and information services) as well as LSTA Priority 3 (provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services).

**Goal 2 Objective 1 (2.1)
To improve the library workforce
(IMLS Measuring Success Institutional Capacity Intent 1)**

Goal 2 Objective 1 Potential Projects:

Project 1: LIBRARY STAFF DEVELOPMENT

Potential Activities:

Continuing Education

Leadership Training/Support

Other Training/ Professional Development Support

Summary: LibraryLinkNJ, New Jersey’s unified, state-funded library cooperative, is the primary provider of continuing education and staff development services for public libraries in the Garden State. Because state funding for LibraryLinkNJ flows through NJSL, efforts of the two organizations are closely coordinated to maximize impact. LSTA funds are unlikely to play a major role in staff development over the course of the five years covered by the 2018 – 2022 plan; however, federal funds may be used strategically to support specific efforts related to the needs identified in the LSTA plan.

Audience: New Jersey librarians, other library staff, and trustees

Process: NJSL staff will work closely with the staff of LibraryLinkNJ, the New Jersey Library Association, and with the New Jersey Library community to identify continuing education needs and to determine the most effective ways in which NJSL can support staff training and leadership development. LSTA funds may be used to support cooperative initiatives/events and to supplement funding available from other sources.

Timeline: Ongoing 2018 - 2022

Outputs and Outcomes:

Goal 2 Objective 1 Project 1 Strategies:

Strategy 2.1.1.1

Expand access to staff development opportunities for library workforce

Measure 2.1.1.1

Monitor the number of staff development offerings, topics covered, and, through the use of pre and post event surveys, the degree to which learning results in action/implementation

Strategy 2.1.1.2

Improve ability of library workforce to serve diverse populations (especially individuals for whom English is a second language)

Measure 2.1.1.2

Review staff development offerings to ascertain the degree to which they are addressing the ability of New Jersey library staff to serve increasingly diverse populations and supplement with additional offerings as needed

Strategy 2.1.1.3

Improve the leadership skills of the library workforce

Measure 2.1.1.3

Conduct an annual assessment and review of professional leadership development opportunities with LibraryLinkNJ, NJLA, and the New Jersey library community to ensure that adequate offerings are provided for New Jersey library staff in this area

Goal 2 Objectives 2a and 2b

a. To improve library's physical/technological infrastructure (IMLS Measuring Success Institutional Capacity Intent 2)

b. To improve library operations

(IMLS Measuring Success Institutional Capacity Intent 3)

Goal 2 Objective 2 Potential Projects:

Project 1: TECHNOLOGY SUPPORT

Potential Activities:

JerseyConnect

Summary: As was noted in the Needs Assessment section of the plan, some New Jersey libraries face significant challenges in their efforts to provide high-quality

broadband access to their communities. The JerseyConnect program, which has been partially funded with LSTA dollars has addressed technology infrastructure and support needs by offering a cafeteria plan of products and services to libraries throughout the state, including website, email, and ILS hosting, managed Wi-Fi, cloud storage services, and consultation on technology projects among other services. In order to remain relevant, JerseyConnect must continue to evolve if it hopes to meet the changing needs of New Jersey libraries.

NJSL's efforts to support technology in New Jersey libraries is the focus of a study that was launched in May 2017. Depending on the finding and recommendations of this study, the JerseyConnect program may change and the specific ways in which LSTA funds are used to support library technology may change. It is anticipated that LSTA funds will be expended on technology support for local libraries throughout the entire period covered by the 2018 – 2022 LSTA plan; however, the specific activities that will be supported may take a different form.

Audience: New Jersey libraries, and indirectly, the customers of New Jersey libraries

Process: The NJSL will review the recommendations of the JerseyConnect study that is currently underway and will adjust/refine staffing assignments to implement desired changes.

Timeline: An assessment of the JerseyConnect program is currently underway and will be completed before Federal Fiscal Year (FFY) 2018 LSTA funds are expended. It is anticipated that the JerseyConnect program will be ongoing throughout the 2018 – 2022 period; however, the assessment process may result in a refocusing and/or reallocation of funding to address new and emerging needs.

Outputs and Outcomes:

Goal 2 Objective 2 Project 1 Strategies

Strategy 2.2.1.1

Maintain and enhance technological infrastructure

Measure 2.2.1.1

Implement new measures as recommended in JerseyConnect assessment study

Strategy 2.2.1.2

Implement new technologies that enhance organizational effectiveness

Measure 2.2.1.2

Identify specific outcome-based objectives for any new technologies that are implemented and monitor progress in meeting these objectives

Strategy 2.2.1.3

Improve customer experience

Measure 2.2.1.3

Develop consistently applied measures that libraries participating in specific JerseyConnect activities can use to assess impacts on staff members and patrons

GOAL 3: LIFELONG LEARNING – All New Jersey residents have an opportunity to reach their full potential and to participate in and contribute to their communities.

Although Goal 3 is third in priority among the goals, its importance cannot be understated. Outcomes related to LIFELONG LEARNING are the ultimate purpose of the Plan. The INFORMATION ACCESS (Goal 1) and INSTITUTIONAL CAPACITY (Goal 2) goals are means to enabling individuals to reach their personal lifelong goals.

Goal 3 addresses two of the challenges identified in the Needs Assessment section of the plan. These include:

- The needs of New Jersey’s libraries vary greatly because the State’s libraries serve populations that are extremely diverse.
- Almost a quarter of a million preschoolers and over one-half million children of all ages in New Jersey are “at risk” by virtue of being from families living below or only slightly above the poverty line.

Goal 3 is congruent with LSTA Purpose 5 (promote literacy, education, and lifelong learning and to enhance and expand the services and resources provided by libraries, including those services and resources relating to workforce development, 21st century skills, and digital literacy skills) as well as LSTA Priorities 1 (expand 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 in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills), 5 (target 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 (target library and information services to persons having difficulty using a library and to underserved urban and rural communities).

Goal 3 Objective 1 (3.1)
To improve users' general knowledge and skills
(IMLS Measuring Success Lifelong Learning Intent 2)

Goal 3 Objective 1 Potential Projects:

Project 1: LITERACY INITIATIVES

Potential Activities:

- Early Literacy Initiatives
- Family and Adult Literacy Initiatives
- Second Language Learning Initiatives

Summary: As is noted above, lifelong learning is at the heart of what NJSL is attempting to accomplish; however, New Jersey's LSTA plan and its expenditure of LSTA dollars in the 2018 – 2022 period will be directed primarily to support information access and institutional capacity goals that enable local libraries to assist the public in achieving their personal goals. Because NJSL is committed to making a difference in the lives of New Jersey residents, it has included a lifelong learning goal as part of the 2018 – 2022 plan. It is unlikely that a large amount of LSTA money will be spent in carrying out this goal; however, the goal is included to allow for the strategic use of federal funds to encourage and enable lifelong learning activities. LSTA funds allocated are likely to be directed to address literacy needs including early literacy, family literacy, adult literacy and English language learning activities.

Audience: New Jersey libraries and, indirectly, preschool children, and other customers of New Jersey libraries who are have limited literacy skills

Process: NJSL staff will work with local libraries to identify ways in which limited LSTA funding can be leveraged to achieve high impact on New Jersey residents who have limited literacy skills

Timeline: Ongoing 2018 - 2022

Outputs and Outcomes:

Goal 3 Objective 1 Project 1 Strategies

Strategy 3.1.1.1
Promote early literacy

Measure 3.1.1.1
Track the number of participants in early literacy initiatives funded with or subsidized with LSTA funding. To the extent possible, implement pre and post participation measures to determine impact on participants

Strategy 3.1.1.2.
Promote family and adult literacy

Measure 3.1.1.2
Track the number of participants in family literacy initiatives funded with or subsidized with LSTA funding. To the extent possible, implement pre and post participation measures to determine impact on participants

Strategy 3.1.1.3
Expand opportunities for English language learning

Measure 3.1.1.3
Work with the New Jersey library community to develop strategies to help local libraries expand their English Language Learning outreach and services. Develop and collect appropriate output, outcome, and anecdotal data to document impacts

CROSSWALK WITH MEASURING SUCCESS FOCAL AREAS AND INTENTS

See APPENDIX B (New Jersey State Library LSTA Strategy Map) for a crosswalk with the IMLS Measuring Success focal areas and intents.

EVALUATION PLAN

Because the number of projects and activities included in the 2018 – 2022 LSTA Plan is small and because most of the projects and activities are ongoing, many of the metrics necessary to measure success are already in place. However, additional efforts will be made to identify ways to align project and activity assessment with the Institute of Museum and Library Services Measuring Success focal areas and intents.

As you will see in Appendix B, the Plan reflects the beginnings of these efforts in that Measuring Success intents are being applied as objectives throughout the plan. A review of all of the current metrics that are employed will be conducted and these measures will be adopted, modified, or abandoned based on the review. New measures that reflect the Measuring Success focal areas and intents will be developed as needed.

STAKEHOLDER INVOLVEMENT

Primary stakeholder involvement in the *Library Services and Technology Act Five-Year Plan for 2018 – 2022* was achieved by conducting the LSTA 2013 – 2017 five-year evaluation using methodologies that included both retrospective and prospective components. Focus groups, personal interviews and a web-based survey examined the New Jersey State Library's past performance in implementing the LSTA Grants to States program as well as exploring future needs.

Four focus groups, including three on-site focus groups and one virtual session were conducted. Included were sessions with the Library Services and Technology Act Advisory Committee, the New Jersey State Library Network Review Board, a group from libraries using JerseyConnect services, and a group of Talking Book and Braille Center (TBBC) users. The TBBC session also included several call-in participants.

These stakeholder involvement efforts were supplemented with a series of 12 telephone interviews with key New Jersey library leaders and other persons with knowledge of LSTA-funded initiatives.

A web-based survey that was conducted October 19 – November 18, 2016 as part of the LSTA five-year evaluation offered prospective insights in addition to exploring topics related to past performance.

Key state library agency staff engaged in LSTA activities including the State Librarian and Deputy State Librarian were interviewed in person. Numerous telephone and email contacts were used to clarify information and to refine the Plan.

COMMUNICATION AND PUBLIC AVAILABILITY

The New Jersey State Library will share the 2018 – 2022 LSTA Plan with the staff of the State Library and will review specific portions of the Plan in detail with individuals with responsibilities related to carrying out the projects and activities described in the document.

The Plan will also be presented to the Thomas Edison State University (the New Jersey State Library is formally affiliated with Thomas Edison State University) and with other appropriate agencies within state government. The new Plan will be presented to the Library Services and Technology Act Advisory Committee and will be shared with the larger public by alerting the libraries in New Jersey of the availability of the document. The report will be publicly available on the agency website as well as on the IMLS website.

Library Services and Technology Act Advisory Committee members will receive periodic updates on LSTA-funded activities at their regularly scheduled meetings.

MONITORING

New Jersey's implementation of its ***Library Services and Technology Act Five-Year LSTA Plan for 2018 – 2022*** will be monitored on a continuous basis to ensure compliance with all applicable performance and reporting requirements including, but not limited to requirements for completion of State Program Reports and a five-year evaluation.

Procedures are outlined in 2 CFR 200.327-332

- 2 CFR 200.327 – Financial Reporting
- 2 CFR 200.328 – Monitoring and Reporting Program Performance
- 2 CFR 200.329 – Reporting on Real Property
- 2 CFR 200.330 – Subrecipient and Contractor Determination
- 2 CFR 200.331 – Requirements for Pass-Through Entities
- 2 CFR 200.332 – Fixed Amount Subawards

ASSURANCES (See Appendices)

The following assurances are attached in the Appendices section:

- Program Assurances for 2018 Grant Award (Includes Compliance with Internet Safety; Trafficking in Persons; Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying Requirements)
- Assurances of Non-Construction Programs
- State Legal Officer's Certification of Authorized Certifying Official
- Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and or School Public School Libraries

APPENDIX A - LSTA PURPOSES AND PRIORITIES¹

Overall Purposes of LSTA (20 U.S.C. § 9121)

1. enhance coordination among federal programs that relate to library and information services;
2. promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;
3. facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;
4. encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;
5. promote literacy, education, and lifelong learning and to enhance and expand the services and resources provided by libraries, including those services and resources relating to workforce development, 21st century skills, and digital literacy skills;
6. enhance the skills of the current library workforce and to recruit future professionals to the field of library and information services;
7. ensure the preservation of knowledge and library collections in all formats and to enable libraries to serve their communities during disasters;
8. enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation; and
9. promote library services that provide users with access to information through national, state, local, regional, and international collaborations and networks.

LSTA-specified Grants to States Priorities (20 U.S.C. § 9141)

1) expand 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 in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;

2) establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;

3) (a) provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and OMB Control No.: 3137-0029, Expiration Date: 7/31/2018 IMLS-CLR-D-0032 information services, and (b) enhance efforts to recruit future professionals to the field of library and information services;

¹ <https://www.ims.gov/grants/grants-state/purposes-and-priorities-lsta>

4) develop public and private partnerships with other agencies and community-based organizations;

5) target 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) target 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 42 U.S.C. § 9902(2)) applicable to a family of the size involved;

7) develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and

8) carry out other activities consistent with the purposes set forth in 20 U.S.C. § 912

APPENDIX B
New Jersey State Library Crosswalk

	GOAL 1: INFORMATION ACCESS			GOAL 2: INSTITUTIONAL CAPACITY			GOAL 3: LIFELONG LEARNING
Measuring Success Focal Area							
Measuring Success Intents/Objectives	To improve users' ability to discover information resources	To improve users' ability to obtain and/or use information resources		To improve the library workforce	To improve the library's physical and technological infrastructure	To improve library operations	To improve users's general knowledge and skills
PROJECTS	RESOURCE SHARING	TALKING BOOK AND BRAILLE CENTER	ELECTRONIC RESOURCES	LIBRARY STAFF DEVELOPMENT	TECHNOLOGY SUPPORT		LITERACY INITIATIVES
	JerseyCat	Direct TBBC Services	JerseyClicks	Continuing Education	JerseyConnect		Early Literacy Initiatives
	Other Finding and Resource Sharing Tools	TBBC Outreach to End-Users	Other E-Resources	Leadership Training/Support	Other Technological/Infrastructure Support Services	Other Operational Support Services	Second Language Learning
		TBBC Services Through Local Libraries	Digital Initiatives	Other Training & Support			Other Literacy Initiatives
LSTA Purposes	3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry; 4. 4. Encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library	3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry; 9. Promote library services that provide users with access to information through national, state, local, regional, and international collaborations and networks.	3. facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry; 7. Ensure the preservation of knowledge and library collections in all formats and to enable libraries to serve their communities during disasters;	2. Promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States; 6. Enhance the skills of the current library workforce and to recruit future professionals to the field of library and information services;	2. Promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States; 3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry; 4. encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;	2. Promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;	5. Promote literacy, education, and lifelong learning and to enhance and expand the services and resources provided by libraries, including those services and resources relating to workforce development, 21st century skills, and digital literacy skills;
LSTA Priorities	1. Expand 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 in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills; 2. Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the	1. Expand 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 in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills; 2. Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services; 7. Target library and information services to persons having difficulty using a library	1. Expand 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 in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills; 2. Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;	3. provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services;	2. Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services; 8. Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks;	2. Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;	1. Expand 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 in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills; 6. Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills; 7. Target 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 9902(2) of title 42) applicable to a family of the size involved;