

**HIGHLANDS REGIONAL LIBRARY COOPERATIVE  
THREE YEAR STRATEGIC PLAN  
July 1, 2007 – June 30, 2010**



Prepared with the Assistance of  
The Ivy Group, Ltd.  
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## Table of Contents

<b>Introduction</b>	<b>3</b>
<b>Mission of the Highlands Regional Library Cooperative</b>	<b>4</b>
<b>Strategic Planning Partners</b>	<b>5</b>
<b>Planning Goals</b>	<b>6</b>
<b>Planning Process: Insights and Input</b>	<b>7</b>
<b>Looking Back: Three Highly Productive Years</b>	<b>11</b>
<b>Looking Ahead: New Strategic Directions Respond to Needs of Members</b>	<b>13</b>
<b>Looking Around: Trends Impacting HRLC Members</b>	<b>19</b>
<b>What Our Research Told Us: Members Speak Up</b>	<b>21</b>

## Introduction

The Highlands Regional Library Cooperative was established in 1994. Thirteen years later, the Cooperative serves nearly one thousand members who represent academic, public, school, and allied library support organizations in a seven county area in northern New Jersey.

Members respect HRLC for its ability to stay focused on its objective, which is to provide the best possible support services to member libraries. Proactive leadership has garnered recognition and respect both within New Jersey and in other states for innovative initiatives, such as the “Valuing Libraries” model for measuring a library’s return on investment. HRLC has also provided an invaluable forum for the exchange of ideas regarding the most critical issues confronting libraries throughout New Jersey.

A high-energy staff has garnered loyalty among the membership by being responsive, flexible, and committed to providing exceptional customer service. The Cooperative is valued by its members for the consistently high quality of its training programs, which have been carefully tailored to satisfy the needs of its diverse constituency.

Over the past three years, HRLC has been extremely successful in achieving the goals set forth in the 2004-2007 Strategic Plan. The Cooperative has maximized resources during a period when its budget did not increase sufficiently to keep pace with greater demands for services. The Strategic Planning Committee does not anticipate that this situation will change dramatically. They have crafted a new strategic plan that seeks to balance the needs for fiscal restraint, while satisfying the interest among members in having HRLC sustain the services it is already providing. It will also enable the Cooperative to turn its attention to other issues that are becoming more pressing.

The Strategic Planning Committee appreciates the support of the many members who have participated in the planning process by attending the Strategic Planning Summit and by responding to the online survey.

## **Mission of the Highlands Regional Library Cooperative**

Highlands Regional Library Cooperative promotes full and equal access to resources for the residents of Bergen, Hunterdon, Morris, Passaic, Somerset, Sussex and Warren Counties by envisioning, developing, and supporting cooperative activities, programs and services for and among member libraries.

## Strategic Planning Partners

The Ivy Group would like to extend a sincere thank you to Joanne Roukens and the staff of the Highlands Regional Library Cooperative and to the members of the 2007 Strategic Planning Committee for their support of the organization's planning initiative. Members of the committee who generously contributed their time and shared their professional expertise include:

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## **Planning Goals**

The goals for 2007-2010 established by The Ivy Group and the HRLC Strategic Planning Committee are to:

- Review progress against previous strategic plan.
- Evaluate need to update mission statement.
- Identify trends taking place at the regional, state, and national levels that may impact the future operations of HRLC and its members.
- Create opportunities for maximum member participation in the planning process by administering a member survey.
- Identify organizational priorities and unmet needs of members that HRLC might be well-positioned to address.
- Develop a litmus test that can be used during the planning process to determine the relative importance of possible new strategic initiatives.
- Identify new areas in which HRLC might facilitate cooperation among member libraries.
- Facilitate a one-day, energizing, efficient Planning Summit with the goal of attracting 60-100 attendees.
- Develop a new strategic plan that is approved and ready for presentation to the membership at the May HRLC member Meeting.

## **Planning Process: Insights and Input**

In order to satisfy the objectives of HRLC's new planning initiative, the consulting team used a five-step planning process. It was designed to efficiently solicit input from as many HRLC members as possible, and to increase member awareness of the many services HRLC makes available. The process integrated the use of both qualitative and quantitative planning tools including:

### **1. Initial Consultation and Project Planning**

At the beginning of the planning process, The Ivy Group consulted with the staff of HRLC to review project objectives, work product expectations, and timing. The consulting team identified existing data and background information that would inform the development and guide the design of the new strategic plan.

### **2. Online Survey of HRLC Member Base**

The Ivy Group gathered quantitative information from HRLC by conducting an online survey of the entire membership base. The consulting team recommended the use of this survey to generate statistically reliable information upon which HRLC can make important management decisions regarding how services will be provided to members in the future. HRLC staff and The Ivy Group were able to compare the results of this survey with the findings of the previous survey.

### **3. Planning Summit**

The Ivy Group consulting team led the staff, Executive Board, and members of HRLC in a one-day planning retreat with approximately 50 participants. The goal of the retreat was to familiarize individuals with the results of the research, review trends impacting HRLC member libraries, and to develop appropriate responses to the findings that might be addressed in the new strategic plan.

To promote interest in the Planning Summit and to generate productive discussion, the consulting team provided attendees with suggested readings on topics that would be explored during the course of the day. The HRLC staff and the consultants also formulated strategic questions that were the basis for breakout sessions.

The strategic questions posed to participants were:

- "To Google or not to Google. How can librarians leverage the power of Google, MySpace, Flickr, Yahoo, YouTube, etc...? What keeps more librarians from using them?"
- "How is the aging pool of professional librarians equipping itself to serve a blogging, digital camera, music-streaming crowd?"
- "Is there a way for libraries to capture and sell both the popular materials and the 'long tail'?"

- “How do all those baby boomers use libraries, and how can we use them?”
- “How can we push library content out to laptops, cell phones and Blackberries?”
- “To what extent should delivery service and its associated costs shape the way that HRLC looks in the future?”
- “How can school libraries help create global students who can think outside the box, work in teams, access and assess information and succeed in Learning 2.0?”
- “The good stuff we have is so hidden...how do we promote it?”
- “Stephen Abram of SirsiDynix says, ‘No one comes to libraries to search. Users come to us for learning, community and other services.’ Is this what we want? Should we capitalize on this image?”

#### **4. Testing the Merits of New Ideas**

In order to assist the Strategic Planning Committee and the Board of Directors, the consulting team developed a “Litmus Test” that promotes the thoughtful evaluation of new services that HRLC might consider offering to members in the future. This tool is particularly helpful when an organization is making critical management decisions in an environment characterized by static budgets and intense competition for tax dollars.

##### *The Ivy Group Litmus Test*

- Is the new initiative central to the HRLC mission?
- Do we have the necessary resources?
- Do we have the expertise?
- Can we sustain it?
- Is HRLC the organization best positioned to do it?
- Is any other organization doing it?
- Does it help all HRLC members or a significant number of members?
- Does it support the HRLC brand?
- Does it add value to HRLC membership?
- Does it offer partnership opportunities?

## **5. Writing the New Strategic Plan for HRLC**

The Ivy Group's consulting team developed a new strategic plan that reflects the findings of the research and incorporates the response strategies that evolved during the Planning Summit.

## **Looking Back: Three Highly Productive Years**

The past three years have been extremely productive with the HRLC Staff and Board making significant strides in achieving the goals of the 2005-2008 Strategic Plan. Major accomplishments include:

### **Enhanced Communications with and among Members**

- Formed two new task forces on Funding and Resource Development and Marketing and Public Relations
- Created pilot projects such as NextReads and [www.ListenNJnw.com](http://www.ListenNJnw.com)
- Designed new programs to address the needs and interest of school library media specialists

### **Monitoring the Quality of Inter-Library Delivery**

- Sustained quality in the face of 20% increase in use
- Managed problems associated with vendor merger
- Maintained regular communications with members regarding quality

### **Electronic Database and Product Discounts**

- Provided a menu of electronic databases and product discounts
- Established HRLC position regarding underwriting cost of additional databases
- Educated HRLC members about product discounts available through other organizations and networks

### **Increased Awareness of Emerging Technologies**

- Formed highly successful Technology Committee
- Hosted Technology Open House
- Facilitated roundtables on blogging and wireless
- Promoted House Calls consulting services
- Launched technology clearinghouse on webpage

### **Confronting Information Illiteracy**

- Developed a workshop on information literacy, K through college, for 2007 training schedule

### **Quality Customer Service Remains Core HRLC Value**

- Disseminated information about customer service training resources
- Increased number of customer service workshops including "I Love This Place"
- Increased number of HRLC members who have participated in customer service training

## **Getting More Money**

- Increased capacity of member libraries to manage funds effectively and generate incremental revenue
- Partnered with State Library to create and present “Valuing Libraries” workshop—an initiative that has garnered increased visibility for HRLC in New Jersey and in other states
- Customized “Valuing Libraries” program for school libraries and public library trustees
- Held two workshops on grant and proposal writing
- Increased participation at resource development workshops

## **Looking Ahead: New Strategic Directions Respond to Needs of Members**

### **Initiative One: Delivery, resource sharing and intra-member cooperation**

#### Responses

- Sustain delivery service even if cost-sharing formula has to be updated. Delivery costs should not exceed the projected 30% of the HRLC annual budget.
- Share areas of expertise, e.g., school librarians have experience working with teens and could share with public librarians.
- Continue to maximize discount and group purchasing opportunities.

#### Outcomes

- HRLC manages the delivery service to move library materials efficiently, supporting interlibrary loan and resource sharing.
- HRLC members identify and utilize local expertise and best practices to improve library services.
- HRLC provides a menu of discount and cooperative purchasing opportunities serving all constituencies.

#### Measurement

- Review and reassess vendor service, cost-sharing formula and budget impact annually.
- Facilitate a minimum of two activities annually focusing on networking and idea-swapping for members.
- Increase percentage discounts and/or increase the number of discounting opportunities for members.

## **Initiative Two: Advocacy and Government Relations**

### Responses

- Consider expanding the responsibilities of the Funding and Resource Development Task Force to include a new focus on advocacy or consider the need to establish a new Advocacy Committee.
- Address increased emphasis on assessment and accountability for all types of libraries.
- Partner with New Jersey Library Trustee Association to offer Valuing Libraries workshops for trustees.
- Develop and offer advocacy training workshops for library directors.
- Increase capacity of school librarians and library supervisors to advocate for importance of quality school library services with administrators and school boards (information literacy, helping students develop skills they need to succeed in global world, etc.).
- Explore possibility of conducting a comprehensive survey of school librarians to provide them with information they need to advocate and to provide enhanced services to students, faculty and administration.

### Outcomes

- HRLC provides effective advocacy training and tools to improve library, government and organizational relationships.
- HRLC members learn advocacy techniques focusing on assessment, accountability and communications, to position their libraries as cost-effective and essential community services.

### Measurement

- Plan and implement at least one annual activity focusing on library advocacy activities, assessment and accountability reporting techniques.
- Members provide feedback on accomplishments fostered by HRLC advocacy activities.

## **Initiative Three: Technology Awareness and Tools**

### Responses

- Continue to host Technology Open Houses and possibly integrate vendor demos.
- Explore use of webinars and other appropriate new technologies to educate members about new technologies.
- Promote awareness of low-cost education offers from SirsiDynix, PALINET, etc.
- Reassess current HRLC website to ensure that it is meeting the needs of members.
- Close the gap that exists between experienced librarians and their young customers who are mobile, continuously connected and interested in technologies that have social attributes.
- Explore online options, in addition to a listserv, to assist members in exchanging information about successes and best practices.
- Train libraries in the effective design and assessment of websites.

### Outcomes

- HRLC's website and online services are a key source of library information and professional development for members.
- HRLC aids members in exploring and deploying new technology, social networking technologies, and effective web design through educational opportunities.
- HRLC utilizes webinars and other technologies for convenient and flexible training options.

### Measurement

- 25% of the membership will utilize an HRLC technology learning opportunity to adopt new practices or improve services.
- Successful completion of reassessment of HRLC website.
- Pilot program for use of webinars in HRLC training.
- Develop new training program on website assessment.

## **Initiative Four: Customer Service**

### Responses

- Educate libraries about unique customer service issues of diverse community demographics.
- Explore ways that HRLC members can deliver self-service, customized and personalized services.

### Outcomes

- HRLC trains members in customer service strategies for a rapidly growing and diverse population and in how to offer exceptional, customized and convenient services.

### Measurement

- Expand the current menu of customer service training subjects to include customized training on the nuances of serving diverse population segments.
- HRLC member libraries offer customized and personalized customer service options to their library users.
- Collect success stories from members addressing diversity service needs and assess factors inhibiting or promoting further success.

## **Initiative Five: Marketing & Public Relations**

### Responses

- Continue coordination of activities through Marketing and PR Task Force and recommend that it become a standing committee.
- Provide a resource for website templates that can be used by libraries to upgrade their present websites.
- Assist member libraries in promoting increased use of databases.
- Share marketing tools that can be used by all members, such as an online customizable marketing and pr toolkit.
- Disseminate and showcase successful marketing endeavors of member libraries.
- Assist libraries in marketing the full menu of services that libraries provide and the multiple roles that they play in their community (place to learn, family place, community center, etc.).
- Identify marketing strategies that showcase strengths of libraries—provide the hard-to-locate book, answer the hard reference questions, pick the best materials, etc.

### Outcomes

- HRLC presents library marketing training, templates and additional tools to promote underutilized library services such as databases and online reference.
- HRLC provides members with tools for improving website effectiveness and visits.
- HRLC provides opportunities for members to network and discuss their successful marketing strategies and materials.

### Measurement

- Quality of websites of member libraries improved by using resources provided by HRLC.
- Use of databases increases.
- Online marketing toolkit investigated and promoted to HRLC member libraries
- 25% of member libraries will identify two new marketing strategies they have employed.
- Marketing and PR Committee identifies mechanism for showcasing best marketing practices.

## **Initiative Six: Strategic Planning and Organizational Development**

### Responses

- Assist member libraries in formulating an approach to their community assessment and strategic planning process.
- Inform member libraries about the types of market research that can be used as a basis for developing a strategic plan.

### Outcomes

- HRLC provides training and tools to assist members in their strategic planning process.

### Measurement

- Offer two new training programs on strategic planning and market research/community assessment.
- 10% of member libraries send administrators and staff to the training.
- Libraries provide feedback on their strategic planning process, including the use of community assessment techniques.

## **Looking Around: Trends Impacting HRLC Members**

The consulting team conducted an environmental scan to identify trends that have impacted and will continue to impact the way that library services will be delivered to customers in the future. Significant factors that the Strategic Planning Committee considered were:

### **Cultural Diversity**

The population of New Jersey is becoming increasingly diverse, with many residents who differ in language, customs, and age. The changes are dramatic and rapid in some areas. These customers can present challenges to libraries, as they have language and cultural barriers preventing them from seeking and utilizing services. This is a complex and fragmented market, with numerous languages, educational levels, and with significant differences between first, second and third generations. Libraries often fail to connect with these groups in a significant and meaningful way. Hispanics, in particular, are the new “majority minority”; in some communities in northern NJ, Hispanics are a majority of the population.

### **Reading Adversity**

Many recent studies have shown that reading is on the decline in America. In particular, children and teens favor television, gaming, and other electronic pastimes to reading. Circulation of books is declining in many libraries while computer use and media checkouts of audio and video products are increasing. Library budgets are stretched thin trying to encourage good reading and literacy habits while responding to demands for popular media.

### **High Customer Service Expectations**

Amazon.com, Nordstrom's stores and other high quality customer-centered businesses are setting a high bar for fast, friendly and competent service. Libraries are pressured to respond by providing staff to handle service desks, phones, and e-mail. Online services such as account management, reading lists, and e-mail notifications are widely expected by library customers. Libraries are challenged to respond to increasingly demanding customers who know *what* they want, *when* they want it, and *how* they want it.

### **Libraries as Community Spaces, Gathering Places**

Despite the dominance of technology and the Internet, the role of the library as a communal space is being revitalized. Architectural features such as teen lounges, snack bars, meeting rooms and collaborative study areas are being emphasized in many library building projects. Programs addressing lifelong learning for all ages continue to thrive in direct counterpoint to the anonymity of web life.

### **A New Focus on Branding and Marketing**

Libraries across the country are realizing that they have to pay greater attention to developing their library brand and formulating marketing initiatives that increase their visibility in a noisy, competitive marketplace. The result is that marketing communication materials are more sophisticated and more strategic and designed to resonate with specific population segments.

### **Media Changes**

Media formats change rapidly and dramatically, requiring library collection adaptations. Libraries are processing new formats such as MP3 and Ipod files, BlueRay DVDs and online media, but lack the Internet bandwidth, technology and budget to accommodate the public's appetite.

### **Information Literacy/Illiteracy**

Many people, especially youth, think that the Internet provides all the information they need, although they lack the skills to search and critique its numerous biased, commercial and inaccurate websites. Librarians are poised to organize and instruct the public on the complexities of the World Wide Web.

### **Internet Social Networking**

The extraordinary popularity of social networking websites such as MySpace, FaceBook and YouTube, especially among those under age 35, has affected Internet use and social behavior. Wikis, blogs, instant messaging (IM) and RSS feeds are providing new channels of communication that challenge conventional methods or means of providing library services.

### **The Teen and Senior Citizen Service Challenge**

Most libraries feel that teens and seniors underutilize library services. Most libraries lack coherent marketing to these important populations, who often use other resources, ranging from the Internet to friends, for information, media, and reading material.

### **Technology in Libraries**

The challenge of keeping pace with constantly evolving technology continues to overwhelm most libraries. Budgets are breaking under the strain of providing traditional collections and programs *and* offering public access computing and online services. Library websites are, in the aggregate, poorly designed and lack the customer-friendly features of corporate sites such as Amazon, which use many personalized features to drive additional reading, music and video to users.

### **Increased Focus on Accountability**

Libraries have intensified efforts to communicate the value of their libraries to financial supporters. The shift to a closer evaluation of return on investment has motivated public, academic, and school librarians to gather information about their services in terms that elected officials and the general public can easily understand.

## What Our Research Told Us – Members Speak Up

In order to benchmark the progress that HRLC has made since the previous strategic plan was developed, and to gather quantitative rather than qualitative information, all member libraries were encouraged to participate in an online survey. Ultimately, 330 members representing approximately one-third of HRLC's membership base completed and submitted responses to the questionnaire.

### Highlights of Online Member Survey

#### Participation by type of institution

Public library	65%
High school library	11%
College/university library	11%
Elementary school library	3%
Middle school library	3%
Special/corporate library	3%
Other	4%

#### Student populations served by school libraries participating in the survey

501-999 students	38%
301-500 students	15%
201-300 students	6%
101-200 students	2%
<100 students	0%
>1000 students	0%

#### Staffing in school libraries represented in the survey

1 full-time only with/without part-time staff	47%
2-3 full-time only with/without part-time staff	36%
>3 full-time with/without part-time staff	11%
1-3 part-time only	6%
Volunteer help only	0%

#### Annual materials budget for schools participating in survey

\$20,000 or more	42%
\$10,000-\$14,999	18%
\$5,000-\$9,999	18%
\$1,000-\$4,999	11%
\$15,000-\$19,999	9%
<\$1,000	2%

Technical capabilities of school libraries represented in the survey

Dedicated computer/printer for students/staff	96%
Dedicated computer terminal for students/staff	95%
Internet access for students/staff	96%
Internet access for staff	80%
Dedicated scanner for students/staff	47%
None of the above	2%

Size of population served by public, special and academic librarians participating in survey

10,001 - 20,000	26%
5,001 - 10,000	22%
20,001 - 50,000	19%
100,000+	11%
50,000 - 100,000	11%
1,000 - 5000	8%
501 - 990	1%
101 - 500	2%
<100	0%

Staffing in library, branch, media center that respondents represent

2-10 full-time staff, with/without part-time staff	45%
>20 full time staff, with/without part-time staff	32%
11-20 full time staff, with/without part-time staff	18%
1 full-time staff only with/without part-time staff	5%
1 or more part-time only	1%

Technology used to connect to the Internet by survey participants

T1 or T3 ATM lines	79%
Cable connection	23%
DSL connection	12%
There is no Internet connection	9%
I don't know	7%
Dial-up connection	2%

Percentage of survey respondents currently holding or pursuing a graduate degree in either library or information science

Yes	81%
No	19%

Time period in which participants graduated/will graduate

1950 – 1960	0%
1961 – 1970	5%
1971 – 1980	24%
1981 – 1990	22%
1991 – 2000	31%
2001 – 2006	15%
2007+	4%

## Regarding the Relative Importance of Serving Specific Constituencies

Extent to which it is a priority for your library to improve services to the following groups:

### *Young adults*

Not a priority at all	8%
A low priority	4%
Having some priority but not a main focus	32%
A high priority	46%
The highest priority	11%

Among those respondents who indicated some, high, or highest priority, what is the level of interest in receiving assistance (training or resources) to better serve young adults?

No interest	3%
A relatively low interest	8%
Some interest	23%
Moderate interest	25%
Strong interest	42%

### *The aging population*

Not a priority at all	19%
A low priority	10%
Having some priority but not a main focus	32%
A high priority	38%
The highest priority	2%

Among those respondents who indicated some, high, or highest priority, what is the level of interest in receiving assistance (training or resources) to better serve the aging population?

No interest	2%
A relatively low interest	8%
Some interest	29%
Moderate interest	32%
Strong interest	30%

*Non-English speakers*

Not a priority at all	11%
A low priority	19%
Having some priority but not a main focus	38%
A high priority	26%
The highest priority	6%

Among those respondents who indicated some, high, or highest priority, what is the level of interest in receiving assistance (training or resources) to better serve non-English speakers?

No interest	0%
A relatively low interest	7%
Some interest	31%
Moderate interest	30%
Strong interest	33%

## Training Priorities of Respondents

### Working with new and emerging technologies

Not a priority at all	1%
A low priority	6%
Having some priority but not a main focus	24%
A high priority	51%
The highest priority	18%

Among those respondents who indicated some, high, or highest priority, what is the level of interest in receiving assistance (training or resources) in working with new technologies?

No interest	0%
A relatively low interest	1%
Some interest	12%
Moderate interest	28%
Strong interest	59%

### Copyright protection and plagiarism issues

Not a priority at all	12%
A low priority	28%
Having some priority but not a main focus	36%
A high priority	21%
The highest priority	4%

Among those respondents who indicated some, high, or highest priority, what is the level of interest in receiving assistance (training or resources) in copyright and plagiarism?

No interest	1%
Low interest	8%
Some interest	32%
Moderate interest	28%
Strong interest	31%

### Effective and safe use of the latest Internet technologies and trends

Not a priority at all	2%
A low priority	11%
Having some priority but not a main focus	33%
A high priority	39%
The highest priority	15%

Among those respondents who indicated some, high, or highest priority, what is the level of interest in receiving assistance (training or resources) in effective and safe use of the latest Internet technologies?

No interest	1%
Low interest	8%
Some interest	19%
Moderate interest	30%
Strong interest	50%

Effective and safe use of the Internet for research and information gathering

Not a priority at all	3%
A low priority	14%
Having some priority but not a main focus	44%
A high priority	29%
The highest priority	9%

Among those respondents who indicated some, high, or highest priority, what is the level of interest in receiving assistance (training or resources) in effective and safe use of the Internet for research and information gathering?

No interest	0%
Low interest	5%
Some interest	28%
Moderate interest	35%
Strong interest	33%

**Summary of Combined “Moderate” and “Strong” Interest in Receiving Assistance from HRLC**

Working with new technologies	87%
Effective and safe use of Internet technologies	80%
Safe use of Internet for research	68%
Young adults	67%
Aging population	62%
Copyright and plagiarism	59%
Non-English speakers	32%

**Where Our Members Receive Training**

Use online training courses such as those available through WebJunction, ALA, SirsiDynix or other online seminars

Yes	32%
No	68%

Organizations that have provided training to survey respondents

HRLC or other reg. cooperatives	82%
Your consortium	58%
Your professional library assoc.	56%
New Jersey State Library	47%
Your own library	47%
Other	26%
None	2%

Level of interest in continuing education options in the future

Participants have the highest level of interest in continuing education workshops and programs (47%). There is also significant interest in informal networking and idea-sharing with peers (35%). Only 11% of the respondents have a strong interest in certificate or degree completion programs.

## Priorities Related To Personal and Organizational Development

### Grants, grant writing, and /or fundraising

Very low priority	17%
Low to moderate priority	32%
Moderate to high priority	36%
Very high priority	15%

Among those respondents who indicated moderate and high priority, what is the level of interest in receiving assistance from HRLC with grants and fundraising?

No interest	0%
Relatively low level of interest	1%
Some interest	9%
Moderate interest	49%
Strong interest	41%

### Promoting and marketing library services

Very low priority	4%
Low to moderate priority	17%
Moderate to high priority	35%
Very high priority	43%

Among those respondents who indicated moderate and high priority, what is the level of interest in receiving assistance from HRLC with marketing?

No interest	1%
Relatively low level of interest	2%
Some interest	9%
Moderate interest	37%
Strong interest	51%

### Developing advocacy relationships with stakeholders and elected officials

Very low priority	10%
Low to moderate priority	23%
Moderate to high priority	37%
Very high priority	29%

Among those respondents who indicated moderate and high priority, what is the level of interest in receiving assistance from HRLC with advocacy?

No interest	1%
Relatively low level of interest	5%
Some interest	15%
Moderate interest	38%
Strong interest	42%

## **Subjects of Greatest Interest for Future Presentations Include**

- Marketing
- Advocacy
- New technologies
- Legal issues impacting libraries
- Teen services

## **The Most Significant Challenges or Problems Respondents Will Face in the Future**

- Inadequate funding
- Keeping up with, budgeting for, managing, and using new technologies
- The Google challenge/declining reference service
- Teen services
- Staffing/aging of staff, shortage of qualified staff, civil service and union issues
- Marketing and public relations
- Space planning and utilization, new construction, and building maintenance
- Information literacy
- Services to non-English speakers