Montana State Library Commission
Wednesday, February 10, 2016
9:30 a.m.
MSL Grizzly Conference Room
And online via GoToMeeting

AGENDA

The State Library Commission is committed to providing access to its proceedings in accordance with MCA Title 2, Ch. 3 Part 2 Open Meetings. All meetings of the Commission will be streamed and recorded via an online meeting platform.

The State Library Commission welcomes public comment. The Chair will ask for public comment on agenda items throughout the meeting from persons attending the meeting in person and those attending the meeting through the online meeting platform.

All comments received, including those received through the online meeting platform, become part of the official public record of the State Library Commission proceedings in accordance with MCA 2-3-212.

Members of the public who wish to join the virtual meeting should contact Marlys Stark at 406-444-3384 by 5:00 pm on Monday, February 8, 2016.

The Commission will move through the agenda as needed.

9:30 am   Call to Order
- Introductions

Additions or changes to agenda

Approval of Minutes – **Action**
- December 9, 2015

State Library's report – Stapp

FY'16 second quarter financial report – Schmitz – **Action**

Library Development Study Task Force recommendations– Stapp/Cochran - **Action**

Resolution of Appreciation for Judy Hart, Lewis & Clark Library Director – Stapp – **Action**

Commission Goals and Objectives – Commission
- Commission bylaws annual review – **Action**
- Commission Calendar

    - National States GIS Coordinating Council, Feb. 22-25

    - Spring federation meetings attendance
        - Sagebrush: March 5, Miles City
        - Broad Valleys: March 11 & 12, Butte
        - South Central: March 12, Roundup
        - Golden Plains: April 21, Wolf Point
        - Pathfinder: May 19, Fort Benton
        - Tamarack: May 20 & 21, Big Fork

    - Montana Library Association conference
        - Commission Meeting 10:00 a.m., Wednesday, April 6, Missoula
        - Conversation with the Commission, Thursday, April 7, 8:30 to 10:00 a.m., Missoula Hilton Garden Inn

    - National Library Legislative Day, May 1-3, Washington, D.C.

- April Commission meeting tentative agenda items: Network Advisory Council update, third quarter financial report, MSC new member applications; FY'16 LSTA budget approval, initial Executive Planning Process discussion.

Other business/announcements

Public Comment on any matter not contained in this agenda and that is within the jurisdiction of the State Library Commission

Adjournment

Commission strategic planning work session will follow business meeting. No business will be conducted.

FINAL

MONTANA STATE LIBRARY (MSL) COMMISSION MEETING
9:30 A.M., OCTOBER 13, 2015
HELENA, MONTANA
OR GOTOMEETING

ATTENDEES:

Commissioners: Chairman Colet Bartow, Connie Eissinger (online), Anne Kish, Aaron LaFromboise, Bruce Newell, Brent Roberts and Ken Wall.

Staff: Sara Groves, Evan Hammer, Bryce Maxell, Sarah McHugh, Cara Orban (online), Kris Schmitz, Jennie Stapp and Marlys Stark.

Visitors: Honore Bray (online), Janeen Brookie, Jeff Doud, Judy Hart, Nancy Schmidt and Debbie Wellman (online).

Vice-Chair Kish called the meeting to order at 9:30 a.m. Chairman Bartow was scheduled to arrive later.

INTRODUCTIONS:

Bryce Maxell was introduced as the new lead program manager for the Natural Heritage Program (NHP).

Jeff Doud was introduced as the new Agency Legal Service Bureau Attorney replacing longtime attorney Jim Scheier.

APPROVAL OF MINUTES:

Commissioner Newell noted that references to online attendance should be changed to via phone due to the technical issues in August. Motion was made by Commissioner Roberts and seconded by Commissioner LaFromboise to approve the August 12, 2015 minutes as corrected and the motion passed.

Motion was made by Commissioner Wall and seconded by Member Roberts to approve the June 23, 2015 Executive Session minutes as presented and the motion passed with Commissioner Newell abstaining.

STATE LIBRARIAN'S REPORT:

Talking Book Library (TBL) has received a verbal acceptance for the position of circulation manager from an applicant from California. He is currently here visiting and we hope to have a signed acceptance soon.

FINAL

Bryce Maxell has accepted the position of the NHP program lead. NHP will need to fill his previous position of senior zoologist. Ken Adams from Montana Shared Catalog (MSC) has announced his retirement for the end of December. His last day in the office will be December 18. Stu Kirkpatrick from GeoInfo, who had previously intended to retire at the end of December, moved up his retirement effective this week.

The Public Service Commission previously held a meeting where they declined to certify Montana broadband providers as eligible to receive Federal Universal Service funds. Schools and libraries must receive services from certified providers in order to qualify for e-rate. The inability to receive Universal Service funds, including e-rate monies, would have a significant impact through loss of funds to the state and small providers might be forced to fold. With a lot of support and testimony from the library community, the Commission revisited the question and they voted to certify all the providers.

The Governor's Office is working with the Education Super Highway for the specific purpose of supporting fiber broadband deployment for schools. There are a lot of interested parties and community movements are probably the most helpful in moving things forward. Goals should be established recognizing what is adequate for libraries as well as desired, what is possible and what blocks are hindering progress such as technical or financial. Extreme listening is encouraged to find out what are the actual needs not the perceived needs.

The digital library reorganization continues to move forward. The leads have been identified and MSL will be going through a recruitment process for the open position of Information Products lead. Leads will get additional supervisory training. All digital library staff had a retreat with Mark Scow to discuss the process. A cross training plan will need to be developed and there will be single points of contact for references in the future. Some employees will undergo a physical move and the web presence will be evaluated. The budget is created and is in the fiscal report.

Several of the commissioners attended listening sessions for the Library Development Study Task Force and the sessions are about half way completed. A survey monkey with the same questions used during the listening sessions is also available. The task force will meet November 19 to formulate their recommendations. Top items of discussion included the courier and database issues with very little revenue increase topics.

The fall workshop had 152 attendees which is about 30 more than the last couple of years. Less funding went to the workshop but the necessary format changes seem to be beneficial. The Ready2Read Rendezvous has been held and in December Sara will provide a report on that and an event she will attend in November called Mind in Making. She will be required to provide additional training to libraries after her attendance.

FINAL

MSL received $5,000 from the Ivan Doig estate for the courier project. A decision on how best to apply the funds will be made by courier advisory council.

FY '15 PROGRAM WORK PLANS:

All the programs have completed and submitted their work plans for this fiscal year. Central Services has a combined report which includes central services, IT, communications and marketing, and the State Librarian this year. Updates will be submitted each year with program managers providing a verbal summary of the year and accomplishments in June.

FY '16 FIRST QUARTER FISCAL REPORT:

This report includes the digital library narrative which replaces the NRIS, projects are brought in for reporting, trust fund authority is moved in for expenditures, LSTA funding is estimated and will be brought up as grants are approved, and the LSTA '14 year is almost finalized.

Motion by Commissioner Newell and seconded by Commissioner Wall to approve the FY '16 first quarter fiscal report as presented and the motion passed.

FEDERATION FY '15 ANNUAL REPORTS:

In addition to the submitted report, coordinators for the federations highlighted items they thought of particular interest. Judy Hart, coordinator for Broad Valleys; Janeen Brookie, coordinator for Golden Plains; and Nancy Schmidt, coordinator for South Central were able to present their reports in person. Judy stressed that continuing education was very important to both staff and trustees and that there are still a lot of director transitions in her federation. Sarah reminded the commissioners that Judy is retiring so this is her last report. Janeen reported that this year is the first year for a long time in which they didn't have any teachers attend MLA. Nancy reported that Denton has become eligible for funding again since they have attended the last meetings. Also they gave eight grants to school librarians to attend conferences and trainings.

Debbie Wellman, coordinator for Pathfinder; and Honore Bray, coordinator for Tamarack both attended the meeting online to present their reports and answer any questions.

Sonja Woods, coordinator for Sagebrush was unable to attend but did send a message through Sarah thanking MSL for what they do and highlighting that all their libraries are now MSC members.

Motion was made by Commissioner Roberts and seconded by Commissioner Kish to approve the Federation FY '15 annual reports as presented and the motion passed.

RESOLUTION OF APPRECIATION FOR ATTORNEY JIM SCHEIER:

Due to the many years of service that Jim Scheier provided to MSL, this resolution of appreciation is proposed to be sent to him. The resolution was read into the record and a copy is found at the end of the minutes.

Motion was made by Commissioner Eissinger and seconded by Commissioner LaFromboise to adopt the resolution as read and the motion passed.

TABLET TRAINING LAB USE POLICY:

The proposed policy was presented in August and there have been no changes from that draft.

Motion was made by Commissioner Roberts and seconded by Commissioner Newell to approve the policy as presented and the motion passed.

MONTANA STATE LIBRARY TRUST REQUEST:

MSL wishes to use $5,000 of the funding which came from the Moran estate and was designated to be used for statewide library resources in order to purchase an additional six laptops to complete the purchase of two replacement labs.

Motion by Commissioner Newell and seconded by Commissioner Wall to approve the request for $5,000 for six laptops and the motion passed.

DRAFT STATE LIBRARY ADMINISTRATIVE RULES UPDATE:

Attorney Jim Scheier identified a change that was needed in ARM regarding the deferral process for a library that can't meet a standard. The rule as presently written only allowed deferrals for one standard rather than all standards as intended and as is applied in practice. The rule change will provide needed clarification aligning the rule to standard practice. In addition, part of the rule which allows an education standard exemption no longer applies so that rule will be removed.

The rule will be published the next publishing date and assuming a hearing does not become necessary, the comment period will close in time to bring the adoption proposal to the December meeting.

MONTANA STATE LIBRARY MARKETING ANALYSIS:

Sara Groves offered a presentation to the commission on how she spent her marketing budget of $10,000 and how she felt each effort went. She believes that social media seems to be the best option in most cases considering the amount spent and noticeable benefits.

FINAL

Recess at 12:17 for lunch, reconvene at 12:47.

COMMISSION GOALS AND OBJECTIVES:

The commissioners discussed the early literacy texting program and posters available. State Librarian Stapp and Commissioner LaFromboise reported on their attendance at the Research Institute for Public Libraries conference. Desired outcomes are important to identify as well as how to get there. A cultural thinking shift is required to focus on desired outcomes and how to gather data to evaluate achievement of desired outcomes. The commission will receive outcome reporting for the reorganization. The library development task force focus is on desired outcomes while the staff and commission will focus on how to get there. A proposal form draft will be used as a dashboard for ideas. The Chief Officers of State Library Agencies will meet next week in Jersey and the RIPL staff will be doing a condensed session there. There will also be another RIPL conference in 2016.

FY '16 COMMISSION WORK PLAN REVIEW:

Commissioners are invited to send any additional ideas about meetings or goals to Jennie. Items listed on the calendar include a meeting of the Education & Local Government Interim committee on December 7 and 8. The next commission meeting is December 9. The April meeting held in conjunction with the MLA conference will be April 6 and will include a strategic planning process discussion. The commission workshop is tentatively scheduled for April 7.

PUBLIC COMMENT:

There were none received.

ADJOURNMENT:

The meeting adjourned at 1:51 p.m.

FINAL

*Resolution Honoring Jim Scheier, Retiring Attorney,
Agency Legal Services Bureau, Attorney General's Office*

Whereas,   For the past 32 years, Jim Scheier has tirelessly and faithfully executed the laws of Montana as an attorney with the Montana Attorney General's Office;

Whereas,   Jim has applied his extensive legal knowledge to understanding the laws that govern Montana libraries, becoming Montana's foremost expert on Montana library laws;

Whereas,   Jim has freely shared his wisdom and expertise with the Montana State Library and the libraries we serve;

Whereas,   Jim has gone above and beyond the call of duty to attend the Montana Library Association Conference to directly advise librarians on legal circumstances; and,

Whereas,   Jim has served as a patient and trusted advisor to the State Librarian, State Library Staff, and the State Library Commission;

Therefore be it resolved   that the Montana State Library Commission
1. Honors Jim Scheier for all his years of work;
2. Thanks Jim for his service; and
3. Wishes Jim all the best in his retirement.

_____

Colet Bartow, Chairman

Adopted by the Montana State Library Commission
October 13, 2015

MONTANA STATE LIBRARY (MSL) COMMISSION MEETING
9:30 A.M., DECEMBER 9, 2015
HELENA, MONTANA
OR GOTOMEETING

ATTENDEES:

<u>Commissioners:</u> Chairman Colet Bartow, Connie Eissinger, Anne Kish, Bruce Newell, Brent Roberts and Ken Wall.

<u>Staff:</u> Jennifer Birnel, Christie Briggs, Jennifer Chutz, Bobbi deMontigny, Jo Flick (online), Jessie Goodwin, Erin Harris, Jemma Hazen, Martin Landry, Tom Marino, Sarah McHugh, Cara Orban, Bert Rinderle, Kris Schmitz, Jennie Stapp and Marlys Stark.

<u>Visitors:</u> Bill Cochran.

Chairman Bartow called the meeting to order at 9:30 a.m.

INTRODUCTIONS AND STAFF LONGEVITY AWARDS:

Bert Rinderle is the new Talking Book Library Circulation Manager.

Jennifer Chutz is the new project ecologist for the Natural Heritage Program (NHP).

Sarah McHugh presented Mike Price with a 15-year longevity award pin and Christie Briggs with a 20-year longevity pin. Jennie Stapp presented Tom Marino and Sarah McHugh both with their 15-year longevity pins.

APPROVAL OF MINUTES:

Motion was made by Commissioner Roberts and seconded by Commissioner Wall to approve the October 13, 2015 minutes as presented and the motion passed.

STATE LIBRARIAN'S REPORT:

Sarah McHugh reminded the commissioners that Ken Adams is retiring at the end of December. She commented on what the program accomplished under his leadership.

Bryce Maxell provided packets that NHP handed out at their recent partners' meeting to the commissioners as well as calendars. During the last executive planning process (EPP), MSL asked for an increase for the NHP contract but it wasn't included in the Governor's budget. NHP then unsuccessfully worked with lobbyists to get some

funding. The NHP partners expressed how highly regarded the Heritage and NRIS services are and it was expressed that funding desperately needs to be found for such a valuable service. There were a lot of training requests as well as requests to have better access to information.

The reorganization budget is completed. Sara Groves will work on branding. Training will be important and user services will redevelop the request tracker tool. Stu Kirkpatrick retired in October. The position might be filled in early April with the recruiting process begin after the first of the year.

The MSL website update went smoother than anticipated so has gone live. MSL worked with the design, Edge Marketing to plan the updated site. The web leads all worked very hard, especially Tom Marino and Stacy Bruhn.

Jennie Stapp has a seat on the new state 911 advisory council that disbanded previously but has been reformed under a new governor's executive order. Next gen 911 is GIS based and so local governments will have to have the data to support the infrastructure. The council will meet monthly. A 911 legislative interim study is also underway. Staff are participating on a work group to support that study.

MSL is looking at opportunities for broadband contracts and will consider broadband in the upcoming EPP. A school broadband program is underway that calls for $3 per MB per second connectivity, which may not be realistic. That figure assumes infrastructure is already in place. The Mainstreet Montana Innovation and Technology Key Industry Network will share their recommendations with the Governor's office and those should be available to review by February.

In regards to some of the numerous reports MSL produced, information from the June work program reports will move into the annual report. MSL is in the middle of the Institute of Museum and Library Services (IMLS) reporting period with the goal of aligning Library Services Technology Act (LSTA) funded projects with specific IMLS priorities. IMLS wants consistent reporting across all states rather than the free style reporting that was previously done. Because of delays due to the new reporting system, the reporting deadline has extended into January. Cara thinks the resulting hard data availability will be beneficial. MSL will be moving into the five year planning process using these reports. Last year MSL had reported certain activities using the Statewide Library Resources web-based mapping tool which will be retired as MSL looks into other options.

Legislators auditors have been here and will be back for another three weeks in January. They appear to be focusing on the Montana Land Information Act funds.

MSL should receive the 2017 EPP instructions in January about how the agency will conduct the process and what request parameters there are.

Due to personal reasons, for the next month or two several of the management team will be out at the same time.

STATE LIBRARY ADMINISTRATIVE RULES UPDATE:

MSL received no comments for the published rules amendment and so the commission can vote to adopt the amendments as published today.

Motion by Commissioner Roberts and seconded by Commissioner Eissinger to adopt the rules amendment and the motion passed.

NETWORK ADVISORY COUNCIL (NAC) REPORT:

The NAC recommendation for the current unassigned balance of FY'15 LSTA is for additional trustee trainings and webinars from Sage Solutions. The commission will review this budget again after the March NAC meeting and that will be the final approval.

Motion by Commissioner Newell and seconded by Commissioner Wall to put $3,000 to trustee training as recommended and any other unexpended funding towards other trustee training and the motion passed.

FY '16/'17 MONTANA LAND PLAN APPROVAL:

The land plan committee of Cathy Maynard, Annette Cabrera, Leslie Zolman and Dawn Anderson helped Jennie and Evan prepare the draft. The council reviewed and approved the plan with a few changes in structure. Priorities focused on land information with emphasis on NG 911 data, the Montana hydrography dataset, and land cover and wetlands. The plan recommends an additional $25,000 for grants this year and further recommends that any further increases in the Montana Land Information Account be made available for grants as well.

The council feels like they are constantly in a reporting cycle with plans and reports that blend into other plans and reports. They are considering moving to a bi-annual plan and reporting period. In order to comply with statute, the council must approve the plan annually but they can write it every other year.

The council is considering requesting funding through the EPP for dedicated funding for grants.

Motion by Commissioner Roberts and seconded by Commissioner Kish to approve the land plan as presented and the motion passed.

READY2READ TEXTING PROGRAM TRUST REQUEST:

MSL has not used the $5,000 donation for early learning received from Governor and Mrs. Bullock. All the marketing materials produced for the texting program are gone so this request is for additional materials with the funding coming from the Trust.

Motion by Commissioner Newell and seconded by Commissioner Wall to approve the trust expenditure as requested and the motion passed.

LIBRARY DEVELOPMENT STUDY TASK FORCE RECOMMENDATIONS:

Bill Cochran, chair of the task force, was present to discuss the draft recommendations with the commission. The commission requested that the task force attempt to prioritize their list of recommendations.

Recess at 12:40 for lunch, reconvene at 1:03.

TALKING BOOK LIBRARY (TBL) RECORDING BOOTH ADDITION:

The current recording booth is in full use and the demand is higher than the current setup can meet. A National Library Service (NLS) audio specialist toured the library and made recommendations for a new booth including location and vendors. Department of Administration General Services would have to work with the contractors to perform the work. It will be at least a full year from the beginning of the request for proposals (RFP) through the end of testing. The funding will come from the donation from the Montana Federation of Womens' Clubs that targeted recording with the remainder of the funding coming from the Trust. TBL will also apply for a SPARKS grant from IMLS.

THE MONTANA MEMORY PROJECT & THE DIGITAL PUBLIC LIBRARY OF AMERICA PRESENTATION:

Montana Memory Project (MMP) has had great growth this year. They currently have 106 published collections from 45 contributing institutions. They are exploring becoming a service hub to the Digital Public Library of America instead of paying the fees to go through Mountain West Digital Library (MWDL). Membership to the MWDL is due in July so they hope to have an answer by then.

ACADEMIC CONSORTIUM:

The new name of the consortium is TRAILS, which stands for Treasure State Academic Information & Library Services. A memo of understanding (MOU) for members is in its sixth draft and being reviewed. The MOU outlines the governance of the consortium. The general council includes an ex officio representative appointed by the state librarian. They have done an RFP for a statewide ILS and presentations will be next week.

COMMISSION GOALS AND OBJECTIVES:

The 2016 meetings dates suggested are the second Wednesday of every other month except April, which will be April 6. That would make the dates February 10, April 6, June 8, August 10, October 12, and December 14.

Motion by Commissioner Newell and seconded by Commissioner Roberts to approve those dates and the motion passed.

The work plan will include looking at the strategic plan later this year. Commissioner Newell requested the plan focus on individual responsibilities, perhaps by putting names in the calendar slots for the coming year.

The calendar presented will change to a calendar year or an 18-month calendar instead of the current fiscal year.

Commissioner Wall will go to the National States Geographic Information Council midyear meeting in February. Commissioner Eissinger has been asked to attend the American Library Association's National Library Legislative Day in May.

PUBLIC COMMENT:

Bill Cochran thanked the state library, staff and commission for excellent services.

ADJOURNMENT:

The meeting adjourned at 2:17 p.m.

Central Services & State Librarian's Office Report
December 2015 and January 2016

Prepared for the February 10, 2016 Commission meeting
by Jennie Stapp, State Librarian)

This report represents accomplishments of Central Services staff: Stacy Bruhn, Carol Churchill, Sara Groves, Colleen Hamer, Tom Marino, Cindy Phillips, Kris Schmitz, Jennie Stapp, Marlys Stark and Scott Story.

The State Librarian and the Central Services staff at the Montana State Library (MSL) provide services and support to all MSL programs to ensure that all staff can efficiently conduct their work because they have access to technology, human resource management, financial expertise, promotional services and administrative leadership. To be effective, it is essential that the State Librarian and Central Services staff work with library programs to provide policy, technology and communication solutions that balance program needs with the larger library need for fair and ethical policies, transparent and accountable financial systems, integrated, secure, sustainable library technology designed to adapt to the constant, rapid pace of technology change, communication strategies that effectively engage stakeholders while making the best use of the limited staff time and financial resources available and overall administrative leadership that is collaborative, thoughtful, creative, well communicated and forward thinking.

Central Services staff includes the following employees:
- State Librarian, Jennie Stapp
- Central Services Manager, Kris Schmitz
- Accounting Tech, Carol Churchill
- Administrative Assistant, Marlys Stark
- Data Coordinator, Colleen Hamer
- Web Manager and IT Lead, Tom Marino
- GIS Web Developer and IT lead, Stacy Bruhn
- GIS Database Administrator, Scott Story
- Network Administrator, Cindy Phillips
- Communications and Marketing Coordinator, Sara Groves

This work plan is built around the core goals contained in the 2012 through 2022 MSL Long Range Plan. By completing the tasks set forth within this work plan we intend to efficiently and effectively fulfill the mission of the Montana State Library.

Goal One—Content

1. MSL acquires and manages relevant quality content that meets the needs of Montana Library users.

1.1. Improve the quality of the public library statistics we collect.

The reliability and consistent quality of the data and statistics we collect annually from public libraries tell a compelling story about public library services around the state. In order to continue to improve the quality and usefulness of these data, and to ensure that libraries and State Library staff are best able to articulate these stories in a way that is transparent and authoritative, the State Data Coordinator will work with the Statewide Library Resources Manager, the Statewide Library Consultants, the State Librarian and the Public Library Statistics Task Force to more clearly define the statistics we collect, to simply reporting tools to minimize the possibility for errors, better educate librarians about how they can collect and report the necessary data, and to improve the process of quality control through staff collaboration.

As a part of the process to improve the collection of public library statistics, staff will evaluate vendor solutions that are becoming more widely used nationally, to determine if use of an off-the-shelf, statistics solution would improve the efficiency of our data management process.

(Update: February 2016) Two primary vendors, Counting Opinions and Baker & Taylor, comprise the marketplace to provide online public library statistics collection and analytics. After meeting with the vendors and reviewing their software products staff determined that adopting an "out of the box" solution would not significantly improve the overall efficiency of our current statistics collection process, nor would it enhance our current public library statistics program in a meaningful enough way to warrant the additional annual cost, as well as the workload to migrate to a new system, and the need to train librarians on the use of a new system. Further, our current system is fully integrated into the Library Directory, an in-house application that we maintain, so implementation of a new system would require both our staff, and librarians around Montana, to maintain public library information in two systems, increasing workload and creating the risk that the systems become out of sync. When asked to evaluate whether or not the vendors could provide the additional functionality found in the Library Directory, in addition to the statistics module, we were told that our Library Directory is far more advanced than any other system in the country and that it would take considerable work and expense to recreate it. Based on our investigation, staff determined that statistics should remain a module of the Library Directory and the functional requirements of the statistics process have been included in the project planning for the Directory re-write.

In additional to our own evaluation of statistics vendors, the Institute for Museum and Library Services, the federal agency to which we submit our statistics has a new vendor, AIR. Hamer,

the State Data Coordinator, is preparing for their new collection process. FY '15 public library statistics are due on May 13.

1.2. Library Directory re-write

The Library Directory is a powerful tool used by Central Services Staff. It is used to collect and manage public library statistics, it manages registration for trainings and events, it serves as a knowledge base of library documents, etc. The current Directory application was written many years ago on software that is no longer utilized by MSL so there is a compelling reason to rewrite the Directory. Ahead of that rewrite, staff will scope the business needs of the application to improve and prioritize current functionality.
(Originally reported: December 2015) Statewide Library Resources staff has completed the collection of "user stories" in order to scope and prioritize both the core functionality and additional features of the new Directory. Based on their prioritization, development work is on schedule to commence after the first of the year.

(Update: February 2016) Based on the significant scope of the Library Directory and the diverse user stories collected, the decision has been made to build the new Library Directory in a series of small projects. Anticipated timeline for a complete re-write is 12-18 months however staff will roll out various modules of the new Directory as they come online. As was the case with the rewrite of the Digital Atlas, staff are making use of the Agile project management process whereby they identify small development "sprints" and meet on a daily basis in small, standup, meetings to report progress, answer questions, and identify and address development concerns. A project launch meeting was held on January 25 to discuss the initial project to create the necessary authentication system to support the variety of functions or "roles" the system supports. Examples of roles range from entering and editing library location and demographic information, to registering for the Fall Workshops, to entering public library statistics, to managing continuing education credits and certification, etc.   Unlike the current system, where practical and feasible, the new Library Directory will utilize integrated technologies that we do not have to build and maintain in-house. For example, we plan to make use of the State's E-pass authentication system, rather than maintaining our own. Using E-pass will reduce the need for staff and librarians to maintain multiple passwords for different state applications and will improve the overall security of the Library Directory.

1.3. File server updates

IT Staff plan, implement, and support the file server and database environment where MSL digital content resides. Library programs continue to need increasing amounts of file storage space for their growing collections of both public information and agency records. We are currently making maximum use of the capacity of our Storage Area Network (SAN). While we should have sufficient storage space to handle existing program storage needs and anticipated requests for a few years, the library will need to develop a plan for addressing future storage needs. A holistic review of the MSL storage environment needs to be undertaken which will consider both the types of data storage available (existing data storage as well as options such

as those available from the State Information Technology Services Division (SITSD) or cloud based offerings) as well as the existing demands on MSL data storage resources including space needed for the storage of raw data, production and publication datasets, records management, archiving, and backup and disaster recovery.

(Update: February 2016) Staff has begun to evaluate various storage options against business needs like data access and redundancy. We were initially excited when SITSD announced new data storage costs that were significantly lower than previous fiscal years however, upon verification we learned that the published rate was in error and costs would be approximately five times higher than our average annual spend for data storage and redundancy.

1.4. Database environment overhaul

In FY14/15 staff created a virtual database environment that consists of development, production, and publication servers. During FY16 we will migrate remaining databases off of our two remaining physical servers. This will allow us to retire or repurpose two physical servers. We will continue working with these stakeholders to minimize the impact of these changes and we are confident that this project can be completed by the end of the calendar year.

(Update: February 2016) The database migration was completed on time by the end of the calendar year. Not only does accomplishment mean that we are able to support our databases in a more current database environment, it represents the achievement of a long-term goal to fully virtualize our MSL's server environment. With the exception of the Montana Shared Catalog servers, all MSL servers are now virtualized and can easily be ported to different on or offsite host hardware when hardware is refreshed or in the event of a disaster.

Goal Two—Access

2. MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.

2.1. MSL Web updates

With more and more library content being made available digitally, the primary point of access for this information is increasingly becoming the library web site and web based applications made available through the website. The next step for the MSL web site is to review and update the overall design of msl.mt.gov and the top level program pages using the recent proposal from Edge Marketing and Design. A sneak peak of this design is planned for the Commission at their December commission meeting. Migration from DNN, the State's enterprise web content management system (CMS) to an in-house CMS is also being considered in FY16. This migration would use existing MSL hardware and software and will

allow MSL IT Staff to have full control of the MSL web infrastructure using .NET, CSS and Bootstrap and would also allow MSL Staff to administer our backend SQL Server databases for our websites.

(Originally reported: December 2015) Staff completed the development of a new in-house CMS. The migration was much simpler than anticipated and, given the similarities to the DNN CMS, staff were easily able to adapt to the new editing environment. Rollout of a new MSL website that integrates recommendations from Edge Marking and Design is ahead of schedule. The current launch date is scheduled for December 7, 2015.

2.2. Application updates

In addition to program web content, MSL supports a number of web based applications to assist with data discovery and data access. The GIS Web Developer continues to update library web applications that reside on outdated technology. The goal for this year is to convert the remaining applications, including the Library Directory, developed in classic ASP to ASP.Net.

The planning phase for the Library Directory, will begin this fall. Updating the Library Directory will demand a high level of collaboration between IT and the Statewide Library Resources (SLR) program, with SLR taking the lead as the project owner and the GIS Web Developer doing the majority of the programming work. A rewrite of the current Cadastral application should be considered at the end of FY16 or beginning of FY17.

(Update: February 2016) GIS staff have begun to scope a rewrite of the Cadastral Application (see the Digital Library report for more information).

2.3. ArcGIS Server service migration

Also supporting the MSL data access efforts is the MSL ArcGIS Server environment. ArcGIS server is a software tool for creating web mapping services. Many different types of web mapping service can be created with ArcGIS Server. The most common are basic map services that are used to support MSL web applications. By the end of calendar year 2015, the GIS DBA will migrate remaining web services to the 10.3 environment. This will allow us to repurpose one physical server that supports older ArcGIS Server services. Decommissioning the old ArcIMS server technology is dependent only on remaining Montana Natural Heritage Program (MTNHP) needs; a single feature service used by the Montana Department of Transportation (MDT). Once a decision to decommission ArcIMS is made, the final virtual ArcIMS server can be shut down.

(Update: February 2016) With the exception of the decommissioning the ArcIMS server, this migration has been completed. Staff continues to work with the vendor Esri, MTNHP and MDT to evaluate options to serve the data made available through the feature service.

Current ArcGIS feature services fail under the large amount of data serviced by MTNHP and, to date, Esri has not been able to offer a satisfactory solution.

2.4. IT Security Planning

With much of our data intended for public access, from a security perspective our primary concern is not limiting user access to our resources. Even so, it is important to properly secure our IT systems to ensure data that needs to be secured is, and to remain in compliance with State Information Technology Services Division (SITSD) standards so that we can continue to leverage the resources of the state network to provide patrons with the best available access to our collections.

In the last year SITSD has released an exhaustive set of Baseline Security Controls for state agencies to follow to ensure the security of the state network. MSL IT staff will review this document to identify which, if any controls we are not in compliance with. Once this review is complete, we will make recommendations to library management for correcting or improving the security of our IT environment.

In addition to recommendations that come out of the review of baseline security controls, IT staff has already identified a number of specific security related tasks for the coming year. With updates to program file server environment staff will continue to clean up the security groups that we use to control access to data on the file servers. Staff is also researching systems for managing administrative accounts in an organizational setting and plan to develop and implement a new administrative login policy in the coming months.

Goal Four—Consultation and Leadership

4. MSL provides consultation and leadership to enable users to set and reach their goals.

4.1. Broadband planning

Increased access to higher speed, more affordable broadband continues to be a critical need voiced by libraries, other community anchor institutions, the economic development community and other sectors of the State. The State Librarian will continue to build opportunities to bring libraries to the table to ensure that, as broadband planning develops at the state level, libraries benefit. This work includes participation on the Governor's Education Superhighway initiative work group and additional efforts that may form following the release of the recommendations of the Main Street Montana Interconnectivity and Telecommunications Key Industry Network (KIN) anticipated this fall. The State Librarian will also be active at the national level as the Chair of the Schools, Health and Libraries Broadband Coalition (SHLB) Board of Directors and as a member of the American Library Association/Chief Officers of State Library Agencies Library E-Rate Planning & Assessment Project advisory council. Through this project, the State Librarian will be able to advise on and

evaluate the development of best practices for the implementation of various elements of the E-rate modernization order of 2014. Developed over two years, these best practices will likely result in financial benefits to Montana libraries in the form of increased use of E-rate.

(Update: February 2016) At the November meeting of SHLB, I elected to serve another year as Chair. The Coalition continues to focus on fundraising and organizational planning. If current fundraising milestones are achieved, the executive director who currently works under contract, will move to full time before the end of the year.

In December the Mainstreet Montana KIN released its recommendations to the Governor. Recommendations include:
1. Creating an interactive broadband map;
2. Commitment of $25M in funds from the Legislature to support public-private broadband deployment projects;
3. Legislation to make the permitting process more friendly and efficient for broadband deployment; and
4. Creating a Broadband Advisory Task Force.

Action to adopt these recommendations, in my view, would represent a positive step forward in developing a statewide broadband strategy. The full KIN report is included in the Commission meeting packet.

In considering how the State Library may support increased broadband access and affordability to all Montana libraries, staff have begun to evaluate public library data to determine how much broadband would be required to support a 5Mb/s per device model under a single statewide procurement vehicle. Based on the number of devices (staff and public access computers) and average wireless sessions reported in the FY '14 public library statistics, total bandwidth needed to reach this threshold is only 8-10 Gbps. We have begun working with the Montana Telecommunications Association to evaluate an affordable cost model for service and will then consider funding options including E-rate and a state budget request.

4.2. Cooperative public education programs

The Communications and Marketing Coordinator will encourage local libraries to participate in cooperative public education programs. This work involves coordinating and motivating librarians and trustees, organizing and publicizing projects and events, and coordinating the statewide distribution of information and news releases related to library activities and issues. The Communications and Marketing Coordinator will maintain regular contact with information specialists at other public agencies, including local organizations that have related interests. She will arrange for meetings, exchanges of information and documents, and possible joint news releases, or other communications. She will provide or arrange for training for librarians

and trustees in how to use the promotion material and campaign strategies in local communities and will answer questions from others regarding the materials and the campaign.

Additional updates, February 2016:

As a result of legislative budget reductions in 2009, the State Library made the decision to cease print production of various documents such as the Library Directory, manuals, and reports. Instead, information contained within these documents has been maintained in a database and made accessible via our website. Not only did this decision save money, it ensures that our partners benefit from consistently accessing the most up to date information available. From time to time staff receives requests for certain print publications such as the Trustee Manual or the New Library Director Handbook. To better accommodate these requests, the Bruhn, Hamer and several SLR staff worked together to review, update and convert the Statewide Library Resources Division training manuals from our database to the new content management system. Staff programmed the new web pages to be print-friendly so that librarians and trustees can now print the most up-to-date information on demand.

Goal Five—Collaboration

5. MSL promotes partnerships and encourages collaboration among its users.

5.1. Ready 2 Read program development and enhancement

The Communications and Marketing Coordinator will continue to develop the Ready 2 Read program through outreach and development of collaborative relationships. This work includes continued marketing and outreach efforts to Governor Bullock's office and administration to help them understand how MSL can be of service to their programs and agencies. The Communications and Marketing Coordinator serves as a consultant to libraries with Ready 2 Read programs to assist them with troubleshooting, development of their library's programs, address issues, and more. She represents Montana libraries on Montana's Governor-appointed Best Beginnings Advisory Council (BBAC) to help other BBAC partners recognize and understand that libraries are an integral part of how the educational, emotional, and social developmental needs of young children are met in communities throughout Montana. **(Originally reported: December 2015)** The bi-annual Ready 2 Read Rendezvous was held at the Bozeman Public Library on October 9 – 11, 2015. A total of 44 librarians from around the state participated, representing 31 different libraries. All librarians who attended represented public, school/community libraries, or tribal libraries.

On Friday, October 9, Jeri Robinson, Vice-President of Education and Family Learning at the Boston Children's Museum, was the featured speaker. Jeri presented to the group on Massachusetts' Race to the Top Early Learning Challenge Grant and how museums and libraries worked together – along with various state agencies, preschools, and childcare

centers – to support kindergarten readiness. A grant from First Interstate BancSystem Foundation paid for Jeri's travel expenses and stipend.

On Saturday, our speakers were Marisa Conner, Youth Services Coordinator at Baltimore Public Library in Maryland, and Dorothy Stoltz, Community Outreach and Programming Coordinator at Carroll County Libraries in Maryland. Marisa and Dorothy are also co-authors of the book, "The Power of Play: Designing Early Learning Spaces".   Dorothy and Marisa presented key methods and knowledge that librarians need to transform any library space into a dynamic space for young children to play and learn. They explored ways for librarians to make good decisions regarding practical design, materials and resources to create interactive play spaces for early learning. They shared success stories from their own communities and around the country of how play works in the library and demonstrated how libraries become community partners in preparing children for success in school.

On Sunday, attendees worked together to identify what types of services our communities need in regards to early learning and child development. Then we worked to identify what services and programs our libraries offer to support these needs and – if there's a need identified that is not being met by anyone – could the library fulfill that need or partner with an organization to solve it? We also committed to our year-long projects that will help our libraries more effectively meet the needs of our communities regarding early childhood. Finally, we worked together to develop a mentoring program based on what we're learning in Supercharged Storytimes. Newer librarians were paired with librarians who have been doing this for a long time and with librarians who were close in proximity to them so that they could work together to evaluate one another's storytimes and other programming in order to offer support, feedback, and ideas.

Mind in the Making

In November, Groves attended a Mind in the Making training that was specifically designed to help museums and libraries think about how they can offer programming and information on the seven essential life skills that every child needs. This was a train-the-trainer event and now Groves is in the process of adapting this training for Montana libraries and museums. The seven skills include: 1) Focus and self-control; 2) Perspective taking; 3) Communicating; 4) Making Connections; 5) Critical thinking; 6) Taking on challenges; and 7) Self-directed, engaged learning.

Ready 2 Read Montana Texting Program

On October 19, MSL launched a new statewide texting program designed to reach parents and caregivers with messages related to early literacy skills development via text. The Ready 2 Read text program is free to Montana families. Participants do not need to be a patron of any library to participate. The program is designed for parents and caregivers of four year-olds, though families with other pre-school age children are welcome to join.

Participants will receive three messages per week designed to help parents and caregivers build early literacy skills in their four year-old through easy practices families can do every day at home, like reading, singing, talking, playing, and writing together.

The Ready 2 Read text program is based on research developed by Stanford University that found if parents of preschoolers received text messages focusing on early literacy skill development, those children scored significantly higher in kindergarten assessments.

Summer Reading Program

In 2015, the State Library conducted its' first-ever assessment of summer reading programs in the state. Findings indicate that summer reading is an important library service in communities statewide with 97% of survey respondents saying that they offer a summer reading program.

Survey respondents were asked what type of summer reading program they offered and encouraged to check all that apply since many libraries offer multiple versions of a summer reading program targeted at different audiences. Results indicate that 74% of respondents offer an early literacy program; 98% offer a children's summer reading program; 63% offer a teen summer reading program; and 37% offer a summer reading program specifically for adults.

Approximately 91% of survey respondents use the Collaboartive Summer Library Program manual that is provided to them from the State Library (through LSTA funds). The number of participants in the respondents' summer reading programs ranged from 25 to thousands with the bulk of participants identified as children. Libraries identified staffing and funding as two of their biggest challenges for their summer reading programs and great participation from their communities as one of their big successes. Survey respondents also identified some ways for the State Library to assist them with their summer reading program, such as purchasing statewide advertising, and providing performers to travel from library to library.

Goal Six—Sustainable Success

6. MSL is efficient and effective (measured against partner and patron outcomes) and is engaged in fulfilling its mission.

6.1. Digital Library reorganization

The State Librarian will work closely with the Digital Library Administrator and the Central Services Manager to manage the reorganization of the Digital Library. Key to the success of the reorganization is a continued and deepening focus on our users as articulated in the

project charter. New lead staff identified during the reorganization also need support and training as the develop their skills as new supervisors.

(Originally reported: December 2015) Digital Library leads have completed initial supervisory training offered by the State Professional Development Center. Schmitz worked closely with Stapp and Hammer to create a fully developed Digital Library budget structure and all prior FY '16 expenditures were moved into the new budget structure. She and Churchill also updated the state budgeting and human resources systems to accurately reflect the new organizational structure. Finally, Schmitz used this opportunity to cross-train Hamer as a backup in the financial office.

(Update: February 2016) The 2nd quarter financial report presented to the budget fully reflects the newly adopted budget for the reorganized Digital Library.

6.2. Library Development Study Task Force recommendations

The State Librarian and the Statewide Library Resources Administrator, in collaboration with task force Chair, Bill Cochran, will lead the Library Development Study Task Force through a process of information gathering to formulate recommendations to the State Library Commission that will focus library development services and resources on 21st century library outcomes. Final recommendations are due to the Commission in February 2016 in time to inform the FY'16 Library Services Technology Act award and the EPP process.

(Originally reported: December 2015) The Task Force, with support from State Library staff, completed a series of eight listening sessions and received comments from nearly 80 respondents to an online survey. Many of the respondents represented multiple people as the survey was completed jointly by library boards around the state. The Task Force met on November 19 to draft their formal recommendations to the Commission which will be presented at the December 9 Commission meeting. Staff is very excited by the nature of the recommendations which are very outcome-based and can be used to prioritize and benchmark library development services.

(Update: February 2016) Staff will present the final recommendations of the Task Force to the Commission at the February meeting. Based on Commission action, staff will begin to formulate a plan for the creation of benchmarks making use of the Network Advisory Council and Commission in that process. Staff and the NAC will also be asked to make recommendations about how to allocate existing resources and to make suggestions for new budget requests in order to implement the recommendations.

6.3. Biannual Executive Planning Process

The State Librarian, senior managers, the Communication and Marketing Coordinator, advisory committee members and the Commission will work together to create and present compelling arguments for ongoing and increased legislative support to be reflected in Executive Planning Process (EPP) priorities. These priorities will be presented to the Commission in April 2015.

(Update: February 2016) The Governor's Office of Budget and Program (OBPP) planning announced their timeline for the EPP process. EPP requests must be submitted to OBPP by May 30. This timeline may necessitate the need for a teleconference Commission meeting to approve final EPP items ahead of the June meeting. Additionally, Stapp and Schmitz attended a meeting with Budget Director Villa and Montana Library Association representatives Judy Hart and Nanette Gilbertson to discuss the need to update the statutory appropriation for state aid (22-1-327 MCA) in the 2017 session. At Director Villa's direction, the State Library will prepare legislation, extending the term of the statutory appropriation to a date yet to be determined. This legislation will be submitted to the Governor's Office as part of our EPP request. It is important to note that the state aid funding would remain tied to the statutory appropriation rather than being included in House Bill 2, the state budget bill.

6.4. Internal Control policy audit

To promote adequate systems of Internal Control the Central Services Manager will work with key staff and partner agencies to audit, monitor and update the current Internal Control Policy. This work ensures that the State Library is able to function effectively and transparently and that we achieve the highest levels of financial accountability.

(Update: February 2016) The annual Internal Control review is underway.

6.5. Biannual financial audit

The Central Services manager will coordinate the Legislative Audit for FY 14 & FY 15. She will work with the Legislative auditors to gather data, answer questions and provide needed backup to demonstrate that MSL is an effective and efficiently run agency and good stewards of the State resources.
(Originally reported: December 2015) Schmitz welcomed the Legislative Auditors to the State Library and work has begun on the Financial Audit for FY 14 & FY 15. Their initial visit allows the auditors to plan for their formal audit which will take place in January. Significant focus is being placed on the addition of the Montana Land Information Act funds to the State Library budget. This biennium represents the first time those funds are material to our budget as opposed to being contracted dollars so further scrutiny is warranted.

(Update: February 2016) Legislative Auditors resumed their work for two weeks in January and may return again in February to conclude the audit.

6.6. Systems and Hardware Updates

Data Center Virtualization

MSL has acquired the hardware needed to complete the process of virtualizing the MSL data center in the coming year. It has taken several years, but we are very close to completing this transition. Most of the remaining physical servers already have virtual server replacements up and running and we just need to migrate the remaining data or services to the new servers. This is the case for AGS01, AGS02, and SQLINT (database and ArcGIS Server machines).

IT Back-up and Disaster Recovery

With the completion of the virtualization process, updates to our file server environment and our web applications nearing completion, this is a good time to evaluate our IT Back-up and Disaster Recovery systems. Our current backup and disaster recovery model is more of an ad-hoc approach that has been developed over time to address needs as they arose. A model that looks at overall agency needs and the resources available should provide more consistent and efficient support for the library. This project should be part of the larger review of the MSL storage environment.

(Update: February 2016) Refer to updates on goals 1.3, 1.4, and 2.3.

Planning a move to the State Data Center

Another opportunity that IT staff is now in a position to pursue, now that our server environment have been virtualized, is the migration of some (or all) of our servers to the State of Montana Data Center (SMDC) or other third party server hosting environment. We are currently at capacity in the MSL Data Center (MSLDC) for both network connections and backup power. Moving some of our servers to an alternative data center would free up both power supplies and network ports. Moving our public web resources - primarily MSL web sites, application servers, and FTP servers – out of the MSLDC will also reduce the amount of external traffic on the library network, freeing up those resources for internal needs. Finally, the SMDC has a level of monitoring and support that we are unable to provide at the MSLDC (it is unclear what other third party hosting options would be able to provide related to this). While this is important for all of our IT resources, it is especially important for the web resources that we want to make available to patrons on a 24x7 basis.

(Update: February 2016) Staff has begun testing a virtual machine at the State of Montana Data Center (SMDC) with the goal of moving our MSLWEB server to the SMDC. MSLWEB resides in the DMZ and serves as a proxy to our internal .NET applications and also hosts static HTML and classic ASP sites. If successful, this move will allow MSL IT staff to use the easily configurable Netscaler to replace the Apache Reverse Proxy currently on MSLWEB, receive 24/7 support at the SMDC and reduce future hardware costs.

6.7. IT Asset Management

With input from IT and other library staff, the GIS Web Developer has finished an IT Asset Management System and will continue to add additional functionality as needed. The IT Asset Management System is available to all MSL staff through the library intranet site. It serves as an inventory and tracking tool for hardware, software, applications, web services, and possibly raw data as well as published data products. An On Call dashboard will developed this year that will streamline On Call Alerts and Processes for IT Staff on call.

6.8. IT Policies

In an effort to improve communication between IT staff and library programs staff will review and document several agency IT policies in the coming year. One of these policies will be the agency on-call policy which was developed to ensure that MSL IT systems are monitored over the weekends. While the existing policy has been effective for several years, it was developed prior to the creation of the MSL IT program. With the reorganization that has occurred in the library over the last couple of years and updates to our IT systems, it is important that the on-call policy be reviewed and updated so that it continues to meet the library's needs.

(Update: February 2016) With the release of modern applications to replace the old Bundler, Topofinder and Digital applications, and now that the virtualization of the MSL data center is complete, staff can almost fully support on-call needs from anywhere. With this in mind, staff is testing the ability to support weekend on-call without the need to be physically in Helena. Further evaluation of data and user business needs will be conducted to determine what additional recommendations can be made to improve the agency on-call policy. Final recommendation for a revised policy will be brought to the Commission at a later date.

6.9. Digital Library branding and marketing

With input from the Digital Library Division, the Communications and Marketing Coordinator will prioritize key programs and services for development of marketing plan and corresponding marketing materials that will help re-brand Library Information Services and the Geographic Information Program as part of the overall Digital Library reorganization. The Communications and Marketing Coordinator will design and produce or manage the design and production of program informational and educational materials such as brochures, newsletters, magazine and newspaper articles, radio spots, on-line information services (e.g., Internet web page) and videos to provide pertinent, current and technically accurate information to the public about MSL's digital library services.

6.10. MSL-wide strategic planning

Outcomes from the Digital Library reorganization and the recommendations from the Library Development Task Force will be used to initiate a strategic planning process that will be led the Commission and supported by the State Librarian and staff. The strategic planning process will commence during the spring of 2016.

Additional updates, February 2016:

Hamer attended a training session regarding State Library Administrative Agency Survey at annual State Data Coordinator conference. This is a survey that is conducted every year by IMLS to gather information about the resources of and services provided by State Libraries across the country.

To more effectively administer our equipment reservation policy for lending laptop training labs, staff updated the Equipment Reservation form and created a 'library partners' list to support the Equipment Stewards. As per the policy partners are given a wider window in which to reserve equipment. Partners include the Montana Library Association, the Montana Association of GIS Professional, NRIS funding agencies (the Dept. of Environmental Quality, the Dept. of Natural Resources and Conservation, Montana Fish, Wildlife, and Parks, and the Dept. of Transportation), the Montana Historical Society, the Census and Economic Information Center, and the State GIS Community of Interest.

Stark collected, compiled and submitted information for the annual Property/Casualty Insurance evaluation.

The State recently implemented a new onboarding/hiring process. After receiving training from the Department of Administration, Stark successfully implemented the process for the hiring and onboard process for MTBL's newest employee Bert Rinderle.

Digital Library Work Report
December 2015 and January 2016

Prepared for the February 10, 2016 Commission meeting
by Evan Hammer, Digital Library Administrator

This report represents accomplishments of Digital Library staff: Troy Blandford, Keith Blount, Meghan Burns, Gerry Daumiller, Maya Daurio, Karen Dimmitt, Michael Fashoway, Jo Genzlinger, Evan Hammer, Bob Holliday, Jim Kammerer, Duane Lund, Alana Mueller-Brunckhorst and Diane Papineau.

Goal One—Content

1. MSL acquires and manages relevant quality content that meets the needs of Montana Library users.

The information management team will be working on several projects that will add to or otherwise enhance the existing MSL Collection.

1.1. Land Information staff have already begun a project to gather information needed to develop a revised version of the state boundary in Northeast Montana and correct townships currently impacted by the misrepresentation of this boundary. The final product of this process with be an update CadNSDI dataset that includes these corrected features and that is scheduled for delivery in early 2016.
(Originally reported December 2015) In late September four GIS analysts visited three counties in Northeast Montana (Daniels, Sheridan, Roosevelt). To gather corner recordation survey documents. As a result of this trips and a July visit to Wibaux and Richland County, we are in the process of creating over 1,400 new ground control points that will be used to adjust approximately 200 townships in NE Montana.

(Update: February 2016) After completing the ~1,400 new ground control points based on the corner recordation survey documents, additional aerial imagery-based pseudo-control was added as needed for the adjustment process. Quality assessment/quality control of the points is just finishing, with the actual township adjustments to follow. The process had been challenging due to software issues, but we have been working through that with both the software company and our project partner. We are in the process of extending the project end date from January 31, 2016 to March 31, 2016.

1.2. The USDA Aerial Photography Field Office (APFO) is in the process of collecting 1m statewide imagery for Montana through the 2015 National Aerial Imagery Program (NAIP). MSL will work with the APFO to acquire a copy of this dataset, likely in late 2015. Digital library staff will develop a plan for adding this data to the MSL collection, identify what information products need to be developed to make this data accessible to users, and develop a communication plan to ensure stakeholders know that this dataset is available and how to access it. This will be the fifth year of statewide NAIP imagery data in the MSL collection which currently includes imagery from 2005, 2009, 2011, and 2013.

(Originally reported December 2015) The 2015 NAIP collection was significantly impacted by the amount of fire activity in western Montana that went well into the fall. Originally scheduled to be completed by mid-August, there are still areas in western Montana that had not been flown as of November 20. The most current status is available on this status map maintained by the USDA - http://arcg.is/1TbH2kk. We are still hopeful that the remaining areas of the state will be collected and we are working with our partners to ensure we receive the data as quickly as possible once the full state is complete and available.

(Update: February 2016) Aerial photo collection as part of the 2015 NAIP has stopped for the year due to snow. As you can see from the link above, there are still substantial holes in the coverage over western Montana. We have received all of the available 2015 imagery from the USDA/APFO via the Natural Resources Conservation Service (NRCS) and we are currently working on a storage and distribution strategy. We are aware that the USDA/APFO is considering continuing data collection in the spring to complete statewide coverage.

1.3. Water information staff are working on multiple projects to improve the quality of the data in the Montana Hydrography Dataset. The Department of Natural Resources and Conservation (DNRC) is working with the Water Information System to improve workflows for revising the Hydrography Dataset as well as to enhance it by integrating features in from the Water Rights database. Work is also underway through a grant from the United States Geological Survey (USGS) to develop bulk data loading procedures that will allow more efficient integration of data from existing sources such as the water rights database and the wetlands and riparian dataset managed by the Montana Natural Heritage Program. Both of these projects will run through the end of FY16.

(Originally reported December 2015) The USGS grant and DNRC contract are both in place. Preliminary work on the USGS grant started in July and we are currently ordering equipment – a desktop machine for hydro editing and processing tasks and a hard drive for data transfer – have been ordered and we expect delivery in the coming weeks. While not directly tied to these two projects, we have also received funding from the Army Corps of Engineers to continue work on the Yellowstone River Corridor Clearinghouse that has been developed with support from the Yellowstone River Conservation District Council for many years. The Yellowstone Clearinghouse is another potential data source for the Montana Hydrography Dataset if we can develop a manageable workflow for performing bulk data uploads through work with the USGS and DNRC.

(Update: February 2016) USGS grant work has been focused on reviewing edits received from Glacier National Park to make sure the edits are ready to be imported into the hydrography dataset using USGS geoconflation tools. Significant revisions were made to flow direction and additional attention is needed to fix snapping issues. Progress was also made identifying workflow for deriving flowlines from LiDAR data in the Musselshell. The work tasks identified in the USGS grant and the DNRC agreement were presented to the Montana Hydrography Working Group, Dec. 17. There was good discussion and good support for the projects, particularly the effort with DNRC to develop a prototype demonstrating the value of the hydrography dataset and the long term vision for the water information system

1.4. MSL continues to partner with the NRCS to develop mutually beneficial data products. In the coming year the NRCS will be seeking additional support with the stewardship of the Watershed Boundary Dataset. The NRCS is also interested in expanding on the monthly water supply products that the library has assisted with the development of for more than 20 years. The current collection of water supply maps including monthly Surface Water Supply Index maps dating back to 1992 is available at:
http://mslapps.mt.gov/Geographic_Information/Maps/watersupply/Default.aspx
There are also a number of collection development projects that will be collaborative efforts between the user services and information management teams.
(Originally reported December 2015) We have secured an extension to our current NRCS partnership agreement that provides an additional $40,000 to perform GIS support tasks for the Montana NRCS through the end of September 2016. In a recent planning meeting with our NRCS liaison we began developing a work plan for the coming year which will include ongoing Ecological Site Development work, updated to the SSURGO Soils dataset, collaboration on Watershed Boundary Dataset updates and the continuation of our long term water supply mapping partnership. With the posting of the October 2015 water supply maps MSL and the NRCS have completed 23 years of Surface Water Supply Index (SWSI) maps. Originally created for the months of February through August, since 2002 these maps have been created each year for the months of January through October.

(Update: February 2016) In early January, MSL in partnership with the NRCS released the new Snow and Water Supply website:
http://mslapps.mt.gov/Geographic_Information/Maps/watersupply/Default
This new website provides improved maps compared to what was provided in past years and also adds new products, including precipitation and reservoir storage. Each month 49 maps will be updated and published to the website.

1.5. State publications will work with user services to identify opportunities to make existing tools and resources more usable for patrons. An example from last year was the development of a web interface to submit a request for web sites to be archived. This received positive response from users and also improves our ability to capture and archive sites at critical moments that may otherwise be missed.

1.6. User services has identified a need to develop a process for the regular evaluation of electronic resources. This should include creating electronic resources workflow documents that focus on ERMs (electronic resources management) particularly on the life cycle/renewal of an e-resource and the purchasing decision (acquisition) of a new e-resource

1.7. There are efforts underway to work with the Helena USGS office to consolidate and streamline their internal library through collaboration with the water information staff and engagement with our user services group. Possible outcomes may include the identification of materials to supplement the MSL collection and the development of a partnership with a key group of potential Water Information stakeholders.
(Originally reported December 2015) A group of staff made up of Library and GIS Professionals were able to visit the Helena USGS Office in October and get a tour of the existing library. Additional work on this project has been delayed by the ongoing Digital Library reorganization.

(Update: February 2016) MSL staff developed a spreadsheet to assist the USGS Water Center with the reduction of their library and met with the director and other staff. The USGS is now proceeding by having an MSU student intern organize the material. The intern has been focused on organizing the library room in the warehouse and has organized nearly all of the shelves and co-located similar publications. The intern will soon begin transferring the card catalog of USGS publications pertaining to Montana and adjacent states to a spreadsheet. MSL will review the inventory once complete in case there are materials to supplement the MSL collection.

1.8. The Montana Department of Health and Human Services has approached MSL staff about opportunities to collaborate to make a number of their GIS data products more publicly accessible via the MSL Map Gallery (AGOL).

Finally, with the transition to a new organizational structure there is a need to develop workflows and processes for regular review of the MSL collection development policy and a process for evaluating new projects and the proposed products of those projects against the existing collection development policy. A successful outcome would be the development of guidelines for regular evaluation of the collection development policy as well as some process for evaluating ongoing efforts to follow that policy.

Goal Two—Access

2. MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.

2.1. With the recent changes in the Digital Library there is a need to work with the MSL Marketing Coordinator to develop a plan for communicating these changes with our partners and patrons. Part of this effort will be exploring existing branding that we may or may not

want to continue to promote as well as developing a strategy for the structure and organization of Digital Library web pages. Specifically identified needs include the development of a plan for promoting the recently updated Digital Atlas as well as a need to evaluate potential enhancements to research.msl.mt.gov.

2.2. Cross training for the new user services group is needed to ensure they are prepared to handle requests for information from across the different library program areas. A plan for cross training staff and the development of a coverage calendar will allow for the different support phone numbers and email addressed to be redirected to the User Services group. There is also a need for broader cross training across the Digital Library to help staff be more comfortable and work more efficiently together.

(Originally reported December 2015) User services staff have begun a series of bi-weekly cross training sessions scheduled to run into the beginning of 2016. To date these have been primarily focused on providing the Library professionals with some basic GIS background and providing familiarity with the existing GIS data discovery tools.

(Update: February 2016) The last of the initial series of cross training sessions took place on January 18. In the coming weeks we will be identifying additional cross training needs in order to plan future trainings.

2.3. The information products team will identify or develop a new reference request management/tracking tool to replace the existing request tracker. From a management perspective it is critical that all digital library reference requests are tracked through a common system to allow for a better understanding of patron needs and to ensure we are making the most of our limited resources.

2.4. There is a library-wide need for more consistent collection of resource use information and tools that simplify the reporting of that information to encourage and feed a process of continuous improvement of the services we make available.

2.5. In an effort to make more of the existing collection accessible the state publications lead will be hiring a temporary cataloger to catalog the remaining historic print state publications needing MARC records. This will also provide an opportunity for evaluating the feasibility of relying on temporary staff to perform future cataloging needs.

(Originally reported February 2016) No qualified temporary staff was identified to perform original cataloging so MSL conducted a limited solicitation of three bids and chose Backstage Library Works to do original cataloging of 200 state publications with the option of additional cataloging depending on resources and time once the initial project is completed. Work will begin immediately and will continue through the spring.

2.6. Work with OCLC to edit the tags of 22,000+ catalog records for print resources in order to derive 22,000+ new bibliographic catalog records for electronic content. Completion of this

project will allow MSL. There is also a need to create, document, and implement procedures for providing non-MSC libraries with MARC files for digitized state publications.

2.7. The Montana Cadastral Application was developed by and is currently hosted at SITSD but there is a growing list of enhancement requests from our users. Efficient, ongoing support of this tool will likely require it to be re-written in the near future. Digital Library staff will plan a scoping process for a new Cadastral application and work with IT staff to get the development of a new application on the calendar for 2016.

(Update: February 2016) The information products team has put together a project proposal using the draft MSL project proposal template. This proposal will be reviewed by the management team for guidance before moving forward. Additionally, we have recently become aware of a new cadastral application that the Department of Revenue has developed. We will be reviewing that application to determine if it will impact our application update plans.

2.8. MSL is in the process of moving web map services off SITSD hosted services and on to ESRI cloud hosted hardware. This transition will be complete by November 2, 2015. Information products staff are actively working to identify updates that need to occur to ensure tools and applications do not break as a result of this change and a change management plan has been developed to make this transition as smooth as possible for our partners and patrons that use the MSDI web map services.

(Originally reported December 2015) Hosted managed services went into production in October and the old services at SITSD were taken offline on November 2. An exhaustive effort was made during the month of October to notify the various user communities of the planned changes and this seems to have been effective since we have had very few calls specific to the service changes. This changeover did result in a number of unanticipated issues with the cadastral application that GIS and IT staff have been working hard to resolve through the month of November. At this point we believe that we finally have a solid stable application in place pointing to the new managed services and we are primarily dealing with educating users in how to refresh their browsers to ensure cached data is not impacting their user experience.

(Update: February 2016) We have resolved a number of issues with the cadastral application that arose with the initial cutover to managed services and our users seem much happier. We are working with the ESRI Managed Services team to get regular, service based usage reporting that will allow us to compare the usage of our services now to the usage when they were hosted at SITSD.

2.9. MSL provides access to tiled aerial imagery and topographic map data via the Montana Geographic Information Clearinghouse website. Currently users discover and download image data by clicking on a series of image maps. DNRC has developed ArcGIS Online applications that make it easier to discover what data are available for a given area and download it (for

example, all NAIP years are in one application). Their applications are currently pointing users at MSL data. We should make users aware of these tools and evaluate them to see if there are opportunities to improve the tools we make available.

2.10. MSL would like to pilot a project to develop a Corner Recordation Application to provide better access to corner recordation surveys. This could be a simple ArcGIS Online application (similar to Ravalli County's) and use corner recordation documents obtained during the NE Montana adjustment project. Before the end of FY16 the information product team will initiate a scoping project to identify the needs of and opportunities offered by such a tool and what resources would be needed for its development.

2.11. There has been an enormous amount of climate data generated by the MSDI Climate theme steward. While accessible through web pages, this data isn't available through the bundler yet. We will work with the stewards to identify the best way to get this data into the bundler.

Goal Three—Training

3. MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.

3.1.   Efforts to lead the development of ArcGIS Online training for state agencies started in FY15 and we need to continue to push for this training to happen in FY16.

(Update: February 2016) We are currently re-evaluating our use of ArcGIS online to determine what type of internal training is needed to administer and support the existing ArcGIS Online subscription. Once this process has been completed we will be in a better position to explore training options for other agencies.

3.2. The Users Services team will continue to develop content for State of Montana new employee orientation but this effort will be broadened to include content from across the digital library.

3.3. User Services will lead the development of outreach priorities, an outreach calendar, and a process for adding or removing items from the outreach calendar through an annual review process that includes the MSL Marketing Specialist.

Goal Four—Consultation and Leadership

4. MSL provides consultation and leadership to enable users to set and reach their goals.

4.1. With an increasing recognition of the importance of GIS data in the development and implementation of Next Generation 9-1-1 we have been pushing for MSL to be included on the

state 9-1-1 advisory council. We will continue to push for that to happen and if we are successful Digital Library staff will be available to support the State Librarian in that role. Outside of the 9-1-1 Advisory Council, MSL has been raising awareness of NG9-1-1 in the GIS community and reaching out to the 9-1-1 community in Montana by distributing information on GIS and NG9-1-1 to PSAP managers. MSL has also been working with some local governments to begin the process of planning for NG 9-1-1.

(Originally reported December 2015) The GIS Coordinator and the Land Information lead were invited to present at the first meeting of the Energy and Telecommunication Interim Committee. They presented information about the role of GIS in NG 9-1-1 and provided additional information on the basic workflow for NG 9-1-1 GIS data development as well as information about NG 9-1-1 planning efforts in other states. Since that time MSL has participate in two additional meetings of a NG 9-1-1 working group tasked with developing a NG 9-1-1 implementation plan to present to the interim committee at their March 2016 meeting.

(Update: February 2016) MSL staff have been participants in an NG9-1-1 Working Group, created by MACo to provide recommendations to the Energy and Telecommunications Interim Committee. In the January working group meeting MSL presented information about the role of GIS in NG9-1-1. MSL has also been given a seat on the 9-1-1 Advisory Council and has participated in their meetings since October 2015.

4.2. User services needs to provide the Land Information Advisory Council with a recommendation for how to proceed with the MSDI Elevation Theme. Elevation has been without a steward for many years and with the recent loss of our long term USGS contact there seems to be little ongoing interest from the USGS is continuing to support that theme.

4.3. With SITSD retracting from involvement in GIS, User Services and Information Products staff will need to develop a model for supporting agencies needing ELA and ArcGIS Online support. The State Librarian and the Digital Library Administrator will begin discussing a 2017 ELA renewal with ESRI in the coming months.

(Update: February 2016) An initial ESRI Enterprise License Agreement (ELA) renewal meeting took place in early in December which included the State Librarian and the Digital Library Administrator as well as the DNRC CIO and the primary ELA contact for ESRI, Nathalie Smith. The meeting was generally focused on what the different parties need to begin the process. ESRI needs updates software deployment information that is currently being gathered by SITSD. The state needs to determine what type of procurement process needs to take place and we are pursuing the as a sole source procurement and are currently in the process of completing the justification forms needed for that.

Goal Five—Collaboration

5. MSL promotes partnerships and encourages collaboration among its users

5.1. As the user services team works on the next MSDI Work Plan consideration should be given to how the MSDI work plan integrate with Land Plan and MSDL Work Plan.

5.2. As we transition to ESRI managed services as a replacement for SITSD hosting of web map services there is a need to work with existing and prospective state agency users to develop ESRI Managed Services Partnership that identifies how available service "slots" will be allocated and also addresses any future enhancements to the platform will be paid for. **(Originally reported December 2015)** We have had a managed services kick off meeting with other partner agencies. This meeting was led by information products staff and focused on getting other agency administrators information about how to update their hosted managed services. We also used this meeting to identify agency needs for the remaining service slots available through the managed services contract. Knowing that there are several available slots, we have been able to significantly expand our service offerings including the addition of both State Plane and Web Mercator versions of most of our MSDI Framework Services. Information Products staff are currently working on setting up a number of additional support services including USGS Topo Maps, Elevation and Hillshade, 1990s Digital Orthophoto Quarter Quadrangles, and possibly a Montana Highway Map service similar to what we have made available through the Montana Place Names application.

(Update: February 2016) Information Products staff have been working with ESRI to understand the proper procedures for making updates to web services. We are currently coordinating with agencies to ensure they understand these procedures to ensure monthly updates occur regularly, on schedule, and without issues. New services described previously are not in production yet due to some data transfer issues, but we still hope to have those up in the coming months.

We are evaluating the possibility of making all production MSDI web services available via the Open GIS Consortium (OGC) Web Map Service (WMS) protocol. The has always been an option but we have resisted in the past because of uncertainty about the consequences of enabling this format. We have heard from some users of older or different GIS tools recently that they are unable to access some of our web services, and it appears that they can access them if we enable OGC WMS support.

5.3. The NRIS Advisory committee needs to be re-formed (many members are currently vacant) and a meeting will be scheduled before the end of 2015. Agenda items for that meeting will include an update on the MSDL organization changes, discussion of the ongoing role of the NRIS Advisory Committee, and updates to the Data Partner MOUs.

5.4. The State Water Plan identified a number of recommendations specific to making water information available through the MSL Water Information System. We need to engage DNRC to identify how we can help ensure these recommendations are implemented effectively.

(Update: February 2016) DNRC engages with the MSL about hydrography dataset needs and the water information system through the Hydrography Working Group. A review of the Water Information System was presented to the Legislative Water Policy Interim Committee on January 11 -
http://montanalegislature.granicus.com/MediaPlayer.php?view_id=67&clip_id=18597&meta_id=139266

Goal Six—Sustainable Success

6. MSL is efficient and effective (measured against partner and patron outcomes) and is engaged in fulfilling its mission.

6.1. Digital Library staff will use the information gathered through the Patron Survey to develop an action plan for improving the services we make available through the Digital Library.

6.2. Through our User Services team we need to continue to expand the use of social media to engage patrons. In the coming year we need to expand this effort across the digital library.

6.3. The Digital Library Administrator will continue to work with the leads to identify and work through issues that come up during the transition to the new organization structure.
(Originally reported December 2015) Since early October we have been able to schedule at least one meeting of each of the full working groups and we have also had multiple leads meetings. Weekly "stand-up" meetings with the Information Products team and the Information Management leads are now on the calendar and something similar for user services will be scheduled soon.

6.4. The User Services team needs to begin planning for the retirement of the State GIS Coordinator with the understanding that this position will likely be open for several months before it is filled.
(Originally reported December 2015) With Stu retiring ahead of schedule we are still trying to get caught up on this. Fortunately, Stu did a great deal of work to prepare his staff to take on some of his regular tasks and he left thorough documentation behind to assist with this. Several staff have stepped up to help out in his absence. On the MLIAC side, the land plan subcommittee went out of their way to produce a land plan on schedule to ensure we would not have to delay the MLIAC granting cycle.

(Update: February 2016) The 2017 Land Information Plan approved by the MSL Commission on schedule in December and the Montana Land Information Act Grant application package was posted and announced on January 15, also on schedule. Over the coming weeks we will be working to spread awareness of this grant opportunity in hopes of encouraging a large number of applications. Applications are due February 15.

6.5. MSDL Leads will need to work together to identify training priorities and plan for the use of the MSDL training budget.

6.6. We need a process for identifying, documenting, and evaluating emerging opportunities to improve out collection, access tools, trainings, and other outreach and engagement. The need here is to ensure we are making active decisions about what we provide and how we provide it rather than simply acting on what we can in the moment without considering broader needs and goals. If done properly, this should improve the process for developing this work plan in the future.

6.7. We need a process for the ongoing evaluation of our access tools to ensure that they continue to serve the needs of our users. The need here is to avoid situations like we had with the Digital Atlas and Topofinder where we were forced to act quickly and in a manner that was disruptive to our users because these tools had not been updated in the past to keep up with current technology.

Statewide Library Resources- Library Development Report
December 2015 and January 2016
Prepared for the February 10, 2016 Commission meeting
by Sarah McHugh, Director of Statewide Library Resources

This report represents accomplishments of Statewide Library Resources Library Development staff: Jennifer Birnel, Jo Flick, Jessie Goodwin, Jemma Hazen, Pam Henley, Amy Marchwick, Lauren McMullen, Cara Orban, Mike Price, and Suzanne Reymer.

Goal One—Content

1. MSL acquires and manages relevant quality content that meets the needs of Montana library users.

1.1. Enhance Montana State Library's statewide e-content subscription and purchase programs.

1.2. Work collaboratively toward developing, managing, presenting, and preserving Montana-relevant digital content.

<u>SLR Work Objectives:</u>

- Working with the MontanaLibrary2Go Executive Committee, develop a request for information in FY16 to gather information about other consortium models available through different e-content vendors. This will provide the consortium with more information to help assess value of existing contract and make informed decision for contract renewals going forward. *(Orban)*
  (Originally reported December 2015): With input from the MontanaLibrary2Go Executive Committee, Orban prepared a request for information, issued in October. The Executive Committee met November 13 to discuss the results of the request for information. Seven vendors responded. The Executive Committee will review the responses from Baker &Taylor and Recorded Books to compare their consortium models to the existing contract with OverDrive. Orban will review responses that were submitted specifically for school and academic audiences and will share summary information through appropriate channels.

(Update: February 2016) Orban arranged trials for Baker & Taylor Axis 360 and for Recorded Books OneClickDigital for the MontanaLibrary2Go Executive Committee in January. The committee plans to meet in late January to discuss what they learned from these trials. Orban also organized a webinar for school libraries on January 28 to review vendor options for school consortia that were presented in the Fall, 2015 Request for Information responses. Currently our agreement with OverDrive (the vendor for MontanaLibrary2Go) does not allow for school library participation. However, there are several MSC school libraries that have individual contracts either with OverDrive or through Follet Bookshelf, etc. for downloadable e content, and their MSC bibliographic records, with connecting URL's, are maintained by MSC staff. Should an e content school consortia develop, workload to support a consortia would have to be considered.

- Working with the MontanaLibrary2Go Executive Committee, review the current use of member library funds in the MontanaLibrary2Go annual budget and develop at least one different budget scenario that may address the need to cover both content and the annual hosting fee, where amount of available Library Services Technology Act (LSTA) or patron counts may be variable. The desired outcome is a sustainable and affordable budget model to implement in FY17. *(Orban)*

- Run a test period with the live MontanaLibrary2Go Local pilot in which usage statistics and participant feedback is collected. Prepare a summary report detailing the pilot's objectives, work accomplished, how and why desired outcomes were or were not met, and recommendations for moving forward. Outputs and qualitative feedback from pilot participants will be collected and a report generated detailing knowledge and experience gained from the pilot which may be useful internally as well as to other libraries or library groups considering e-content management options. *(Orban)* **(Originally reported December 2015)** The MontanaLibrary2Go Local pilot is live at http://books.msl.mt.gov and MSL staff has collected two months' worth of statistics to date. Circulation numbers average to 40 per month. The pilot is open to any MontanaLibrary2Go libraries that have Session Initiation Protocol (SIP) authentication capability. This includes all Montana Shared Catalog libraries that subscribe to MontanaLibrary2Go. Staff feedback has indicated that the site functions well. Orban is collecting more information from participating libraries about their selection policies and priorities for local content so that we can create a more meaningful and efficient way of developing this collection.

- Develop and articulate a method and schedule for collecting and evaluating statistics on content and access provided through LSTA funded projects in order to better understand effectiveness and use of identified statewide projects, and to streamline

reporting tasks throughout the year. SLR staff will receive training on how to evaluate statistics. The expected outcome is that SLR staff managing identified statewide projects have access to sets of statewide statistics that represent standard periods of time, and that can be divided into smaller groups (library type, size, geographic region) as necessary. SLR staff will gain knowledge about statistics evaluation that will make data collection a more useful tool for improving services and training and outreach strategies, and for communicating the value of SLR content and services to stakeholders. *(Lead: McHugh)*

(Update: February 2016) McHugh has led a working group comprised of SLR-LD staff Orban, Flick, Birnel, Henley, McMullen and Reymer in three initial brainstorming and planning sessions. The group has discussed the evaluation approach promoted at last year's Research Institute for Public Libraries conference using the concept of creating a data road map that incorporates the data trifecta of inputs, outputs and outcomes; identified inputs, outputs and outcomes that should be collected across all LSTA projects and services; talked about the data they currently collect; and suggested training gaps that need to be addressed to enable staff to more effectively understand and analyze their evaluation data. An initial list of possible sections for an eventual guide to LSTA funded project evaluation is being created as the next step.

- Following reorganization of SLR and Learning Portal websites, develop a plan with Learning Portal and SLR Portal groups to study Google Analytics reports and carry out usability testing to better understand areas that may continue to need improvement. *(Lead: McHugh)*

- Present community engagement training and support at Fall Workshops, MLA retreats, MLA conference session and other meetings as appropriate, in order to develop an inventory of strategic partnerships and practices that can be shared with libraries statewide. Partnership areas include digital collections, digital inclusion, health information/insurance literacy, agriculture, and support for education. (McMullen) **(Originally reported December 2015)** McMullen coordinated a panel presentation at Fall Workshops on community partnerships and development programs from Montana Legal Services Association, One Montana, Harwood Institute, and Humanities Montana.   These partners and programs offer Montana libraries the opportunity to host conversations on community enrichment, empowerment, problem solving, and progress. Many attendees expressed intent to offer the programs in their libraries in 2016.

- Identify 8-10 communities on the Hi-line in Montana that have rich collections of unique materials related to Montana's economic, social, cultural or political history or materials

that document a more current transition, such as the Bakken project. Encourage these communities, in partnership with their local library, to add these collections to the Montana Memory Project. *(Birnel)*

(Originally reported December 2015) Birnel met with several library directors, museum directors, and historical societies on the northeastern Hi-line, demonstrating how to use the site and discussing possible collections the institution may consider adding. Some of the visits were brief and introductory in nature, others included a presentation of the MMP for larger audiences.

(Update: February 2016) Havre-Hill Library has submitted a collection application for an oral history collection. This collection has been approved by MSL and the Montana Historical Society and has also been selected to receive LSTA Project funding to assist with digitization. Additionally, the Valley County Museum has been in touch and is seeking funding for a project through the Montana History Foundation Grant to digitize ledgers from a local general store.

- Collaborate with staff of the Montana Historical Society and the Montana Office of Public Instruction to create classroom lesson plans for the Montana Memory Project so that teachers can easily incorporate this resource into their yearly teaching activities. *(Birnel)*
  (Originally reported December 2015) As new social media themes are developed the contact for these theme posts are being added to the Educational Resources section of the MMP as PowerPoints that can be downloaded and used by classroom teachers. Some examples are included here:
  >World War II
  >Transportation
  >Firefighters
  >Horses and Horse Power
  >Logging Mills and Camps
  >Miners, mines, and mining camps
  >Boom and Bust: The Industries that Settled Montana

- Explore in collaboration with UM, MSU, and The Montana Historical Society Research Center the possibility of becoming a direct service hub to the Digital Public Library of America. As a service hub we would send Montana Memory Project items to the Digital Public Library of America (DPLA) and aggregate and harvest other Montana digital repositories to share with the DPLA. *(Birnel)*
  (Originally reported December 2015)   Birnel and McHugh met with the other partners to discuss the options available and what needed to be explored. UM, MSU

and the Historical Society Research Center have offered staff expertise and time to assist MSL in this investigation.

(Update: February 2016) This committee met in December and reviewed the application materials. Birnel demonstrated how the open source program, REPOX, can be used to harvest the metadata to make it available to DPLA. A centrally hosted version of this software is currently being configured to be made available through MSL. The committee will meet again in February to discuss next steps.

- Continue to seek a solution for individuals to share Montana related content through the Montana Memory Project, acting as a portal of discovery. *(Birnel)*

- Continue working on launch of new EBSCOhost e-book collection. The outdated MSC "NetLibrary" collection was inherited by EBSCOhost when it was purchased from OCLC. The collection is out of date and needs to be refreshed with updated content and returned to the MSC database for discovery. *(Adams, Price)*

- Collaborate with vendors and the MSC Content Management Committee to bring the MSC catalog into full compliance with RDA standards. Cataloging best practices need to include RDA standards not only to bring the catalog in compliance but also to take advantage of enhanced displays in discovery platforms. *(Adams, Hazen)*
  (Originally reported December 2015)   Received cost quotes from several vendors for the cost of updating our bibliographic records for full RDA (Resource Description and Access) compliance. All were very high. We can use our SirsiDynix Premier Platinum Services consulting hours to pay for the cost of them performing the service. The update has been scheduled to take place Dec 3, 2015.
  (Originally reported December 2015)   The Content Management Committee had a special meeting in September and came to agreement on most of the standard cataloging practice changes needed for RDA. An updated Standard Cataloging Procedures document was finalized and posted to the membership shortly after the meeting.

  (Update: February 2016) SirsiDynix performed an RDA update process in the Shared Catalog, January 15-18, to add RDA fields to all Shared Catalog bibliographic records. The Resource Description and Access metadata standards is the new, unified, international cataloging standard and this update brings the Shared Catalog bibliographic structure into compliance. Hazen supervised the process, working closely with SirsiDynix to ensure a successful completion over the holiday weekend. Marchwick and Price performed internal system tasks to manage cataloging processes and copy overs.

Goal Two—Access

2. MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.

2.1. Improve the user interface of MSL's Web sites and improve and expand online service to meet changing user needs.

2.3. Improve Montanans' access to library materials (including discovery, request, and delivery), providing more materials to choose from, and making access increasingly efficient.

2.5. Assist Montana libraries with 'fulfillment', that is, getting the right library content into patrons' hands quickly, efficiently, and at prices that libraries can afford, regardless of whether the item is owned by the patron's local library.

2.6. Publicize Montana State Library's services and resources.

2.7. Support Montanans' continued free access to the Internet provided through local public libraries.

2.8. Actively investigate and implement, as appropriate, web-scale solutions including web-scale integrated discovery systems, cloud computing, centralized indexing and harvesting of content, to make the resources of Montana libraries discoverable in a single search.

<u>SLR Work Objectives:</u>

- Work with the Courier Advisory Board to review the current cost sharing structure, with the desired outcome of making the courier an affordable option for lower volume libraries. *(Orban)*

- Look for opportunities to extend courier service between Havre and Browning and develop a plan for sustaining service beyond this contract period which runs through December 2016. *(Orban)*
  (Originally reported December 2015)   Orban met with the Courier Advisory Board on October 22 to develop a strategy for planning for affordable and inclusive service in the second year of the contract and beyond. Currently, the group has $5,428 in FY15 LSTA to sustain the $2 per stop discount for current participating libraries. To complement the findings of the MSC Executive Board survey, Orban has distributed via

listserv questions pertaining to physical delivery and courier service addressed to both potential and current participating libraries in order to learn more about partnerships, affordability, and other service issues in advance of planning for 2016-17. Responses will be reviewed in December, and in January the Board will study different fee structure options that emerge as a result of those responses.

(Update: February 2016) This project was delayed as Orban spent most of December working on the annual LSTA report. Orban resumed work on this project in January, with the objective of producing two cost formula scenarios for the courier advisory board to consider by early February.

- Review authentication processes and authentication testing for statewide projects. Using authentication statistics and gathering feedback from library staff, determine which methods are working for libraries actively using statewide services. An expected outcome is that MSL staff gain a better understanding of how authentication is enabling or deterring library staff and patrons from using services, how any problems could be resolved and gains an understanding of current authentication options. *(Orban and Price)*

  (Originally reported December 2015) Orban and Price worked together to create statistical reports from EZproxy logs sent monthly from OCLC. The reports cover authentication success rates and resources accessed, as well as indicate why users may not be successful in logging in. For 2015, as of October, EZproxy had been accessed 2,282 times. Missoula represents approximately half of this usage, at 1,131 logins, followed by Helena at 265 and Butte at 121. The failure rate averages to 23% and can mainly be attributed to incorrect entry of library card numbers. EBSCOhost, Taylor & Francis, and Reference USA are the most frequently accessed resources.

  (Originally reported December 2015) Orban requested input from other state library agencies to learn more about their preferred authentication methods and their experiences working with vendors for statewide implementation. The four states that have responded (South Carolina, Massachusetts, Michigan, and Wisconsin) use geolocation and work with vendors on an individual basis to distinguish usage statistics by location. Based on these responses, geolocation is a top priority for further study and trial, if possible, in early 2016.

- Contribute to the redesign of the My Montana Library website, with a focus on three major areas: Statewide Projects and Services, Community Partnerships, Montana Culture. This project is undertaken in order to improve the existing site by making it more responsive to direct library end user expectations. *(Orban, McMullen, Groves)*

- Create a "Montana Public Library Websites" cohesive effort so that all public libraries will have vibrant websites that provide excellent virtual services to their communities, including local access to statewide resources. *(McMullen, Henley, Reymer)*

- Create a promotional campaign about the MSL consulting program, which may include an improved web presence, brochures and/or newsletters. Library directors and trustees will become better informed about consulting services available to them because of this campaign. *(McMullen, Henley, Reymer, Groves)*
  (Originally reported December 2015) A promotional brochure highlighting the consulting program was created and distributed at the Montana Association of Counties Conference in September. The brochure focuses on the areas of consulting services MSL makes available to public libraries and introduces the three Statewide Consulting Librarians and their consulting territories. Additional work on this initial brochure is expected this winter.

- Launch an RFP process to seek options for new MMP software. The RFI done in FY 2015 revealed there are several new vendors offering services that compete with our current solution, CONTENTdm. This RFP will determine if there is a better alternative for usability and costs. *(Birnel)*
  (Originally reported December 2015) The RFP has been put on hold until the recommendations from the MSL Library Development Study Task Force have been made to the Commission and action taken.

- Work to improve Search Engine Optimization (SEO) of the Montana Memory Project. Create a Wikipedia entry for the MMP, so that it is recognized as a trusted source. Measure success through the use of Google Analytics. *(Birnel)*
  (Originally reported December 2015) Birnel has consulted with colleagues at MSU and has learned more about improving search engine results. Several searching issues have been resolved and now mtmemory.org and montanamemory.org are consistently showing as the top two search results in Google and Yahoo. The work to improve the results list in various search engines will continue.

  (Update: February 2016) Birnel has discovered through additional consultations that a further step can be taken to improve search results by creating a Wikipedia entry for the State Library and the Montana Memory Project. Additionally, a Google for Businesss entry can be created to bring the MMP to the top of the search results. Birnel and Sara Groves, the Communications and Marketing Coordinator, will work together to develop Wikipedia pages for MSL.

- Continue to coordinate development of both DiscoverIt and the new Enterprise end user front end to the MSC catalog in an effort to reach library users in either environment, meeting the user wherever they may be searching *(Orban, Adams)*
  (Originally reported December 2015) The direct link between Enterprise and the statewide Ebsco Discovery System (EDS) has been established and is being added to the individual Enterprise library profiles. The link provides seamless searching between the two interfaces.
  (Originally reported December 2015) With the upgrade to Enterprise version 4.5, Enterprise and DiscoverIt search results can now be interfiled on the same search results screen. The results include the "Research Starter" from EBSO Enterprise Discovery Services as the first section of the display along with separate facet columns for both services.

- Participate in evaluation and testing of the MSC's cloud-based library management system as it is rolled out by the vendor. Along with providing support to members as they learn about the new products, our participation will help ensure vendor development of cloud based cataloging, circulation and acquisition interfaces includes functionality required for consortia. *(Adams, Marchwick, Hazen, Goodwin, Price)*
  (Originally reported December 2015) "BLUEcloud" web services were installed on the MSC production server, which enables MSC staff to begin testing, evaluating and using the cloud based products now being developed by SirsiDynix.
  (Originally reported December 2015) BLUEcloud Analytics is now 90% functional with catalog, item, user, and historical usage statistics. Special accounts have been created for selected MSC member libraries so that they can begin becoming familiar with the product and assist the MSC staff with training which will begin in spring 2016.
  (Originally reported December 2015) BLUEcloud Cataloging has been implemented for testing on the MSC test server. It is not ready for consortial use yet but new functionality is added with each web services upgrade from SirsiDynix.
  (Originally reported December 2015) MSC staff has signed up to participate in the pilot evaluation of the Circulation and Visibility (linked data) products currently in development. "Visibility (linked data)" broadens the results of Shared Catalog searches so that they are included in major search engines.

- Complete MSC Enterprise online catalog implementation for all MSC libraries and discontinue use of the older iBistro/eLibrary interface. Ending local support for eLibrary will reduce staff workload. *(Adams, Price)*
  (Originally reported December 2015) Enterprise profiles have been completed for all MSC member libraries and are in use, live, by 75% of the members. All member libraries' profiles will be in production by Dec 31st, after which, access to eLibrary will be discontinued.

- Increase use by MSC member library staff of mobile devices and services available for interface with the MSC library management system enabling them to keep current with technology as it trends toward a more mobile user environment*(Adams, Marchwick, Hazen, Goodwin, Price)*
  (Originally reported December 2015) Increased training opportunities along with improved functionality has led to much wider acceptance and interest in MobileCirc with many libraries now using it as their primary tool for completing inventory.
  (Originally reported December 2015) A major marketing push for the Shoutbomb SMS texting service took place in May and June and has more than doubled the number of libraries and patrons using the service. Nearly 10,000 text messages for are now being sent monthly.

- Investigate the potential of a centralized RFI process for at least some pieces of the E-rate program in order to better support those libraries wishing to take advantage of new discount opportunities in the program. *(Reymer)*
  (Originally reported December 2015) Reymer has collected sample RFIs and RFPs from colleagues in other states which provide examples of the ways in which other state libraries are providing a more centralized approach to certain pieces of the E-rate process. This will assist us in considering this option for Montana libraries and how this approach might be developed within the Montana E-rate scene.

- Investigate the possibility of regional, consortial contracts for more uniform broadband services and pricing within E-rate program and without, in order to determine if an effort like this is feasible and would produce benefits to participating libraries. *(Reymer)*
  (Originally reported December 2015) Reymer learned about the Georgia Public Library Systems regional, consortial approach to contracts and received helpful advice on negotiating with vendors.

  (Update: February 2016) Reymer is reviewing the data gathered during the MSL's Broadband Technology Opportunity Grant program (BTOP) (2009-2012) pertaining to bandwidth upgrade purchases and hardware refreshment for BTOP libraries during the course of that program as part of an investigation into the possibility of purchasing a minimum, agreed upon level of bandwidth for public libraries.

- Stay involved with and attuned to national and state initiatives related to broadband development during this time of significant national and state discussions related to broadband needs, in order to ensure that Montana libraries stay informed and have a voice. *(Reymer)*

(Originally reported December 2015)   Reymer attended meetings of the Internet 2 group and the Montana Telecommunications Association conference to learn more about alternatives and opportunities available within the state. Reymer also participated in the Silicon Flatirons meeting with the Federal Communications Commission to represent libraries' concerns about fiber build outs and E-rate modernization. Reymer also attended American Library Association's (ALA) E-rate Task Force meetings at the 2015 ALA Annual Conference and Universal Service Administrative Company E-rate Training in Portland. Changes in the program were a focal point.

- Contribute to the planning for and implementation of the rewrite of the Montana Library Directory with a focus on current and future uses of this statewide library tool. *(Leads: McHugh, Price)*

  (Originally reported December 2015) An initial informational meeting was held in November during which the rewrite team comprised of McHugh, Price, Orban, McMullen, Flick and Colleen Hamer learned about the overall process. This team is now compiling a master spreadsheet of "user stories", based on the Agile project planning process, to share with the MSL IT staff that will be involved in the Directory rewrite. These user stories communicate what functions SLR-LD staff, Montana librarians and trustees and the general public would like to see in a new Directory. The list is due to the IT staff in December, with the technical work scheduled to begin in January.

  (Update: February 2016) The master spreadsheet of user stories was submitted to MSL IT staff December 15. A meeting to launch the technical work will take place January 25.

Goal Three – Training

3. MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.

3.1. Enhance Montana State Library's statewide training opportunities including all formats with client-learning as the Library's goal.

3.2. Provide users with trainings and assistance related to statewide offerings and resources.

3.3. Develop and present appropriate library leadership training for Library Directors and Trustees.

3.4. Provide regular training opportunities for MSL programs and services.

3.5. Train and assist users to contribute content to MSL's collections.

3.6. Provide a central repository of training materials in various formats that support and make successful ongoing statewide projects and MSL resources and services.

<u>SLR Work Objectives:</u>

- In response to the increasing turnover in public libraries as directors enter retirement, focus on training needs of new public library directors to provide essential information and skills. Develop a comprehensive training curriculum for new public library directors that utilizes the Chief Officers of State Library Agencies (COSLA) New Directors 101 series and supplements that with Montana-specific self-paced online tutorials. *(Lead: Flick)*
  (Originally reported December 2015) MSL contracted with Sage Solutions, Non-profit Consulting to conduct three onsite 3-hour trainings on preparing for succession. Sage trainers, Terry Profota and Teresa Geremia-Chart conducted trainings at the following federation meetings: Broad Valleys, South Central, and Golden Plains. A session at Tamarack was later added to the contract and costs for that training were shared with the Tamarack Federation. Sage provided a *Succession Toolkit,* which was published in a spiral bound book and provided as a handout and workbook for the first three sessions. Attendance was nearly double in total to similar sessions that MSL has offered in the past, owing at least in part to the coupling of the training to the federation meeting. Feedback has been very positive; leading the LD staff to request a proposal for another round of trainings and a webinar series for Winter-Spring 2016.

  (Update: February 2016) Sage Solutions Non-Profit Consulting has presented a contract to MSL for succession trainings at the Pathfinder and Sagebrush Federation Spring meetings in 2016, as well as a webinar series scheduled for April 2016. The *Succession Toolkit* will be reprinted for distribution at these two Federation meetings as well.

  (Originally reported December 2015) The COSLA New Directors 101 series is being published on WebJunction. MSL's CE Coordinator served on the committee that created the 4-part video series and accompanying learner's guide/workbook.
  (Originally reported December 2015) An outline for essential training and information for new public library directors has been drafted by the CE Coordinator and a series of self-paced tutorials will be developed using Adobe Articulate Storyline over the winter. These tutorials will focus on essential, Montana-specific information that every new public library director needs to know. A page on the Learning Portal will be

devoted to New Directors with the "essential" curriculum to include links to the COSLA series, the self-paced tutorials, and "suggested" curriculum to explore related training.

(Update: February 2016) Flick has scripted three of the 12-13 lessons planned for the New Library Director Administration series. Each lesson will be 10-20 minutes long with built-in assessments. A prototype lesson has been created in Adobe Articulate Storyline and a location on the MSL webserver is being sought to host these html files which will be linked to the Learning Portal.

- Using Camtasia, develop one tutorial each month for Statewide Projects to meet needs unique to Montana libraries and not available through vendors. This would result in higher statistical use and higher level of interest in statewide projects, as indicated by statistical reports and by number of monthly inquiries. Less time spent answering repetitive questions about a process that could be demonstrated through a recorded tutorial, indicated by online visits to tutorial. *(Leads: Orban, Flick, Goodwin)*
  (Originally reported December 2015)   The CE Coordinator created an online [tutorial](#) on the Hunter-Planner Map in collaboration with the GIS manager for FWP.
  (Originally reported December 2015)   Orban has created two short tutorials for MontanaLibrary2Go using Camtasia and posted them to the MontanaLibrary2Go Learning Portal page.
  (Originally reported December 2015)   MSL holds five Camtassia licenses and one Adobe Articulate Storyline license, but it takes time to learn to use the software and the staff has been struggling to find the time. The MSC trainer has been the most productive on this effort. Going forward, training staff plan to meet online in December to focus on Camtassia collaborative training with all staff committed to making an attempt before the meeting, so they can identify their hurdles and use peer support to overcome them.

  (Update: February 2016) Goodwin continues to use the Camtassia software to create tutorials of interest to MSC members.

- Establish a school library liaison for coordinating efforts in training and outreach on EBSCO content and services. This will provide more meaningful information sharing between school libraries and MSL results in higher use of existing services and/or better understanding of how services could be improved to meet student needs. *(Orban)*
  (Originally reported December 2015)   In September, Orban contacted NAC representatives Dana Carmichael and Joanne Didriksen to discuss the use of statewide databases and to learn more about developing outreach and training specific to the needs of school libraries, considering their primary means of communication, curriculum standards that must be addressed, and any barriers to use of statewide resources that

we may not have considered. Both responded that in-person networking and conference opportunities were important and more effective than mass distribution avenues; that school librarians are looking for content that directly supports Common Core standards and cannot spend a lot of time sifting through other materials; and that librarians need a higher level of support in customizing EBSCO interfaces to create a relevant, age-appropriate set of results. As a result of this initial outreach, Joanne Didriksen invited Orban to attend the Helena School District Librarians monthly meeting in October, where she shared an introduction to statewide library resources available to school libraries and invited school library staff to contact MSL for assistance with any of these resources.

Goals for this year related to increasing use and understanding of the databases by schools include understanding more about schools' and school libraries' needs and what kind of content they need from us in order to develop meaningful services and outreach; removing barriers to easy authentication and access; and building up a centralized web presence for database information, intended for library staff, on the MSL Learning Portal. Resources will include tutorials and training resources and downloadable promotional materials for the databases most used by or most useful to school libraries.   Highlighting resources especially for teachers and teacher librarians; and promoting knowledge sharing by collecting materials from school libraries that demonstrate the use of EBSCO databases to share with other libraries are also in the planning stages.

- Transition responsibility of makerspace pilot trunks to federations. Federations' responsibilities will be to facilitate movement of the trunk within the federations. The Statewide Projects Librarian will continue to provide a basic orientation to new hosting libraries and to collect signed paperwork and statistics from hosting libraries. Keeping the makerspace kit within the federations allows MSL staff to focus less on the time-consuming matter of statewide logistics for six trunks and more on targeted training that will benefit libraries hosting the trunks. *(Orban)*
(Originally reported December 2015)   Beginning in October, the six makerspace trunks have been assigned to federations in order to reduce time spent planning around logistical challenges, while Orban will continue to provide online training and orientation for makerspace hosting sites and collect statistics and evaluations for the project. Online orientation was provided for Boulder Community Library and St. Matthews School Library in October.
(Originally reported December 2015)   Orban worked with library consultant Sue Walker at the Idaho Commission for Libraries to gather and organize survey information from small and rural libraries in both states in order to create a best practices guide for smaller libraries that are interested in starting a makerspace. This work culminated in a

presentation at the Association for Rural and Small Libraries conference in Little Rock, Arkansas, in October.

- Present at least 3 strategic planning trainings to public library directors and boards, to include succession planning where needed. This is in response to the continuing training requests for strategic and succession planning, as directors and boards change. Make better use of resources created by COSLA and other regional and national organizations by organizing links in the learning portal and developing a flyer to inform library boards of material and training available. *(McMullen, Henley, Reymer, Flick)*
(Originally reported December 2015)   Four Succession Planning trainings were presented at the Spring 2015 Federation meetings.
 (Originally reported December 2015)   COSLA trustee training materials developed this year include a checklist for hiring a new director with links to resources and the development of templates for hiring: outlining goals for the hiring process, sample job descriptions, sample job ads, interview questions, tips on checking references, how to introduce the new director to the community. Flick served as the COSLA working group leader for this project.

    (Update: February 2016) Strategic planning has been included on the list of available and recommended trainings which the MSL will provide to Federations at their Spring meetings.

- Present at least 3 board development trainings to public library directors and boards, focusing especially on those libraries that have new directors or boards. *(McMullen, Henley, Reymer, Flick)*
(Originally reported December 2015)   McMullen facilitated a library board conversation at North Lake County Public Library on planning, future projects, and resources available from the State Library. The conversation gave attendees a chance to listen to one another, identify themes for moving forward and answer specific questions together.
(Originally reported December 2015)   Henley conducted a joint board orientation for Fallon County and Ekalaka library boards. In addition to normal board topics, the issue of hiring and retaining a library director in Ekalaka was discussed, as this is an ongoing issue for this library.
(Originally reported December 2015)   Reymer facilitated a library board training at Madison Valley County Library in Ennis for new and existing board members to familiarize them with the duties of their job and their role within the Montana library community.

- Produce short, on-demand webinar trainings about creating high impact reports and presentations to tell the library story using data from the Public Library Statistics. *(McMullen, with other MSL staff)*

- Continue to develop an MSC plan to address staff turnovers in MSC libraries, particularly schools to ensure that new staff receive information and training from MSC staff in a timely manner. *(Adams, Goodwin)*

- Develop training curriculum for new MSC software and services in order to ensure consistent training resources are available to all MSC sites *(Goodwin)*
  (Originally reported December 2015)   The outline of the training curriculum is in place and will be integrated into the MSL training portal during its redesign process.

- Recruit trainers from the MSC membership to assist with the MSC training program in order to increase regional on-site training opportunities and share knowledge among MSC library staff members *(Adams, Goodwin)*.
  (Originally reported December 2015)   Library staff has been selected to begin using the new statistics platform, BLUEcloud Analytics, and help MSC staff with the significant training curve necessary to effectively use the product.
  (Originally reported December 2015)   Library staff has been selected to begin using limited-access administrative accounts in Enterprise to learn how to carry out their own local customization and help train others.

- Recruit new participants for and coordinate the statewide Montana Name Authority Cooperative Funnel (NACO). This ensures that Montana-specific Name Authority Records for original works are being created in the Library of Congress and WorldCat. Organize a refresher training for interested Montana NACO Funnel members. *(Hazen)*

- Organize a train-the-trainer meeting over winter with MSL trainers to review the use of the universal evaluation instrument developed in FY15, make revisions as needed, and determine best practices for harvesting, analyzing and sharing information gathered with the tool*. (Flick)*
  (Originally reported December 2015)   MSL staff who regularly provide training are planning to meet in December or January. The universal evaluation tool has been in beta use since May, and several training staff has used it for a variety of different trainings: Summer Institute, Fall Workshops, onsite MSC trainings, board development trainings, webinars, Ready2Read Rendezvous. At the trainer's meeting, the form will be finalized with input from all the trainers and everyone will receive training on how to access the forms and process the resulting data.

(Update: February 2016) MSL trainers did not meet as planned, rather plans for an MSL trainers meeting have been pushed back until February or March.

Goal Four—Consultation and Leadership

4. MSL provides consultation and leadership to enable users to set and reach their goals.

4.2. Advise Montana Library Directors and Trustees regarding administrative concerns, such as funding, budgeting, policies, and personnel.

4.3. Establish and maintain contact with Library Directors and Trustees, and other MSL partners, to remain cognizant of their needs and the challenges they face.

4.5. Provide leadership and support to identify and address key information gaps for MSL partners and patrons. Gaps may include but are not limited to early literacy, access to sustainable Internet and technology services, access to legal and medical information resources, job related services and services to seniors.

4.8. Facilitate more state-wide purchases of content, supplies, and programs that benefit all Montanans through their local libraries.

<div align="center">

SLR Work Objectives:

</div>

- Assist the MSC Executive Board in their work to complete the MSC Strategic Plan and their review and update of MSC by-laws and contract. *(Adams and McHugh)*
  (Originally reported December 2015)   The membership approved the MSC Strategic Plan at their Spring meeting and the Executive Board, using survey results, are working on goals for the plan.
  (Originally reported December 2015)   The MSC membership approved revised by-laws and an updated member library contract during their Fall meeting.

  (Update: February 2016) MSC member libraries are completing the signature process which includes signatures from both the library and the State Librarian.

- Produce additional information resources for districts, such as a template of legally-mandated policies and guidance about board education.   *(McMullen, Henley, Reymer)*

- Research and develop economic models intended to illustrate the benefits of shared administrative infrastructure in library districts, multi-library systems and other partnership arrangements. Examples might include: cost savings and efficiencies to be

gained if county-wide standalone libraries merged into a single county library, or outsourced administrative services that could be provided for district libraries. This report will inform public library directors and trustees about options as they make future decisions for their libraries. *(McHugh, McMullen, Henley, Reymer)*

- Update the SLR Learning Portal training resources related to public computing centers, to provide current information to public libraries as they offer this kind of resource to their communities. *(Reymer)*

- Working with the Montana Library Association, develop a mentorship program to support new public library directors. This would create a partnership between experienced and new directors, offering increased support and possibly reducing chronic turnover in rural libraries.
  (Originally reported December 2015) Henley presented an overview to the MLA board and formed a committee to develop a strategy to implement this program. We will report back to the board in January and present a program at the MLA conference in April.

Goal Five—Collaboration

5. MSL promotes partnerships and encourages collaboration among its users.

5.3. Assist users in developing collaborative relationships and cooperative projects with other state, regional, national, or international partners (libraries, schools, colleges, museums, archives, local and tribal governments, non-profit organizations, government agencies, the business community, et cetera).

5.5. Assist partners in developing web-accessible Montana-related digital content, and provide Montanans with access to digital collections and items relating to Montana's cultural heritage.

5.6. Promote library-related automation, data, networking standards, and web-scale solutions.

5.7. Work toward regional cooperative efforts, programs, and products that bring additional information value to Montanans.

<u>SLR Work Objectives</u>

- In partnership with MLA, develop a robust online community where Montana librarians, staff and trustees can share information and resources, solve problems together, and collaborate to provide better services in their communities. *(Lead: McMullen)*

- Complete the MSC system policies reorganization effort. This work re-aligns the MSC with its original goals of enhancing optimum resource sharing and library development among MSC members and striving to keep MSC staff costs down. *(Adams, Marchwick, Hazen, Goodwin, Price)*
  (Originally reported December 2015)   This work is the high priority for Hazen and Marchwick and most of the remaining libraries have moved to the new system policies. Final reorganization work is scheduled to be completed by the end of this year, though a few MSC member libraries will need to delay until their local library board process for changes to circulation policies can be completed.

- Encourage cataloging partnerships between MSC libraries with the aim to leverage the cataloging staff at larger libraries to help smaller libraries who do not have dedicated cataloging staff. *(Hazen)*
  (Originally reported December 2015)   Several serious discussions within the membership about this concept began during the MSC Fall Membership Meeting and those discussions continue. Efforts to clarify levels of cataloging needs within the membership and methods of sharing original cataloging work will continue in 2016.

- Produce resources about the creation of library branches, including existing documents and suggestions for best practices. The branch option may in some cases offer greater access to library services in smaller communities, at lower costs, and increase usage of statewide resources. *(Henley)*

Goal Six—Sustainable Success

6. MSL is efficient and effective (measured against partner and patron outcomes) and is engaged in fulfilling its mission.

6.3. Evaluate new and continuing content and services against MSL's mission and long range plan.

6.5. Use Federal Library Services and Technology Act moneys to support new MSL pilots and projects; and support ongoing projects using State funds.

6.7. Foster staff members' value and satisfaction in their achievements and their contributions to MSL's mission.

6.8. Diversify MSL's staff knowledge, skills and abilities.

6.9. Develop the leadership and management skills of MSL staff.

6.11. Provide for an information technology infrastructure which insures industrial strength capacity, and reliability.

<u>SLR Work Objectives:</u>

- Work together to provide additional and more consistent training on the content of our SLR webpages with the goal of significantly increasing the ability of all SLR staff to quickly, efficiently and successfully find answers on the SLR site to questions they are asked by external users, instead of passing the question on internally, wherever possible. *(Lead: McHugh)*

- Renew our focus on improving the existing SLR website to make the information and format on the individual project pages more consistent, where relevant. *(Lead: McHugh)*
  (Originally reported December 2015) The SLR-LD staff managing statewide projects (Orban, Adams and Birnel) and the staff focused on library development, consulting services and training (Henley, McMullen, Reymer, Flick and Colleen Hamer) met separately to identify ways to make standard, common information on their pages more consistent and to review the overall flow of these two major sections of the Library Development pages under the "Services to Libraries" sections of the MSL site. Reorganization of the content under Statewide Projects and under Library Development has happened and is continuing in order to meet this goal.
  (Originally reported December 2015) The SLR-LD web leads, Orban, Henley and Flick, have met regularly with SLR-LD staff to discuss the layout, organization and design of the SLR portal pages as part of the upcoming move to the new design. These web leads will begin meeting with McHugh monthly to communicate discussions and come to decisions on changes where needed. The November decisions included selecting the content for four navigational tiles and investigating the possibilities of a customized search box for SLR-Library Development content.

  (Update: February 2016) All MSL publications related to SLR-LD have been migrated to html format. These publications include the New Library Directors Handbook, the Federation Notebook and the Trustee Manual, as well as others listed at http://libraries.msl.mt.gov/consulting/online_publications   This change will enable staff

to make changes as needed to these publications in real time, while still ensuring that users can easily download or print the material if desired.

- Create a standardized, consistent approach to managing directories and content on the internal SLR drive so that information available there is more easily retrieved. This work will include instituting appropriate archiving practices. *(Lead: McHugh)*
(Originally reported December 2015) Jim Kammerer shared an update regarding appropriate archiving practices with the SLR-LD staff during one of our monthly meetings. Once the MSL website redesign is completed, we will look to the organization of the content on the SLR portal to inform our approach to managing and organizing directories and content on the SLR drive.

  (Update: February 2016) This effort will begin following the launch of the Records Management guidelines Kammerer is in the process of creating, so that files on the SLR drive reflect agency wide archiving practices and needs.

- Create an internal tool using OneNote software to better manage internal communication and planning related to specific internal SLR efforts, such as news and announcements, reports and work plans and event planning. *(Lead: McHugh)*
(Originally reported December 2015) SLR-LD meetings and events are now planned and organized via OneNote notebooks that enable those participating to add to agendas, post additional materials and plan for events.

  (Update: February 2016) Birnel, Marchwick and Diane Papineau are sharing tips and tricks for optimizing use of OneNote at a January 27 training session for all MSL staff.

- Complete the process of adding all remote SLR staff to the virtual desktop environment to significantly improve staff ability to easily and quickly access the same internal storage used by Helena based staff. (*Lead: McHugh*)
(Originally reported December 2015) McMullen and Henley now have virtual machines. Reymer and Marchwick will receive their new machines as soon as MSL receives a replacement server that is necessary to provide a virtual desktop environment to these additional remote staff.

  (Update: February 2016) Marchwick has been moved to a virtual machine. Reymer is scheduled to be moved at the end of January.

- Continue to work with other MSL managers to identify a possible project management tool that will be available to all staff for the purpose of implementing and managing various pilots, projects and programs of all kinds, as needed. *(Lead: McHugh)*

- Provide at least one training session for SLR staff to lead them through the new LSTA reporting process. *(Orban)*
  (Originally reported December 2015)   Orban met online with Adams, Birnel, Flick, Christie Briggs and McHugh on November 4 to lead them through the changes pertinent to their reports in the new LSTA State Program Report format. Orban has prepared and distributed spreadsheets for each of the project managers outlining data and narrative information to be compiled for the report, which is due January 29.

  (Update: February 2016) SLR staff completed work on the FY14 LSTA report in January.

- Evaluate future hardware requirements for the MSC system and explore the possibility of using virtual machines or hosted services. *(Leads: Adams, Price, Marchwick, McHugh)*
  (Originally reported December 2015)   Adams began the discussion with the MSC Executive Board during their Summer Retreat in Darby in July and again during the MSC Fall Membership Meeting. The value of future hardware needs and potential hosting was underscored when MSC Staff spent a considerable amount of hours over the summer to replace aging local hardware (power supplies and data storage units).
  (Originally reported December 2015)   A hosted service was implemented with SirsiDynix for replacing the now, out-of-service Windows 2003 server that was running Directors Station.

- Develop a plan to harvest certification application data and CE tracker data in order to create a report schedule and a statistical analysis plan. This schedule and plan will inform SLR staff about the trainings in which librarians are engaging and current training needs. *(Leads: Flick, Price)*
  (Originally reported December 2015)   Flick has included the harvesting request in the Library Directory "user stories" currently being compiled as part of the Directory rewrite process.

Additional updates, February 2016:

- The annual Montana Memory Project funding awards for fiscal year 2015 have been made. Four projects have been chosen for funding through the selection process that includes input from Molly Kruckenburg, Montana Historical Society Research Center Director. Memorandum of Agreements for this funding has been sent to each contributing institution and as the paperwork is finalized the library is put in touch with The Advantage Companies to begin planning the process of digitization. Each project

requested $1500.00 and each was awarded the requested amount using all of $6,000.00 available this year. (Birnel)

- o Havre-Hill County Library - Jim Magera Oral Histories Collection
- o Big Horn County Public Library - Little Big Horn Collection
- o Billings Public Library - Kathryn Wright: A Reporter's Notes Collection
- o City of Helena, Montana - Helena, Montana City Council Minutes, 1881-1970

- The Montana Memory Project web pages have been rebuilt in the new Montana State Library format. This makes the MMP webpage have a similar look and feel to other MSL webpages and hopefully will improve the end-user experience. *(Birnel)*

- Summer reading program planning is underway in libraries and the MSL is, once again, partnering with the Museum of the Rockies (MOTR) to offer programming for libraries. This year, the MOTR will provide a trunk for any library that requests one – for them to keep. In the past, trunks circulated from library to library. On January 20, Angela Weikert of the MOTR presented a webinar to explain the program. *(Flick)*

- Montana State Library was approached by Funds for Learning (FFL) to provide information on E-rate program as it relates to libraries as part of one of their regularly scheduled webinars. Reymer worked with FFL staff and presented at webinar in January 2016.

Library Services & Technology Act

FY2014 State Program Report

Montana State Library

Financial Status Report

General Information

Federal Grant or Other Identifying Number Assigned by Federal Agency: LS-00-14-0027-14

Total Federal Funds Authorized for This Funding Period: $ 1,059,170.00

Period Covered by This Report

Start Date: 10/01/2013

End Date: 09/30/2015

Total SLAA funds expended to meet the purposes of LSTA, including the Five-Year-Plan (MOE): $709,476.00

Minimum MOE Required: $ 705,358.33

MATCH-State funds expended specifically on the Five-Year Plan: $ 706,132.50

MATCH-Other funds expended specifically on the Five-Year Plan: $ 877,896.00

Total Match: $ 1,584,028.50

Minimum Match Required: $ 545,633.03

All other recipient outlays not previously reported: $ 0.00

Total unliquidated obligations (expected to clear by Dec. 30 or later IMLS-approved date): $ 0.00

Unobligated balance of Federal funds (these funds to be deobligated): $ 0.00

Federal share of net outlays: $ 1,059,170.00

LSTA Administrative Costs

Allowed: $42,366.80

Actual: $42,366.80

Difference: $0.00

Administrative Project

General Information

Abstract: The Statewide Cost Allocation Plan (SWCAP) fee is a requirement for each state agency that receives funding from the federal government. The Montana Department of Administration annually prepares a statewide cost allocation plan. This plan distributes service agency indirect costs among the grantee agencies in accordance with principles and procedures established by federal regulations and guidelines. SWCAP costs are for services provided without charge to the recipient agency and for services provided with an interagency charge or billing. SWCAP costs must be incorporated into the indirect costs submitted by each state agency to its cognizant federal agency. The SWCAP fees are direct billed to agencies on a quarterly basis. If an agency cannot pay the entire allocated share of SWCAP costs from non-general fund sources, it must make up the difference from its management services/central services cost pool of a general fund appropriation.

In addition to SWCAP fees, the Administration Project includes MSL Central Services staff that sets up appropriate financial categories for each project, manages all accounts payable, prepares regular drawdowns, and writes and issues checks as appropriate. All LSTA projects are tracked to ensure that each request for reimbursement is appropriate and in accordance with stated project goals before expenditures are approved for payment.

In addition, it is required that all LSTA grant funds be input into the state financial system so bills and payments can be tracked for the State of Montana financial reports. Project staff prepares federal cash transaction reports and are vigilant that the agency is in compliance with federal and state rules and regulations at all times. During this report period, this project also acted as fiscal agent for the Montana Shared Catalog and served as the fiscal agent for the purchase of statewide products such as MontanaLibrary2Go (downloadable audio and e-books) collecting fees from participating libraries and making all payments to the appropriate vendor.

The LSTA Coordinator, paid by state general funds, provided oversight for the use of the grant award by assuring projects were in compliance, agreements were transacted, requirements were understood and enforced, questions and concerns were communicated to the IMLS State Program Officer, and all documentation needed for the State Library to remain eligible to receive LSTA funds was completed and submitted by deadlines.

Intent: Administer the LSTA Program

Grantee: Montana State Library

Start Date:07/01/2014

End Date:09/30/2015

Total Project Budget: $42,366.80 FY14 LSTA

Montana Memory Project

Exemplary: YES

Exemplary Narrative:

During this reporting period, the Montana Memory Project Director facilitated the digitization of six collections for the Digital Public Library of America's Public Library Partnerships Project (PLPP), funded by the Bill and Melinda Gates Foundation, which worked with existing DPLA Service Hubs to provide digital skills training for public librarians and connect them sustainably with state and regional resources for digitizing, describing, and exhibiting their cultural heritage content.

The resulting exhibition, Boom and Bust: The Industries That Settled Montana, was published September 1, 2015 on the Digital Public Library of America website. This exhibition told the story about Montana, why it was settled, and how its industries have impacted the environment and the people who live there.

The Montana Memory Project Director participated in the creation of the self-guided curriculum that is now available on the DPLA website. This curriculum provides videos guiding people through the process of creating a digital collection. It follows the same training protocol that was offered in the live training sessions conducted as part of the PLPP.

In this project, DPLA worked with state and regional Hubs (Digital Commonwealth, Digital Library of Georgia, Minnesota Digital Library, Montana Memory Project, and Mountain West Digital Library) to write and iterate a workshop curriculum based on documented best practices. This curriculum is available in a self-guided version intended for digitization beginners.http://dp.la/info/about/projects/public-library-partnerships/

Following this effort, the Montana Memory Project Director had plans in the next reporting period to participate in a Tech Soup national webinar for library staff to discuss the project and the resulting curriculum.

Abstract: The purpose of the Montana Memory Project (MMP) is to support the creation of and provide free access to digital collections of items relating to Montana's cultural heritage and government. The collections encompassed 859,965 items at the end of this reporting period, varying from artwork to oral history interviews, photographs, and print materials such as maps, yearbooks, government records, historic civic documents, journals, and correspondence. The MMP is sponsored by the Montana State Library and the Montana Historical Society.

A full-time director employed by the State Library oversees all facets of the project, including the addition of new collections, site design, organization and updates, communicating with the MMP contributors and managing annual costs and new purchases. An Advisory Council supports this project by increasing the visibility of the MMP to new contributors, increasing the visibility and usability of the MMP to new audiences, and by finding opportunities to fund new collections.

The MMP is a partner of the Mountain West Digital Library (MWDL), which is a central search portal for digital collections about the Mountain West region. The MWDL is a Service Hub for the Digital Public Library of America (DPLA). As a Hub, MWDL collections are harvested for display in this national search portal.

State Goal: Access to Quality Content

Director Name: Jennifer Birnel

Additional Materials

http://www.mtmemory.org

https://m.facebook.com/MontanaStateLibrary.MMP

Budgets

Salaries/Wages/Benefits

Description

$62,721.46 in FY14 LSTA for one full time Montana Memory Project (MMP) Director salary and benefits $1,761.88 in FY14 LSTA for outreach and promotions staff salary and benefits Additional hours for the State Library Communications Coordinator to work with a local company called Edge to boost MMP Facebook posts through paid advertising.

MATCH: $800 for in-kind match for four hours of 10 MMP Advisory Council members' work time

Travel

Description

$5,107.39 in FY14 LSTA for travel to outreach visits Outreach is described under the outreach activity. $597.39 in FY14 LSTA for MMP Director travel expenses to attend Montana History Conference The MMP Director hosted an information booth at this conference where she demonstrated to interested individuals and groups how to use the website and what types of content can be found on the MMP and the Digital Public Library of America (DPLA), and distributed promotional posters and bookmarks to raise awareness about the MMP website.

$485 in FY14 LSTA for registration at state conferences as part of State Library job duties

Supplies/Materials

Description

$94.83 in FY14 LSTA for printing of 300 brochures for potential contributors

MATCH: 2,500 posters were printed and paid for by the Montana Historical Society

Services

Description

$8,443 in FY14 LSTA for CONTENTdm software

MATCH: $9,678 from the Montana Historical Society OCLC CONTENTdm is software that handles the storage, management, and delivery of digital collections across the web. CONTENTdm stores images, newspapers, books, maps, and audio/video files.

$2,587 in FY14 LSTA for Digital Archive software

MATCH: $4,387 from Montana Historical Society OCLC's Digital Archive provides digital preservation for all digital files. Master files and digital originals are securely stored in a purpose built environment. $7,169.60 in FY14 LSTA for Advantage digitization services (described under digitization activity)

$350 in FY14 LSTA for contracted design work for MMP promotional materials The State Library contracted with a graphic designer to create the promotional MMP poster "Montana Memories at your Fingertips" (attached to this report).

$13,854.06 in FY14 LSTA for one full time temporary MMP technical assistant salary During this reporting period, a temporary technical assistant was hired on contract to provide support to contributing institutions on the use of MMP related programs, including CONTENTdm's Project Client; provide training and advice on adding images, objects, and metadata to collections and on creating Dublin Core metadata records for digital items; update the MMP webpage to create new collections, new contributing institutions, lesson plans and other relevant content; post regularly to the MMP Social media sites; and complete other technical and training support duties as directed by the MMP Director.

Other Operational Expenses

Description

$581.74 in FY14 LSTA for staff telephone

$59.39 in FY14 LSTA for miscellaneous office supplies for MMP Director

Intents

Improve users' ability to discover information.

- Education

- History

Project Activities

Activity Details

Title: Digitization of New Collections

Abstract:

The State Library used FY14 LSTA funds to digitize collections from seven institutions for inclusion in the MMP. Most of these digitization efforts were outsourced to a company called Advantage, with the exception of a collaborative effort between the City of Helena, Montana, and the University of Montana.

The collections consisted primarily of photographs, but also included yearbooks, magazines, scrapbooks, documents, letters, ledgers, and books.

Collections digitized by Advantage:

1. Montana State University Northern yearbooks
2. Billings Public Library: Images of people and events in Billings
3. Missoula County Public Schools: Bitterroot yearbooks collection
4. Drummond School-Community Library: New Chicago schoolhouse
5. Lewis & Clark Library and Great Falls Women's Club: Montana Woman magazine collection
6. Missoula Public Library: Historical neighborhoods of Missoula

Collection digitized at the University of Montana with funding from LSTA:

1. City of Helena, Montana city council minutes, 1881-1970

Additionally, six collections were digitized for the Digital Public Library of America's Public Library Partnerships Project (PLPP), funded by the Bill and Melinda Gates Foundation, which worked with existing DPLA Service Hubs to provide digital skills training for public librarians and connect them sustainably with state and regional resources for digitizing, describing, and exhibiting their cultural heritage content.

Participants in the PPLP pursued their own digitization projects with support from the Hubs and received follow-up training in creating digital exhibitions to tell stories with their content. With participant support and review, Hubs organized digital exhibitions to showcase this newly digitized content.

Montana participants submitted these collections to the PPLP:

1. Judith Basin County Free Library, Hobson: Early agriculture and homesteading in Judith Basin County
2. Judith Basin County Free Library, Stanford: Sheep ranching in Judith Basin County

3. Butte-Silver Bow Public Library: Butte history collection
4. Missoula Public Library: History of the Missoula Public Library
5. Billings Public Library: Images of people and events around Billings
6. Madison Valley Public Library: County history books

Activity Details

Title: MMP Training

Abstract:

During the reporting period, staff conducted training for library staff and educators on the following topics:

Technical training on use of the CONTENTdm Project Client software for uploading digital items and metadata (data that describes the item) and on the creation of quality metadata records that accurately describe items and allow them to be easily discovered. (48 online sessions and 1 in-person session, with an average of two library staff in attendance.)

Introductory training on "how to use the MMP" (four in-person sessions, with an average of 12 library staff in attendance.)

Introductory training on "how to use the Digital Public Library of America (DPLA)" (1 in-person session with 35 library staff in attendance.)

Training on the Public Library Partnerships Project (two in-person sessions, with an average of 14 library staff in attendance.)

The Digital Public Library of America's Public Library Partnerships Project (PLPP), funded by the Bill and Melinda Gates Foundation, worked with existing DPLA Service Hubs to provide digital skills training for public librarians and connect them sustainably with state and regional resources for digitizing, describing, and exhibiting their cultural heritage content.

Participants in the Public Library Partnerships Project pursued their own digitization projects with support from the Hubs and received follow-up training in creating digital exhibitions within the DPLA to tell stories with their content.

Training sessions varied in length between 65 - 360 minutes, for an average of 85 minutes.

Activity Details

Title: Montana Memory Project Outreach to Libraries

Abstract:

The MMP Director conducted 26 outreach visits to prospective contributors to the MMP collection during the reporting period. During each outreach visit, the first hour covered the MMP website, highlighting the content currently available and how to make the most of the website's resources. The MMP Director then discussed the process for contributing new collections to the MMP. The Director spent the final hour with staff reviewing the institution's collection materials and their potential for digitization, as well as brainstorming ideas for content from the local community that would be valuable additions to the MMP.

The MMP Director visited prospective contributors in these Montana communities:

Augusta
Billings
Boulder
Chinook
Choteau
Conrad
Cut Bank
Ennis
Fort Benton
Glasgow
Hardin
Harlem
Havre
Laurel
Lincoln
Malta
Plentywood
Poplar
Scobey
Twin Bridges
Valier
Virginia City
Wolf Point

Project Outcomes

List any important findings or outcomes from your project:

The Montana Memory Project added 25 new collections of content during this reporting period. Seven of these collections came from first-time contributors, all of whom were contacted through previous outreach efforts. In July 2014, the MMP Director created a Facebook page for the MMP (linked from this report) which showcases daily posts from the MMP digital collections. At the end of this reporting period the page had gained 2,578 followers. The State Library contracted with a graphic design artist to create a poster to promote the MMP to end users. The MMP Director distributed the poster to schools, libraries, and museums across the state. These promotional efforts have improved website traffic compared to the previous reporting period. Website traffic has increased by 30% overall (from 95,709 to 124,769) and new users have increased by 26% (from 64,735 to 81,682). The number of page views has increased by 18% (from 449,971 to 532,678).

Please briefly describe importance of findings.

These outcomes indicate that the Montana Memory Project continues to attract a wide variety of users and interested contributors. In partnership with contributing Montana institutions, the MMP Director continues to add more content to the online collection, creating greater representation for a broader portion of the state. Additionally, this content is being used by a larger audience than in the previous reporting period.

What methods did you use to determine your findings? Check all that apply.

Review of Administrative Data

Do you anticipate continuing this project after the current reporting period ends? Yes

Do you anticipate any change in level of effort? Yes

During this reporting period, a Library Development Study Task Force was appointed by the State Librarian consisting of librarians from all types of libraries. A primary purpose of this study was to inform the State Library on how LSTA, as well as state Coal Severance Tax monies, are spent, beginning with the federal fiscal year 2016 LSTA award. The Task Force recommendations addressed lifelong learning initiatives in libraries, and the need to support community engagement, tell the community's story, promote educational values, and inspire new channels of learning. The mission of the Montana Memory Project is closely aligned with these recommendations, and so the State Library expects that the scope and level of support for this project may change in the next reporting period.

Abstract:

The purpose of the activities listed in this project is to fulfill the goal of the State Library to provide libraries, agencies, and partners and patrons with convenient, high quality, and cost-effective access to quality information. In doing so, the State Library supports a more informed citizenry, and facilitates resource sharing among libraries, which reduces costs to their local communities.

The statewide Montana Shared Catalog (MSC) consortium exists to encourage the sharing of resources, knowledge and expertise among its multi-type library members. Libraries that are part of the consortium during this reporting period participate in its shared SirsiDynix Integrated Library System (ILS) to offer their patrons access to the collections of 177 Montana libraries of all types. Users can explore enriched content, including downloadable audio and e-book collections and statewide database subscriptions, within a single search. Most significantly, because of their use of standard data and software protocols, MSC is the statewide platform for developing, implementing and launching new library development services across Montana. Some of these ventures include the expansion of the Montana Courier Alliance and a more centralized, cost efficient approach to technical services.

272 libraries across Montana relied on the State's OCLC Group Services contract to provide library staff with discounted access to unlimited interlibrary loan and cataloging tools. These tools allow libraries to efficiently create accurate, descriptive item records so that Montana residents can easily discover and request these items through their local libraries.

The Montana State Library provided a diverse suite of 24 EBSCO statewide research databases for all Montana citizens. This suite was made possible through an allocation from the Montana Legislature, and through support from the Governor's budget office and the efforts of the State Librarian, the State Library Commission, and the Montana Library Association.

Any Montana library that was listed in the Montana Library Directory had access to these online resources. Additionally, all libraries in Montana had access to customizable EBSCO Discovery Service profiles. EBSCO Discovery Service (known as "Discover It!" in Montana) is an integrated search tool designed to perform a comprehensive search of multiple online resources, from catalogs to databases to digital collections, to which libraries subscribe. This tool saves the user's time by eliminating the need to replicate a search in multiple search interfaces.

State Goal: Access to Quality Content

Director Name: Sarah McHugh

Budgets

Salaries/Wages/Benefits

Description

$69,536.40 in FY14 LSTA for the Montana Shared Catalog (MSC) Director position salary and benefits The MSC Director coordinates Shared Catalog program planning and development, systems administration, technical assistance, program administration, special projects and events, assistance to other State Library work units and state and local agencies, meetings and conferences, and supervision of project staff.

$105,690.40 in FY14 LSTA for salary and benefits for two positions, the MSC Systems Technician (13.2 hours per week funded by LSTA) and the Information Specialist

The Library Systems Technician is responsible for coordinating and facilitating the addition of new libraries into the MSC, providing ongoing technical support for all MSC member libraries and their staff, and assisting the MSC Director with administrative, public relations, training, and technical tasks. The Information Specialist is responsible for database development and administration, network planning, interface design, construction, and administration, application development, Internet/web administration and security, software and hardware planning, implementation, and support, and user support and training.

$560.98 in FY14 LSTA for salary and benefits for Communications Coordinator's work on this project for the MSC

MATCH: $600 for 50 hours of public library staff time spent assisting new MSC library members in cataloging their materials in preparation for joining the Montana Shared Catalog

MATCH: $2,160 for 108 hours of MSC Executive Board meeting time The nine-member Executive Board is comprised of representatives from each type of library. These members represent the interests of other libraries in the consortium. The Executive Board presents budget and policy proposals to the full membership.

MATCH: $2,240 for 112 hours of MSC Content Management Committee meeting time The primary functions of the 14-member Content Management Committee are to promote consistent item records, cataloging and circulation practices, and to maintain a functional and attractive user interface within the MSC Integrated Library System (ILS) software. The Committee is responsible for the regular review and revision of the Standard Cataloging Procedures for member libraries. The Committee also participates in training, and Committee members actively participate in the MSC-discuss e-mail list, the MSC technical services e-mail list, and the Symphony software e-mail list for catalogers. They also make recommendations for enhancements to the ILS based on membership and Committee discussion.

MATCH: $19,249.50 from the State for the Statewide Projects Librarian position's work on these activities This position manages the OCLC Group Services and EBSCO contracts and budgets and provides Montana library staff with learning resources and support for these projects.

Services

Description

$1,900 in FY14 LSTA for SirsiDynix integration of new libraries' records into integrated library system This funding covered costs related to initiating the new libraries' software licenses, creating new profiles and policies, loading new library data, and project management, data map services to set up and process bibliographic (item record) and patron record data from the libraries' legacy systems for data conversion and delivery to SirsiDynix for loading into the MSC SirsiDynix system.

MATCH: $329,182 in Montana Shared Catalog membership funds for SirsiDynix and staff (two full time MSC staff positions and 2/3 MSC Systems Technician position salary and benefits) The Technical Services and Support position provides technical services (cataloging) support, monitors and maintains the integrity of the catalog's bibliographic (item record) database for completeness, accuracy, and standards compliance, provides technical assistance and support for member libraries, and creates, maintains, and presents training materials with an emphasis on cataloging procedures and guidelines. The Training and Technical Support position manages the MSC training program, including preparation, maintenance, and presentation of training materials, provides technical assistance and support for member libraries, and assists the MSC Director with administrative, public relations, and technical tasks.

$87,203.20 in FY14 LSTA for State Library contribution toward OCLC Group Services contract including unlimited cataloging and interlibrary loan for subscribing libraries, and statewide EZproxy authentication license for all libraries

MATCH: $120,640 in State Resource Sharing funds for OCLC Group Services contract to reduce costs to libraries

MATCH: $289,164 in OCLC Group Services annual fees from enrolled libraries

$16,250 in FY14 LSTA for State Library contribution toward EBSCO Discovery Service contract

MATCH: $120,471 in State funds for the statewide EBSCO databases contract

Other Operational Expenses

Description

$230.60 in FY14 LSTA for MSC Director office telephone

$797.21 in FY14 LSTA for 2 MSC staff office telephones

Intents

Improve users' ability to discover information.

- Library Infrastructure & Capacity

Project Activities

Activity Details

Title: OCLC Group Services Interlibrary Loan

Abstract:

Interlibrary loan services (ILL) allow libraries to share collections with one another, which saves money by reducing redundant purchasing of commonly requested materials. Montana libraries that subscribe to OCLC Group Services have access to an online application called WorldShare Interlibrary Loan, which makes the process of borrowing or lending an item faster and more efficient, resulting in timely delivery of requested items to library patrons.

Using WorldShare ILL, library staff can set policies to automatically search for requested items from the closest lending libraries that meet their criteria. This reduces the level of repetitive work involved in processing a large number of requests, freeing up staff time to attend to other needs.

Activity Details

Title: OCLC Group Services Cataloging

Abstract:

Librarians use OCLC cataloging tools to catalog their libraries' items so that patrons can search and find what they need in the local library catalog or online at Worldcat.org, a catalog of items from libraries around the world.

OCLC cataloging tools help librarians create original item records, or add their local holdings (local copies of an item) to existing records, that are of consistent quality and adhere to rigorous cataloging standards. These standards help keep the WorldCat database of over two billion catalog records organized so that library patrons can easily find whatever subjects or particular items they are looking for.

WorldCat can be configured to work in tandem with OCLC interlibrary loan tools, providing a seamless online experience for library patrons to discover and request an item from their local libraries.

Activity Details

Title: Statewide Discovery System

Abstract:

EBSCO Discovery Service has records indexed for thousands of resources. Montana's EBSCO databases, the Montana Memory Project, the Montana Shared Catalog, the Montana Geographic Information System (GIS) Data List, WorldCat.org, MontanaLibrary2Go, HeritageQuest, and other public library catalogs (Butte-Silver Bow Public Library and Lewis and Clark Library) were all available as resources for library patrons to search in Discover It. Additionally, libraries could use records already in EBSCO's index to link to their own individual subscriptions to online resources available locally.

Montana library staff had the option to customize this all-in-one search for their libraries in order to narrow the scope of the search to yield results that would be more relevant to the needs and comprehension levels of their user groups.

Activity Details

Title: Training for Montana Library Staff

Abstract:

OCLC training activities during this reporting period focused on the Group Services libraries' transition from the WorldCat Resource Sharing interface to the new WorldShare Interlibrary Loan interface and from the FirstSearch interface to the WorldCat Discovery Service interface.

MSC training activities during this reporting period focused on use of the library catalog software and on copy cataloging.

EBSCO training activities during this reporting period focused on customization options for EBSCO Discovery Service such as limiting the search to specific databases; running statistical reports; transitioning from an old to a new database interface for student researchers; and providing in-depth orientation sessions for numerous subject-specific databases freely available to all Montanans through the EBSCO database contract. Audiences for the EBSCO sessions ranged from public and school library staff and educators to state agency librarians who serve state employees.

Activity Details

Title: Technical Support for Library Staff

Abstract:

The Statewide Projects Librarian served as the contract and training coordinator for OCLC Group Services libraries and assisted with basic technical support questions. The Statewide Projects Librarian also provided support in customizing EBSCO database interfaces and EBSCO Discovery Service search options.

During the reporting period there were five full-time staff members to support the MSC: 2.34 paid with LSTA funds and 2.66 paid from MSC membership fees. MSC staff was responsible for web development, installing and maintaining hardware and software, providing administrative and technical support, providing orientation training for new libraries, and providing ongoing training for the consortium.

Project Outcomes

List any important findings or outcomes from your project:
LSTA contributions from the State Library helped maintain reasonable costs to libraries for the OCLC Group Services. Access to OCLC Montana Group Services enabled enrolled libraries to catalog items and make their library collections discoverable online via the WorldCat.org web portal and database, discover items in other library collections worldwide, and make or fulfill lending requests through the WorldShare Interlibrary Loan. All members of the MSC are required to enroll in OCLC Group Services. These services help fulfill the MSC member libraries' mission "to improve their own and other member libraries' ability to deliver quality materials and services to their patrons." Additionally, libraries outside of the MSC enrolling in Group Services benefit from the cost savings for these services and share resources with MSC, other non-MSC, and out-of-state libraries. Montana libraries' OCLC cataloging activity increased by 12% during this reporting period, from 82,120 in the FY13 reporting period to 92,056 in the FY14 reporting period. Interlibrary loan transactions through OCLC decreased by 3% during this reporting period. However, ILL requests made by patrons in MSC libraries that share user privileges continued to increase because of the simpler and more efficient "place hold" capability within the Shared Catalog. The Montana Shared Catalog consortium's extensive work to streamline and simplify its configuration and circulation policies during this reporting period has resulted in the MSC staff being able to work more efficiently to meet the needs of MSC member libraries; has improved resource sharing opportunities; and has better situated the consortium to adapt to new technologies.

This reorganization effort concludes in 2016. Montana patrons initiated 1,183,753 EBSCO database sessions during the reporting period, and retrieved 909,826 full text articles. Although the number of sessions as increased since the last reporting period, this represents a 5% decrease in full text retrievals. Montana patrons initiated 76,508 sessions in EBSCO Discovery Service and retrieved 63,491 full text articles during the reporting period. This represents a 67% increase in full text retrievals over the previous reporting period.

Please briefly describe importance of findings.
Decreased interlibrary loan activity may have been influenced by a couple of factors: one being a slight increase in lending and borrowing activity among Montana Shared Catalog sharing group libraries (where a hold can be placed directly for an item at another library through the library catalog, rather than a formal interlibrary loan request being placed through OCLC), and another being the increased use of electronic resources such as e-books.

What methods did you use to determine your findings? Check all that apply.
Review of Administrative Data

Do you anticipate continuing this project after the current reporting period ends? Yes

Do you anticipate any change in level of effort? Yes
During this reporting period, a Library Development Study Task Force was appointed by the State Librarian consisting of librarians from all types of libraries. A primary purpose of this study was to inform the State Library on how LSTA, as well as state Coal Severance Tax monies, are spent, beginning with the federal fiscal year 2016 LSTA award. The Task Force recommended that the State Library increase or at least maintain support for resource sharing programs such as OCLC and the Montana Shared Catalog, while periodical databases and the discovery service were perceived as less critical to helping public libraries in Montana meet their communities' primary needs. Given these recommendations, the State Library would anticipate further instruction from the State Library Commission that will likely change the level of funding and staff support for some or all of these activities in the next reporting period.

Montana Courier Alliance Project

Abstract: The purpose of the Montana Courier Alliance is to support affordable and efficient resource sharing and transfer of physical library materials among participating libraries across the state of Montana.

The courier service currently serves 55 library locations through 19 drop sites that have signed service agreements with Critelli Couriers. The Montana State Library holds the contract with Critelli.

A Courier Advisory Board comprised of eight members from participating academic and public libraries is consulted for input on budget and cost share recommendations, as well as policy and procedures.

State Goal: Access to Quality Content

Director Name: Cara Orban

Budgets

Services

Description

$7,839.39 in FY14 LSTA paid to Critelli Couriers

MATCH: $41,699 in monthly stop rate fees from participating libraries Participating drop site libraries **contributed $23 per stop for courier service.**

Intents

Improve users' ability to obtain information resources.

- Library Infrastructure & Capacity

Project Activities

Activity Details

Title: Courier Delivery to Libraries

Abstract:

Critelli Couriers picks up and delivers crates of library materials to participating libraries at a rate of two to five days a week per stop.

These delivery statistics were collected from participating courier drop site libraries from January 2015 through September 2015, as part of the State contract for courier service that commenced in January

2015.

Participating libraries received a $2 per stop discount through the State Library, funded with FY14 LSTA monies.

Project Outcomes

List any important findings or outcomes from your project:
Access to a regular courier service reduces the cost of resource sharing of physical materials between libraries. By sending materials in bulk via courier, rather than individually packaging and sending items through the mail, library staff save time and library budgets benefit from an average cost savings of $7 per item (factoring in staff time, postage, and the cost of packaging materials). High volume borrowers and lenders such as the libraries in the Montana Shared Catalog (MSC) Partners resource sharing group reap the greatest value from this service by shipping in bulk from one hub to the next. MSC sharing groups such as Partners comprised 66% of courier stops and 91% of the volume sent via courier during this reporting period.

Please briefly describe importance of findings.
The proven value of the courier network to sharing group libraries supports continued efforts to strengthen the network and keep costs affordable for any Montana libraries that are interested in sharing physical materials for the benefit of their patrons. For libraries, "affordable" means at least being consistently more cost effective than sending via mail. Statistics indicate that volume and cost per item factor into affordability, and that a flat rate does not actually represent a discount for some libraries that do not send and receive a volume of materials on the level of the MSC sharing group libraries. And so, two objectives for the upcoming reporting period will be to sustain and increase access to courier service for existing MSC sharing group libraries, but also to review discount and delivery options for libraries that are geographically remote or that cannot otherwise support the level of materials sharing necessary to realize a discount in comparison to traditional interlibrary shipping via mail. By thinking broadly about ways to support the transfer of physical materials, the State Library hopes to expand opportunities for libraries to join resource sharing groups, which would increase the amount of materials available to library patrons and save collection development funds that would have been spent on duplicate materials.

What methods did you use to determine your findings? Check all that apply.
Review of Administrative Data

Do you anticipate continuing this project after the current reporting period ends? Yes

Do you anticipate any change in level of effort? Yes
During this reporting period, a Library Development Study Task Force was appointed by the State Librarian consisting of librarians from all types of libraries. A primary purpose of this study was to inform the State Library on how LSTA, as well as state Coal Severance Tax monies, are spent, beginning with the federal fiscal year 2016 LSTA award. The Task Force recognized library infrastructure that is accessible and affordable and that enables end users to access resources and services easily as an essential need

for Montana libraries. Given the courier's role in making materials sharing possible between sharing group libraries in the Montana Shared Catalog, the State Library expects that this project will remain a high priority for Montana libraries, and that the overall level of support may increase in the next reporting period. This may include a change in the level of LSTA or match funds.

Early Literacy Project

Abstract:

The purpose of the Ready 2 Read early literacy program at the Montana State Library is to help Montana parents and caregivers understand the value of sharing language and literacy with their children. The program has provided collections of high-quality children's books to libraries, early childhood training to librarians, and extensive information and training to parents and caregivers on the importance of sharing books with children from birth forward.

During this reporting period, the Early Literacy Coordinator focused the use of LSTA funds on planning for an innovative project that sent concise tips and activity ideas to parents and caregivers of four year olds with the objective of helping prepare all Montana children to enter kindergarten at age five.

The Early Literacy Coordinator also prepared for and organized the 2015 Ready 2 Read Rendezvous training event for public library staff during this reporting period, although the event itself was funded with FY15 LSTA and will be addressed in the report for that award period.

State Goal: Consultation and Leadership

Director Name: Sara Groves

Budgets

Salaries/Wages/Benefits

Description

$34,451.71 for one State Library Early Literacy Coordinator

Travel

Description

$735.24 in FY14 LSTA for Early Literacy Coordinator travel

$221 in FY14 LSTA for Early Literacy Coordinator conference registration

Services

Description

$2,150 in FY14 LSTA for early literacy training by Collaborative Summer Library Program Montana representative

$100 in FY14 LSTA for Twilio.com texting service

$1,500 in FY14 LSTA for text message project

$900 in FY14 LSTA for graphic design for text message project

Other Operational Expenses

Description

$664.53 for Early Literacy Coordinator telephone and office supplies

MATCH: $127 from the State

Intents

Improve users' ability to apply information that furthers their parenting and family skills.

- Early Literacy

- Continuing Education and Staff Development

Project Activities

Activity Details

Title: Text message project

Abstract:

Based on a Stanford University study, the Montana Ready 2 Read texting program delivers three weekly research-based text messages for a period of eight months at no charge to anyone who signed up. In late 2014, Stanford University published study results from an intervention program that involved sending texts to parents and caregivers of preschoolers enrolled in the San Francisco School District's public preschool program. The results indicated that READY4K positively affected the extent to which parents engaged in home literacy activities with their children by .22 - .34 standard deviations, as well as parental involvement at school by .13 - .19 standard deviations. Increases in parental activity at home and school translated into student learning gains in some areas of early literacy, ranging from approximately .21 - .34 standard deviations. The widespread use, low cost, and ease of scalability of text messaging made texting an attractive approach to supporting parenting practices in Montana.

The State Library contracted with an early learning specialist to write a series of text messages based on the findings from the Stanford study. The early learning specialist drew on research on literacy development, parenting practices, and behavior change strategies. The program was linked to the Montana Early Learning Standards and was structured as a spiral curriculum, starting out simple and becoming progressively more advanced over time, with topics reintroduced throughout the year for reinforcement. For example, the first week of the program focused on parent-child conversations, while the last few weeks concentrated on developing high-quality parent-child book routines.

Project Outcomes

List any important findings or outcomes from your project:

The biggest challenge for the texting project has been promoting the project statewide. In Montana, there is no standard sign-up form for preschool or Head Start programs. For evaluation purposes, there is also no standard set for evaluating kindergarten readiness in Montana. The Arthur Blank Family Foundation has approached the State Library and has offered its assistance in evaluating the project.

What methods did you use to determine your findings? Check all that apply.

Review of Administrative Data

Do you anticipate any change in level of effort? Yes

Please briefly describe any changes in the level of effort. Include information about whether you intend to use LSTA or Match funds.
During this reporting period, a Library Development Study Task Force was appointed by the State Librarian consisting of librarians from all types of libraries. A primary purpose of this study was to inform the State Library on how LSTA, as well as state Coal Severance Tax monies, are spent, beginning with the federal fiscal year 2016 LSTA award. Based on the survey responses from Montana library staff and the recommendations of the Task Force, the State Library may consider redefining and possibly broadening its support for literacy initiatives to include adult literacy, digital literacy, and financial literacy. Early literacy support remains a high priority for Montana libraries. These decisions will be informed by further recommendations and directives from the State Library Network Advisory Council and the State Library Commission in the next reporting period.

Summer Reading Program Project

Abstract:

The State Library purchased summer reading manuals from the Collaborative Summer Library Program (CSLP) for all Montana libraries and branches. Additionally, the State Library sent one public library staff member to the CSLP annual meeting to represent Montana. That individual offered two continuing education training sessions related to summer reading for Montana libraries. One training was an in-person training at the annual Montana Library Association conference; the second training was a webinar. Additionally, this individual also communicated throughout the year with Montana libraries all information related to summer reading, such as ordering deadlines, information on the teen video challenge, and more.

State Goal: Consultation and Leadership

Director Name: Sara Groves

Budgets

Supplies/Materials

Description

$1,375 in FY14 LSTA for one summer reading program manual for each of the 110 Montana public library locations at $12.50 apiece

Intents

Improve users' formal education.

- Reading Program (Summer Reading)

Project Activities

Title: Summer Reading Program Training

Abstract:
The Early Literacy Coordinator and the Montana representative for the Collaborative Summer Library Program (CSLP) presented one in-person and one virtual workshop for public library staff across Montana to help them prepare their summer reading programs.

At the in-person workshop at the annual Montana Library Association conference, the CSLP Montana representative walked session attendees through the manual, discussed programming ideas for differentage groups, and shared information about opportunities to bring in speakers and presenters for public programs.

The webinar presented the opportunity for Montana library staff to hear from their colleagues about their ideas for summer reading programming and implementation details for recreating successful programs.

Project Outcomes

List any important findings or outcomes from your project:

In 2015, the State Library conducted its first-ever assessment of summer reading programs in the state. 74 Montana libraries responded to the online survey. Findings indicated that summer reading is an important library service in communities statewide, with 97% of survey respondents saying that they offer a summer reading program. Survey respondents were asked what type of summer reading program they offered, and were encouraged to check all that apply since many libraries offer multiple versions of a summer reading program targeted at different audiences. Results indicated that 74% of respondents offer an early literacy program; 98% offer a children's summer reading program; 63% offer a teen summer reading program; and 37% offer a summer reading program specifically for adults. Approximately 91% of survey respondents used the Collaborative Summer Library Program manual that is provided to them from the State Library. The number of participants in the respondents' summer reading programs ranged from 25 to thousands, with the bulk of participants identified as children.

Libraries identified staffing and funding as two of their biggest challenges for their summer reading programs and great participation from their communities as one of their big successes. Survey respondents also identified some ways for the State Library to assist them with their summer reading program, such as assisting in statewide promotion of the program, and coordinating statewide contracts for performers to assist libraries in planning programming. 29,020 Montana residents were reported to have participated in the 2015 summer reading program.

To highlight the importance of summer reading and its value to education in our state, Lt. Governor Angela McLean also visited three Montana public libraries during their summer reading events. Lt. Governor McLean traveled to Fort Benton, Butte, and Havre to read to children, engage with parents and talk about the importance of developing daily reading habits, and share information with public officials about the value of libraries and reading.

What methods did you use to determine your findings? Check all that apply.

Survey

Review of Administrative Data

Interview/Focus Group

Participant Observation

Other

Do you anticipate continuing this project after the current reporting period ends? Yes

Please briefly describe any changes in the level of effort. Include information about whether you intend to use LSTA or Match funds.

During this reporting period, a Library Development Study Task Force was appointed by the State Librarian consisting of librarians from all types of libraries. A primary purpose of this study was to inform the State Library on how LSTA, as well as state Coal Severance Tax monies, are spent, beginning with the federal fiscal year 2016 LSTA award. At the end of this reporting period, the State Library had not yet determined whether it would be necessary to order hard copies of the Collaborative Summer Library Program manuals, or whether it would be sufficient to provide digital access to the manuals in the future. As noted, summer reading remains an important part of the public library calendar. Decisions on the scope and level of effort for this program will be informed by further recommendations and directives from the State Library Network Advisory Council and the State Library Commission in the next reporting period.

Continuing Education for Library Staff Project

Abstract:

One of the six goals of the State Library Commission is to support the professional development of Montana's public library staff and trustees. In Montana, the needs of small public libraries and the challenges of winter weather and great distance that make travel to training venues difficult are important considerations in developing training. The State Library complements programming provided through the Montana Library Association to provide balanced and essential ongoing professional development through in-person and virtual means so that Montana library staff can effectively serve their communities.

The Certification (CE) Program is mandatory for public library directors and voluntary for library staff and public library trustees. The CE Program serves an important function in Montana, where there is no higher education degree program for public libraries, and the available workforce for the small public libraries in the state is often untrained in library science. The CE Program and the Public Library Standards ensure that library boards will support continuing education by providing funding and time for training.

A component of the CE Program, the Summer Leadership Institute, is intended to empower Montana's public library leaders and emerging leaders to develop and expand skills and tools for personal and professional leadership; recognize themselves as leaders at their library and in their community; become change agents in their libraries and communities; form, articulate, and communicate a vision that inspires others to act; pursue continuous professional development; in particular, future leadership learning; and build and sustain collaborative, productive networks with their peers.

Scholarships for Montana library staff provided opportunities for librarians to engage with the greater library community while participating in professional development and learning opportunities. Additionally, other library staff in Montana would benefit from refreshing continuing education opportunities provided by attendees after their conference experiences, where they could share ideas and helpful resources gathered at conference.

State Goal: Consultation and Leadership

Director Name: Sarah McHugh

Additional Materials

  http://libraries.msl.mt.gov/Home/learning

Budgets

Salaries/Wages/Benefits

Description

$59,957.67 for Continuing Education (CE) Coordinator position salary and benefits: This full time position coordinates training events for a statewide audience of Montana library staff and facilitates performance improvement of the Montana State Library staff who conduct those training activities. The position is held by an instructional designer who holds a MS Ed degree in Instructional Systems Technology. The position organizes the State Library Learning Portal, provides support to training staff by assisting with the design and evaluation of training activities, maintains ongoing analysis of training needs of librarians in Montana, and develops support scaffolds (coordinated use of online and software resources such as Camtasia, SlideShare, Vimeo, and GoToTraining) so that MSL training is effective and efficient. The CE Coordinator hosts monthly meetings of training staff to share information and to provide training on how to use shared tools; plans training events such as the Annual Montana State Library Fall Workshops or trustee training events held at different venues across Montana; provides information for the Montana Library Association planning committees for their sponsored training activities; and oversees the Montana State Library Certification Program.

Travel

Description

$5,220.33 for CE Coordinator travel

$498 for CE Coordinator conference registration

$3,784.34 for conference travel and registration for three Montana public and academic library staff to attend Association for Rural & Small Libraries (ARSL) Annual Conference in Tacoma, Washington, September 2014

$8,000 for conference travel and registration for four Montana public library staff to attend American Library Association (ALA) Annual Conference in San Francisco, California, June 2015

$2,991 for conference travel and registration for two Network Advisory Council representatives to attend the Research in Public Libraries (RIPL) Conference in Colorado Springs, Colorado, July 2015

Supplies/Materials

Description

$916.22 in FY14 LSTA for State Library tablet training lab equipment Two projectors and two sets of speakers were purchased to augment two State Library tablet training labs which were purchased with FY13 LSTA. This equipment further enables MSL training staff to provide successful training to librarians around the state using these labs.

$22,500 in FY14 LSTA for 18 laptops and mice for State Library laptop training lab MATCH: Six laptops and mice purchased with donation for State Library laptop training lab The State Library provides laptop training labs for use by Library staff, staff or representatives of Library partners, including but not limited to the Montana Library Association and the Montana Association of GIS Professionals, and staff of other

Montana libraries who offer training in locations without access to sufficient computing resources. When not being used by the State Library, partners, or other Montana libraries, the labs are available for use by staff of Montana state agencies. The labs are heavily used by all groups. Two of the three existing labs were aging and needed to be replaced. Through the use of FY14 LSTA and a private donation, the State Library replaced both of the older labs and reassigned one of the replaced labs to meet the training needs of the Montana Shared Catalog membership. Replacing two of the older labs enabled the State Library to continue providing training labs that offer the latest technology.

$2,459.18 in FY14 LSTA for one headset each for 82 public libraries, to participate more fully in online meetings and learning opportunities

$2,643 in FY14 LSTA for Camtasia software to develop online tutorials for library staff

$19.88 in FY14 LSTA for State Library conference supplies

Services

Description

$18,715.15 in FY14 LSTA for Summer Institute lodging, facilitator's fee, speakers' fees, meals, and travel reimbursements for 22 public and school library staff

$4,991.07 in FY14 LSTA for contractor fees for Trustee Training sessions

Other Operational Expenses

Description

$254.19 in FY14 LSTA for CE Coordinator telephone

Intents

Improve the library workforce.

- Continuing Education and Staff Development

Project Activities

Activity Details

Title: Montana Public Library Staff Conference Attendance

Abstract:

The Montana State Library used FY14 LSTA to sponsor scholarships for public librarians and members of the Montana State Library's Network Advisory Committee to attend national conferences. Afterward, the recipients shared conference findings with their peers via recorded webinar sessions facilitated by the State Library.

Four Montana library staff attended the American Library Association Annual Conference in San Francisco, California, in 2015.

Three library staff attended the Association for Rural & Small Libraries Annual Conference in Tacoma, Washington, in 2014.

Two library staff representing the Montana State Library Network Advisory Council attended the Research in Public Libraries Conference in Colorado Springs, Colorado, in 2015.

Activity Details

Title: Summer Institute

Abstract:

The State Library hired Cheryl Gould to conduct a four day intensive institute for 20 emerging library leaders in July 2015 to provide specific strategies for effective leadership in their libraries and in their communities. The Summer Institute required that each participant participate in an ongoing cohort and complete a rigorous project that implements their new leadership skills. The projects ranged from managing library remodels, to chairing a professional development conference for the Montana Library Association, to implementing collaborative new activities at their libraries.

Activity Details

Title: Trustee Training

Abstract:

The Montana State Library provided onsite and online training directed at public library boards on the topic of planning for succession at several venues for the purpose of preparing library trustees for replacing key positions at their libraries.

Public library boards need to be prepared for changes in executive and managerial leadership because Montana's librarians are entering retirement age at a rate of over 40% of the total workforce. This training series addressed the immediate needs of succession preparedness and responding to an emergency succession for library board members for the purpose of easing transitions and reducing or eliminating disruption of essential library services.

Activity Details

Title: Creation of Online Learning Resources for Montana Library Staff

Abstract:

Montana State Library LSTA-funded staff conducted 81 online training classes directed primarily toward public library staff and trustees to support continuing education and provide a no-cost training option for public libraries so that they may provide innovative and world-class services to library patrons. These classes were recorded and added to Vimeo, an online video hosting site, so that library staff could review the information on their own time and earn CE credit toward certification. The CE Coordinator added these videos to the Montana State Library Vimeo channel during this reporting period, contributed by various State Library staff in support of all services and programs available through the Library Development division of the State Library.

Intent: Improve the library workforce.

Activity Details

Title: Montana Certification Program

Abstract:

The Montana Library Certification Program was established to promote continuing education and to recognize librarians and trustees who continue to expand their knowledge and skills to provide improved services for patrons and communities. Public library directors must earn 60 continuing education credits in a four-year period in order to gain certification so that their libraries remain eligible to receive state aid. Certification is voluntary for all other librarians and trustees. 63 library staff completed certification during this reporting period.

Project Outcomes

List any important findings or outcomes from your project:
For training activities at the Montana State Library, trainers use a combination of data gathering procedures and tools with evaluation surveys, observation, and a portfolio-based assessment of the participant for training events that involve a greater level of investment, such as scholarships to attend conferences or the four-day leadership training at the Summer Library Leadership Institute. Portfolio assessments involve asking the participants to provide proof of their performance improvement by reporting on a project or presenting staff development training to their peers. The application procedure for Montana State Library Certification was moved to an exclusively online process for all library staff and trustees in order to improve data collection, reduce errors in processing, ease the process for applicants, and create a procedure that is sustainable as requests for certificates continue to increase while staff-time available for processing is decreasing. The Continuing Education Coordinator adjusted and expanded the Montana State Library Learning Portal to provide easier access to training materials

and better navigation so that all library staff could more quickly and easily find relevant on-demand training.

78.5 % of respondents enrolled in a six part series exploring online resources that are licensed statewide for libraries and their patrons noted that they liked that they did not have to travel to get training. 57% indicated that they felt connected to the class. Every respondent cited at least two reasons why they liked the online class. 89% of trustee training attendees reported that they learned something that was directly applicable to their library, and 75% noted that they were now aware of specific gaps that exist at their libraries that need to be addressed. 25% found that the procedures they have in place put them in good shape to manage a transition in executive staff, and a few mentioned that the affirmation of their preparedness was reassuring.

The Continuing Education Coordinator conducted an intensive training for all State Library trainers on the topic of evaluation and its place in the instructional design process, which led to the development of a pilot evaluation form that could be easily implemented in all training events.

Scholarship attendees have commented that without the scholarship opportunities provided through the State Library, they would never have been able to attend a national conference. Post-conference sessions also increased knowledge sharing and collegiality within the Montana library community. An hour long webinar session, "Great Ideas from the ARSL Conference," was presented by 2014 attendees and uploaded to the MSL Vimeo channel (http://vimeo.com/112195336). At reporting time, this video had been replayed 22 times. The American Library Association 2015 Annual Conference Montana peer sharing webinar (https://vimeo.com/139648042) had been replayed 11 times.

Please briefly describe importance of findings.
Evaluation data provides valuable needs analysis for planning future training. In the case of the trustee training, State Library staff learned that the topics of greatest interest are to provide training in how to manage expectations regarding salary and benefits for library staff, learning more about recent updates in personnel law, performance evaluation, providing a checklist for boards on hiring a new director, and assistance with how to create standard operating procedures. The CE Coordinator worked with peers from other states to create and publish the checklist mentioned in the evaluation - a direct impact of the evaluation data. Other topics of interest will be considered in upcoming training opportunities for library trustees. Topics that fell to the bottom of the list, like writing job descriptions or how to conduct a desk audit, will receive a lower priority for new training. The pilot evaluation form is being tested and will be adjusted throughout the next reporting period as needed so that all training staff are prepared to conduct substantive evaluation and the data collected can be shared across the agency to better inform the future training activities at the State Library.

What methods did you use to determine your findings? Check all that apply.
Survey
Review of Administrative Data
Participant Observation
Other

Do you anticipate continuing this project after the current reporting period ends? Yes

Do you anticipate any change in level of effort? Yes

During this reporting period, a Library Development Study Task Force was appointed by the State Librarian, consisting of librarians from all types of libraries. A primary purpose of this study was to inform the State Library on how LSTA, as well as state Coal Severance Tax monies, are spent, beginning with the federal fiscal year 2016 LSTA award. The State Library's Continuing Education services were included in this evaluation effort. Based on the Task Force recommendations, the State Library expects to continue training with greater emphasis on developing more self-paced, on-demand learning resources for content that meets an ongoing identified need. An example is new library director training. Training that introduces new directors to the programs and services of the State Library, information on public library standards in Montana, and other information of perennial interest will be organized into self-paced learning modules online.

Downloadable E-Content Project

Abstract:

The purpose of the downloadable e-content project is to ensure that all Montana residents have access to the digital content that they want and need through their local libraries.

MontanaLibrary2Go offers a collection of contemporary, classic, and bestseller downloadable and streaming audiobooks and e-books (books in electronic, or digital, format) to patrons of participating Montana public, tribal, and academic libraries. The Montana State Library contracts with a distributor called OverDrive to host the collection and to deliver content to patrons who register for a free account through their libraries. Patrons are allowed to check out up to five titles at once, and can download those titles to nearly any mobile device, e-reader, or personal computer; or, they can opt to stream audiobooks or read e-books through their preferred browsers. OverDrive hosts content from the top five international book publishers, as well as from a wide variety of smaller publishers and presses.

Downloadable and streaming library books and audiobooks are a valuable service in a large and mostly rural state such as Montana, where citizens often live many miles from the nearest public library. Online services such as MontanaLibrary2Go provide Montanans with the convenience of an "anytime, anywhere" collection, while maintaining the quality content and high level of support of traditional library services.

93 public and academic libraries participated in this project, with four new libraries added during this reporting period. Over 1,000 patrons continued to sign up for the service each month during this reporting period.

FY14 LSTA was also used to fund the annual maintenance fee for the Adobe Content Server (ACS) license that is part of the structure for the MontanaLibrary2Go Local project. ACS is software that allows the State Library to set digital rights and distribution limits (such as limits on checkout or printing privileges) to manage a pilot collection of e-books, purchased or acquired by the MontanaLibrary2Go Selection Committee from local authors and Montana publishers, which complements the existing consortium collection of licensed (temporarily leased) e-content. With the ACS platform, the State Library is able to facilitate for Montana libraries the distribution of locally created content, collected by or submitted to the library by local authors and content creators.

State Goal: Access to Quality Content

Director Name: Cara Orban

Additional Materials

http://books.msl.mt.gov

http://libraries.msl.mt.gov/Home/statewide_projects/montanalibrary2go

http://docs.msl.mt.gov/slrd/statewide_projects/montanalibrary2go/forparticipatinglibraries/selectionbudgetrotationFY15.pdf

http://montanalibrary2go.org

Budgets

Salaries/Wages/Benefits

Description

MATCH: $19,249 for Statewide Projects Librarian salary and benefits

The Statewide Projects Librarian manages contracts and budgets and provides Montana library staff with learning resources and support for LSTA-supported statewide projects, including the downloadable e-content project known as MontanaLibrary2Go. This position also coordinates the efforts of the volunteer committees for the consortium and serves as the State Library ex officio on those committees.

MATCH: $6,940 for volunteer committee hours MontanaLibrary2Go Executive Committee (25 meeting hours total x $20 = $500)

The MontanaLibrary2Go Executive Committee is responsible for developing and reviewing collection development policy and procedures; developing annual budget and cost-share formula recommendations for approval by the membership; and making other recommendations to the membership as needed. MontanaLibrary2Go Selection Committee (322 meeting and work hours total x $20 = $6,440) All content is carefully selected by the nine person volunteer Selection Committee, who devote an average of 25 hours per month in this task, to the benefit of all member libraries and their patrons. The Selection Committee's work is described in detail in the MontanaLibrary2Go Acquisition activity report.

Supplies/Materials

Description

$2,164.75 in FY14 LSTA for 45 additional e-books and digital audiobooks for the MontanaLibrary2Go collection

MATCH: $202,713 in annual membership dues and donations from MontanaLibrary2Go member libraries and friends or foundation groups All membership dues and donations were spent on e-books and digital audiobooks for the MontanaLibrary2Go collection, which is shared among all member libraries, with four percent of collected dues spent on purchasing standardized item records for the consortium so that library patrons can discover items from this collection in their local library catalogs.

Services

Description

$12,000 in FY14 LSTA for OverDrive hosting fee This includes the collection website hosting and maintenance and all circulation functions, such as checking out and returning digital materials, placing holds, delivering item records for the library catalog, and technical support for all member library staff.

$6,000 in FY14 LSTA for OverDrive integration fees to add four new libraries to the MontanaLibrary2Go consortium at $1,500 each Integration fees cover the cost of adding library patron records to OverDrive's database so that patrons can log in and check out MontanaLibrary2Go content.

$1,502.24 in FY14 LSTA for Adobe Content Server annual maintenance This includes the software license for uploading content and administering circulation functions and digital rights management.

Intents

Improve users' ability to obtain information resources.

- Collection Development & Management

Project Activities

Activity Details

Title: MontanaLibrary2Go Acquisition

Abstract:

The MontanaLibrary2Go Selection Committee shares the responsibility of adding new content each month to the shared e-books and digital audiobooks collection, which is a commitment that requires an average of 25 hours per month. The Selection Committee follows the collection development policy and procedures as approved by the Executive Committee (attached to this report). Selections must represent broad areas of interest to patrons at all member libraries in the consortium, including a variety of fiction genres as well as current nonfiction titles.

The Selection Committee's collection development process entails thoroughly reviewing circulation statistics, book reviews, bestseller lists, holds lists, and patron request lists. After the selector of the month has completed her work, the rest of the committee has an opportunity to review and make any final suggestions before the order is submitted. During this reporting period, the Selection Committee Coordinator has added to her responsibilities the monthly task of removing approximately 100 expired licensed (limited lease) items from the collection each month.

28,410 units were available to registered patrons at the end of this reporting period, of which over 22,000 were unique titles.

Intent: Improve users' ability to obtain information resources.

Activity Details

Title: MontanaLibrary2Go Circulation

Abstract:

MontanaLibrary2Go member libraries offered their patrons the opportunity to sign up for a free OverDrive account. Registered patrons can then browse or search the collection at http://montanalibrary2go.org and select from a variety of titles to read, listen to, or download in multiple formats: epub, pdf, and Kindle for e-books, and mp3 for audiobooks (the proprietary wma format was discontinued during this reporting period). Patrons also had the option of streaming audio or reading a book in their browsers.Patrons could access these titles through a mobile app, available to them at no cost, or through software downloaded on to their personal computers.

During the reporting period, registered patrons at MontanaLibrary2Go libraries checked out 749,996 items, of which 303,344 were audiobooks and 446,652 were e-books. The MontanaLibrary2Go Local pilot currently has 21 books on the public website available for checkout.

Activity Details

Title: Addition of New Libraries to MontanaLibrary2Go

Abstract:

Four public libraries joined MontanaLibrary2Go during this reporting period. The State Library used $1,500 apiece in FY14 LSTA to cover one-time vendor fees to integrate the libraries' patron card numbers into the OverDrive authentication system so that those patrons could sign up for a free account and check out e-books and digital audiobooks.

Project Outcomes

List any important findings or outcomes from your project:
During the reporting period, the number of e-books and digital audiobooks available to all MontanaLibrary2Go registered users increased by 16% from 24,521 in the FY13 LSTA reporting period to 28,410 total copies in the FY14 LSTA reporting period. Circulation (number of checkouts) increased by 23%, from 607,637 in the FY13 LSTA reporting period to 749,996 in the FY14 LSTA reporting period. During the reporting period, the total number of library patrons registered for MontanaLibrary2Go user accounts increased by 24%, from 51,057 in the FY13 LSTA reporting period to 63,365 in the FY14 LSTA reporting period.

Please briefly describe importance of findings.
As a result of adding four new libraries to the MontanaLibrary2Go consortium, library patrons in four new service areas, including two entire counties each served by a single library, now have free access to digital books and audiobooks through their libraries for the first time. The four libraries that benefited from LSTA assistance during this reporting period in covering the library integration startup fees for joining MontanaLibrary2Go illustrate the critical importance of facilitating resource sharing and collaboration among Montana libraries. By joining the statewide consortium, where individual costs are carefully assigned to make sure that all libraries can afford to participate while still meeting financial benchmarks for growth, these libraries are providing their small and rural communities with

contemporary library services that they may not otherwise be able to afford on their own. A shared collection also means more equitable access to information statewide. Through MontanaLibrary2Go, a resident of Circle, Montana (population 617) has access to the same number and scope of digital library titles as a resident of Billings (population 109,059). Residents, particularly rural residents, who cannot physically visit the library now have the option to quickly and easily check out and read or listen to a wide variety of popular books from any location where internet service is available. Overall, the number of Montana residents who make use of this statewide service continued to increase across all library locations, indicating that collection development practices and budgets should continue to incorporate plans for increasing access to digital content.

What methods did you use to determine your findings? Check all that apply.
Review of Administrative Data

Do you anticipate continuing this project after the current reporting period ends? Yes

Do you anticipate any change in level of effort? Yes
During this reporting period, a Library Development Study Task Force was appointed by the State Librarian consisting of librarians from all types of libraries. A primary purpose of this study was to inform the State Library on how LSTA, as well as state Coal Severance Tax monies, are spent, beginning with the federal fiscal year 2016 LSTA award. Based on the Task Force recommendations, which included support for access to additional e-content and consortial resource sharing, the State Library expects that the scope and the level of support for e-content projects and services will continue to evolve and possibly expand in the next reporting period, which may require a change in the level of support in LSTA funding or in funding from the membership.

Montana Talking Book Library Project

Abstract:

The Montana Talking Book Library (MTBL) is a regional library of the National Library Service (NLS), Library of Congress, as well as a state program of the Montana State Library. MTBL provides services to eligible individual and institutional facility patrons (end users) in Montana, and bordering states, who are professionally certified to have blindness, low vision, a physical or reading disability that present a barrier to reading standard print materials. MTBL provides free materials, including in-house and downloadable local and NLS provided audio, large print and Braille books, magazines, newsletters, and equipment to play audio materials. Patrons served vary in their ability to comprehend and utilize skills with technology resources from no skills to extremely high skills. Professionally trained MTBL employees offer direct one-on-one support to all patrons, customizing training to the patron's level of skills and abilities with technology resources. MTBL operates Monday through Friday from 8:00 a.m. to 5:00 p.m., except on state and federal holidays.

MTBL served 2,991 active patrons and institutional facilities during this reporting period. This number was comprised of 2,576 individual adult and 29 juvenile patrons and 386 institutional facilities. MTBL added 458 new patrons and new institutional facilities during this reporting period. Institutional facilities are defined as public library demonstration partners, hospitals(hospice, kidney dialysis, transitional and long term services), retirement businesses (independent, assistive, long term care and Alzheimer units), public, private and specialized schools for the blind and low vision, and other Montana community services serving individuals with blindness, low vision, physical and/or reading disabled.

State Goal: Services to Montanans with Visual, Physical, or Reading Disabilities

Director Name: Christie Briggs

Budgets

Salaries/Wages/Benefits

Description

174,263 in FY14 LSTA for salary and benefits for six full time MTBL positions

MATCH: $125,134 from the State

MATCH: $2,398 in donations

Travel

Description

$636.28 in FY14 LSTA for conference travel and registration

In April 2015, the MTBL Reader Advisor and Keystone automated database (KLAS) software administrator attended the KLAS Users' Conference in Oklahoma City, Oklahoma.

Other Operational Expenses

Description

$24,462.72 in FY14 LSTA for building and maintenance; network fees; printing services; and office supplies

Intents

Improve users' ability to obtain information resources.

- Other

Project Activities

Activity Details

Title: MTBL Readers Advisory and Support Services

Abstract:

Three Reader Advisors advise and assist library patrons through researching desired audio books and magazines. Staff also offer one-on-one support to patrons who download from the online BARD library service. MTBL offers interlibrary loan services between participating talking book libraries.

During this reporting period, MTBL staff and volunteers fielded over 13,538 phone and 5,415 e-mail patron requests for personal assistance with their library services. Of the 18,953 patron phone and email requests, 3,640 were reference requests on topics outside the scope of MTBL services, from general reference questions to requests for assistance in using commercial audiobook or print book services.

Reader Advisors also provided training and outreach to partner organizations and participated on the KLAS Database Development Advisory Committee, representing small Talking Book Libraries in the NLS network.

Activity Details

Title: MTBL Book Circulation

Abstract:

During this reporting period, MTBL checked out 147,892 items to its patrons. This number included 3,192 locally created Montana digital books, 128,352 NLS-provided digital books, 3,563 locally created Montana audio cassette books, 12,703 NLS-provided cassette books, and 82 Braille Twin Vision books, created in-house, for embossed tactile Braille book users.

Patrons also borrowed 1,050 digital titles via interlibrary loan from the NLS Multi-State Center West in Salt Lake City.

Activity Details

Title: MTBL Book Playing Device Lending Service

Abstract:

The National Library Service has designed two types of digital players for listening to NLS recorded digital books: a standard model and an advanced model. The standard model offers excellent sound quality, and each book is contained on a single digital cartridge – there is no need to change tapes or sides. The machine is powered by a rechargeable battery that holds a charge up to 29 hours before needing to be plugged in for less than an hour to be recharged. The buttons on the player have distinctive shapes in a soft rubber for tactile ease of use that allow the low-vision user to identify them by touch.

The advanced model is similar to the standard model but has five additional buttons which are designed to be useful when reading non-fiction books. The advanced buttons allow the user to skip ahead or back, place a bookmark, and access the book's table of contents or user guide. MTBL lends one digital player, either standard or advanced, to each of its patrons, at no cost to the patron. MTBL staff provide technical support and replacement for these players. All digital players have a side USB port to accommodate BARD users in listening to their BARD downloaded books contained on a thumb drive.

The Machine Lending Agent on staff at MTBL who manages all patron equipment oversaw the lending of 1,933 total digital players to patrons and demonstration sites, with 451 digital and 4 cassette players distributed to new patrons. Those patrons without a free loaned digital player utilized either a cassette player, or purchased one of the NLS approved third-party BARD digital download devices. Telecom pioneer volunteers cleaned 758 digital and 208 cassette players, recharged batteries, updated software, and repaired hardware. 218 cassette players were damaged beyond repair and were recycled back to NLS. MTBL received 120 new digital players from NLS.

Activity Details

Title: BARD and Digital Content Downloads

Abstract:

Braille and Audio Reading Download (BARD) is an online service operated by the National Library Service, in partnership with the Montana Talking Book Library, to give patrons faster access to digital talking books. NLS maintains the website and uploads titles. MTBL approves applications, provides technical support, and responds to reader inquiries. BARD offered more than 68,292 audiobooks and

12,417 issues of audio magazines, and is available 24 hours a day, seven days a week.

MTBL supported 304 active BARD patrons during this reporting period. BARD patrons directly downloaded a total of 667 Braille and 23,525 audio BARD books and magazines. MTBL staff downloaded an additional 1,060 books and magazines to be duplicated-on-demand for non-BARD patrons who reserved additional copies from the in-house collection.

167 subscribers made use of the electronic newspaper service to access five Montana daily newspapers through the users' phone, computer, or independently purchased, NLS-approved third party downloadable devices.

400 patrons subscribed to 528 magazines (78 Braille and 445 audio).

Magazines produced by other regional libraries were: AARP Magazine, Audubon Magazine, National Geographic Traveler, Saturday Evening Post, Smithsonian, Southern Living, and Time Magazine. These went through MTBL's duplication on demand process and were then re-distributed to MTBL patrons.

Activity Details

Title: Recording Program

Abstract:

The Recording Program volunteers (12 three-partner teams consisting of a narrator, monitor, and quality assurance reviewer) completed 18 new local titles, of which three were uploaded to BARD for nationwide patron access. There were four completed and circulated re-records of original Montana cassette books that were unable to be converted.

Volunteer recordings of two popular Montana magazines, two MTBL Bits of Gold newsletter issues, and one voter information pamphlet (for the 2015 Montana Legislative session, in partnership with the Montana Secretary of State's office) were completed during the reporting period. Subscribers to Bits of Gold totaled 2,280 and received the newsletters in digital book format (189), large print (2,080), and e-mail (11). The newsletters were also posted on the MTBL website and Facebook account.

MTBL patrons requested 34 Montana titles to be recorded, of which 14 were in process at the end of the reporting period.

Activity Details

Title: Training and Outreach

Abstract:

MTBL engaged numerous organizations and audiences around the state during this reporting period with the objective of increasing awareness of MTBL services among low-vision and blind Montana residents. MTBL staff participated in 20 outreach information and training sessions in Helena as well as in Billings, Bozeman, Butte, and Great Falls.

MTBL staff presenting training and outreach to these organizations: Montana Blind and Low Vision Department; Montana American Council for the Blind (MACB) consumer group; Montana Veterans Administration; Butte Housing Authority; various chapters of the Montana Association for the Blind; Montana Library Association; National Federation of the Blind – Montana chapter; Great Falls low vision group; Touchmark retirement home book club; Overhear Consulting Company; Montana Health Care Association; and Eagles Manor retirement home. Additionally, MTBL staff provided information and demonstrated services for state legislators at the Montana Library Association's Library Legislative Day in January 2015.

Training and outreach sessions covered the use of MTBL software and hardware for patrons, including BARD, the NLS digital talking book machines and accessories, new audio and tactile accessible U.S. currency readers, new developments by NLS for adopting United English Braille symbols, and the NLS development of ideas for creating a Braille accessory for the NLS digital players.

Additional outreach activities included the setup of a digital lending library for new students attending the Montana Association for the Blind's Summer Orientation Program (SOP) for newly blind or low vision students at Carroll College, Helena; and a partnership with a local organization, Helena Industries, which serves and employs Montana individuals with disabilities. MTBL partnered with Helena Industries to implement a Veterans back-to-work assessment program. In this program, Helena Industries selected a veteran for MTBL to train in a variety of computer and technical skills for a set period of time. Helena Industries assessed the applicants' skills and abilities, and groomed the trainee for workforce entry and recommended them for vocational education.

Activity Details

Title: Volunteer Program

Abstract:

A Volunteer Program is available to assist staff with daily supportive tasks that support the circulation, clerical, and recording program efforts of MTBL, as well as with various small tasks on special projects. Volunteers are vital to the success of MTBL. Each volunteer receives thorough ongoing training, monitoring, and assignments by and for the support of the MTBL staff.

During this reporting period, 99 volunteers contributed 11,346 hours in support of the MTBL program. A full-time Volunteer Director coordinated the work of these volunteers. These tasks included processing of incoming and outgoing books, book inspections, repairing books, labeling cassettes and book

containers, repairing books and duplicating new magazines and providing clerical support. The Telephone Pioneer volunteers were responsible for inspecting and repairing each talking book playback machine. The Recording Program made use of volunteers for narrating, monitoring, and reviewing the recording of Montana books or books by Montana authors.

Project Outcomes

List any important findings or outcomes from your project:
Reader Advisors fielded 27% more requests from patrons, from 14,882 requests in the FY13 LSTA reporting period to 18,953 requests in this reporting period. The number of BARD users increased by 4% during this reporting period. The number of BARD downloads increased by 19%, from 19,790 in the FY13 LSTA reporting period to 23,525 during this reporting period. Volunteer hours increased by 21%, from 9,400 hours in the FY13 LSTA reporting period to 11,346 hours in this reporting period.

In August 2014, the MTBL Regional Librarian and the Director of Volunteer services were recognized with an award for partnering with Helena Industries.

In July 2015, the NLS Western Region Consultant performed the biennial review of MTBL services and operations. Pending the final report due in December 2015, preliminary results revealed that the MTBL program met the current NLS and American Library Association (ALA) service and operation standards.

MTBL patrons continued to provide feedback expressing gratitude for the high quality of service they received from MTBL staff and volunteers. A few examples: "I was in the 163rd infantry regiment in WWII. I just read 'From Poplar to Papua'. I was very excited that you recorded a book that actually intersects with my own personal history. I love what you do and am thrilled with this book. Thank you for recording it." (Laurel) "MTBL is a major lifeline for me to the outside world through your library services for the blind. I am eternally grateful for your timely response in replacing my books, magazines and player when my original ones were damaged too badly to be repaired. I was totally isolated and lost without them." (Billings) "I'm grateful for the step-by-step instructions on how to order my own books through the online catalogue. I received all four books I reserved online. My talking book readers' advisors are excellent trainers." (Ennis) "I enjoy my books, especially those my (readers') advisor selected for me and those I've recommended and received right away. Your library is truly a blessing for those of us without sight." (Bozeman) "As an artist who loved my ability to paint, finding talking books before I went blind was a miracle! Thank you for providing me with a new interest and direction." (Havre) "I include the blessing of your books every night in my prayers, and remember you who work so hard to give me so much reading enjoyment. Discovering books by Longmeier and the Peter Bowen books have opened up my world for books I never would have discovered on my own before losing my vision. You've made it fun to read again." (Bozeman) "MTBL provided me with a connection which made more vivid the world of ideas. I very much appreciate your work and this service and as well as to others in need of it." (Helena)

What methods did you use to determine your findings? Check all that apply.
Review of Administrative Data
Participant Observation

Do you anticipate continuing this project after the current reporting period ends? Yes

Consulting Services Project

Abstract:

As part of its strategic plan, the Montana State Library offers consulting services and training opportunities to public librarians and trustees in order to help them respond to the needs of their local communities, collaborate with colleagues statewide, and provide relevant library services in a rapidly changing, information rich world. In addition to consulting in the areas of library law, administration, and budgeting, the three Library Consultants are assigned responsibilities in the areas of e-rate, digital literacy, information technology, access to information and resources, community development and partnerships, and lifelong learning.

State Goal: Consultation and Leadership

Director Name: Sarah McHugh

Budgets

Salaries/Wages/Benefits

Description

$203,737.93 in FY14 LSTA for salary and benefits for three full time Library Consultant positions

Travel

Description

$13,359.62 in FY14 LSTA for travel around Montana to libraries for 135 consulting visits and travel to 10 conferences and meetings At least one consultant represented the State Library at the following conferences during the reporting period: American Library Association 2015; Public Library Association 2014; Pacific Northwest Library Association; Mountain Plains Library Association; Montana Library Association; Montana State Library Fall Workshops; Montana Library Association Offline Retreat; Montana Library Association Academic & Special Libraries / Public Libraries Divisions Retreat; E-Rate training; and Silicon Flatirons Roundtable.

$1,834.45 in FY14 LSTA for conference registration

Other Operational Expenses

Description

$2,400.57 in FY14 LSTA for office phone

$992.40 in FY14 LSTA for three Citrix GoToMeeting licenses for consulting staff

$148.50 in FY14 LSTA for office supplies

Intents

Improve the library workforce.

- Library Infrastructure & Capacity

Project Activities

Activity Details

Title: Public Library Administration Training

Abstract:

The three Library Consultants planned and carried out training sessions for public library boards and new public library directors to help them become familiar with the laws, standards, and best practices necessary to provide and maintain successful library services.

Basic library trustee training from the State Library includes an overview of the State Library's Trustee Manual, which covers the essentials of what it means to be a trustee, the board's relationship with the director and staff, laws and ethics, personnel, community relations, and the services of the State Library. Board training sessions in a wider variety of topics were also made available through the Library Consultants in the areas of long range planning, library facilities planning, the State of Montana's budgeting and accounting system, and other areas related to board development and assistance.

New director training includes an initial visit from the library's assigned Consultant, during which the Consultant introduces the new director to various essential information: Montana's Public Library Standards, the requirements for receiving state aid monies, the Public Library Statistics annual collection process, and the statewide services, projects, and library development staff available to them, including the Montana State Library Network Advisory Council and the State Library Commission. In these initial and subsequent follow up visits, the Consultant builds a relationship with the new director, responding to budget, personnel, project enrollment periods and other questions they tend to have as they begin their work.

Activity Details

Title: E-Rate Consultation

Abstract:

E-rate is a federal discount program for telecommunications and Internet services for schools and libraries. It provides discounts of up to 90% on eligible services and equipment, thus allowing libraries and communities to stretch their dollars and get more for less. One Library Consultant was tasked with assisting Montana public libraries with E-Rate by keeping library applicants apprised of deadlines and

requirements, reviewing applications, serving as a liaison between USAC (Universal Service Administrative Company) and Montana library applicants, answering questions about the program, and providing training and one-on-one assistance as needed.

This Consultant helped 54 libraries file 111 funding requests during this reporting period.

Activity Details

Title: Development of Resources for Library Staff and Trustees

Abstract:

The consulting staff created learning resources to assist public library staff and trustees in understanding best practices in budgeting, community engagement and partnerships, strategic planning, library ethics, creating useful policies, and library district planning.

Budget and finance presentations/handouts (and revisions) were used for workshop presentations and are available for reference on the State Library Learning Portal when directors or board members have questions about funding and accounting procedures.

Community engagement slides were used in workshop training sessions and one webinar. Community engagement training sessions focused on Asset Based Community Development, Harwood Institute "Libraries Transforming Communities" community conversations, and Montana librarians' ideas and best practices for community partnership and engagement.

Strategic planning presentations were used for onsite board training sessions and one webinar. Directors and trustee who attended have the knowledge and tools to undertake strategic planning in their organizations.

Ethics slides were use in two workshop training sessions for librarians. "Everyday Ethics in the Library" gave staff and trustees an opportunity to identify, affirm, and develop ethical principles in their library policies and service responses through interactive scenarios and sharing best practices. Librarians can use the presentation when conducting ethics workshops in their own libraries.

Consultants created a Library District template and made this available on the Statewide Library Resources website consulting page. The template assists directors and trustees with the planning process for becoming a library district.

Consultants maintained a webpage expressly for library board members on the Learning Portal. On this page, trustees can find training materials on hiring a new director; understanding budgets, finance, and library laws; developing library policies and strategic plans; and developing leadership at all levels.

Additionally, library consultants created resources to supplement training and consultation on timely events pertinent to public libraries, such as Affordable Care Act open enrollment. One consultant created and maintains a web page which helps librarians keep up with resources and events relating to open enrollment periods so that they can provide assistance to citizens in their communities who want to sign up for health insurance.

Project Outcomes

List any important findings or outcomes from your project:
Through formal training and orientation sessions, new library directors and board members became familiar with their responsibilities and with the wide variety of resources available, resulting in improved library services in their communities. State Library consulting contributed to the success of many administrative efforts in small public libraries around the state facing challenging situations. Consultants assisted two libraries in revising interlocal agreements; one library with board reorganization; one library with securing increased mill levy funding; and one library federation with transitioning to new leadership. Consultants also contributed to the development of a new staffing/compensation plan to assist directors and boards with attracting and retaining excellent employees. The Library Consultants helped prepare public libraries for connecting with new partners and collaborating to design community outreach programs. For example, many Montanans signed up for health insurance coverage during the Affordable Care Act open enrollment at 25 local libraries through statewide and local partnerships with organizations such as Montana Primary Care Association, Pacific Source, and Community Health Partners. 54 libraries received over $92,000 in e-rate funding. This helped them pay for voice and Internet services for their communities and enables them to connect with outside resources.

What methods did you use to determine your findings? Check all that apply.
Survey
Interview/Focus Group

Do you anticipate continuing this project after the current reporting period ends? Yes

Do you anticipate any change in level of effort? Yes
During this reporting period, a Library Development Study Task Force was appointed by the State Librarian consisting of librarians from all types of libraries. A primary purpose of this study was to inform the State Library on how LSTA, as well as state Coal Severance Tax monies, are spent, beginning with the federal fiscal year 2016 LSTA award. The statewide consulting services were included in this evaluation effort. Findings from a statewide survey and listening sessions were that librarians value the consulting services the State Library provides. Reaction was mixed about whether to continue assigned consulting territories for the three State Library Statewide Consulting Librarians. The State Library will need to continue a level of consulting in the general areas of library administration, law, budgeting and board development, because these are fundamental building blocks to public library operations. The State Library will also need to continue to find ways to meet consulting needs of Montana libraries in the 21st century--broadband expansion, digital literacy, community partnerships and lifelong learning—because

doing so helps to ensure Montana communities are served by modern libraries that meet the needs of those communities. The challenge will be to find a balance and method for providing both.

Do you anticipate any change in the project's scope? Yes

Based on the task force recommendations, the State Library anticipates increased emphasis on specialty consulting areas. Current examples include broadband expansion, digital literacy, community partnerships, lifelong learning and technology support. Responding to a suggestion from the task force listening sessions and anticipating more focus on specialty areas, the State Library anticipates creating an online "help desk" approach to some consulting needs so that any of the three consultants could respond to a question using this environment. The State Library anticipates increased time spent in training and consulting in specific areas that improve a library's ability to meet the needs of their users. Examples include more technology consulting and assistance with developing public computing centers. These changes would be the result of the task force study and recommendations which reflect feedback from librarians around the state.

Traveling Makerspace Pilot Project

Abstract:

The purpose of the Montana Makers traveling makerspace pilot was to create opportunities through local libraries to expose primarily school-aged Montanans to STEAM (science, technology, engineering, arts, mathematics) tools and resources that are not otherwise easily accessible in most Montana communities. Additionally, library staff across the state would have the opportunity to try out maker materials before committing funds to purchase materials that would be appropriate for their communities.

The various tools and materials in each portable makerspace trunk supported development of new afterschool programs and actively encouraged makers to develop and utilize skills such as critical thinking, problem solving, communication, collaboration, and creativity. Six identical trunks were available to any Montana libraries for a 12 week loan. Each trunk contained tools that safely teach concepts of circuitry and computer programming (Arduino, MaKey MaKey, PCS Edventures Robotics, Raspberry Pi, Snap Circuits, Squishy Circuits), construction and engineering (BrickLab, Discover Engineering), and astronomy (Orion telescope, maps, and planisphere), as well as traditional craft skills (sewing, knitting, crochet, and painting tools).

One important component of the pilot to further this objective was that hosting library staff was asked from the outset to identify potential partners and opportunities for collaboration during the hosting period, to articulate desired outcomes, and to evaluate their program at the end of the hosting period. Details about this process are included under the "Makerspace Programs in Libraries" activity.

State Goal: Partnerships and Collaboration

Director Name: Cara Orban

Additional Materials

http://libraries.idaho.gov/files/ExecutiveSummaryOctober2015.pdf

Budgets

Salaries/Wages/Benefits

Description

$1,257.77 in FY14 LSTA for Communications Coordinator staff time

Staff worked with a contract designer to create a logo (attached to this report) which was printed onto durable stickers to identify makerspace kit pieces, and was made available to hosting library staff to

create their own promotional pieces. This helped to increase recognition and visibility of the pilot and enable a stronger promotional effort in hosting communities.

Supplies/Materials

Description

$1,923.82 in FY14 LSTA for additional equipment for six circulating makerspace kits Electronic textiles (e-textiles) kits were added to each of the six makerspace kits during this reporting period. Electronic textiles (also known as soft circuits) projects demonstrate basics of circuitry through the traditional craft of sewing. Makers have the opportunity to be creative with technology through relatively inexpensive materials such as conductive thread and LEDs used in a medium that staff and volunteers find familiar and accessible. Each e-textile kit contained one bobbin of 2 ply conductive thread; five sewable CR2032 battery holders; five coin batteries; one needle set; two LED beginners sewing kits from Adafruit; five LED 20-packs; ten RGB LEDs; round nose pliers for manipulating LEDs; embroidery hoops; 3 ply conductive thread for circuit embroidery; and ten sets of magnetic snaps.

Intents

Improve users' general knowledge and skills.

- Science, Technology, Engineering, & Math (STEM)

- Outreach & Partnerships

Project Activities

Activity Details

Title: Makerspace Programs in Libraries

Abstract:

15 libraries hosted makerspace kits during this reporting period. Libraries were expected to plan for structured activities which would make use of the maker kits, and articulate in their hosting applications the specific resources (staff time, materials, funding, meeting space, and training) that they and their community partners would contribute toward the implementation of these plans.

In the application, libraries also identified partners as well as program expectations and desired outcomes to be met through maker activities. At the end of the hosting period, hosting libraries completed an evaluation form for the State Library in which they provided feedback and reported whether or not they achieved desired outcomes.

While some libraries opted to focus structured programs on one or two related tools such as circuits, others hosted open houses with maker stations, where makers could visit different tables staffed by volunteers to try out various components from the maker kits.

Activity Details

Title: Makerspace Orientation for Library Staff

Abstract:

The Statewide Projects Librarian led five hour-long orientation training webinars or in-person sessions for hosting libraries to help familiarize library staff with the makerspace tools and learning resources in advance of receiving the kit, which was a suggestion that emerged from evaluations in Fall 2014.

The Statewide Projects Librarian also led one, hour-long online session for a broader audience, introducing the Montana Makers pilot to an audience of 24 public, school, and state library staff from Montana as well as from Georgia, Iowa, Colorado, Vermont, and Virginia. Objectives for this webinar were to provide public or school libraries with a concise list of questions to help plan and prepare for developing a makerspace, particularly for libraries with limited space and budgets, and to introduce a selection of materials from the kits with details about pricing, potential audience, and relevant STEAM disciplines.

Activity Details

Title: Makerspace Planning Document Preparation

Abstract:

Through spring and summer 2015, the Statewide Projects Librarian worked with a Library Consultant at the Idaho Commission for Libraries to gather and organize survey information from small and rural libraries in both states in order to create a best practices guide for smaller libraries that are interested in starting a makerspace.

Questions were organized around the considerations of materials, staff training, space, community partnerships, and budget. This work culminated in a report (attached to this project report) and an in-person presentation for 80 attendees at the Association for Rural and Small Libraries conference in Little Rock, Arkansas, at the end of this reporting period.

Project Outcomes

List any important findings or outcomes from your project:
Of the 15 libraries that hosted makerspaces during this reporting period, eight responded that they initially wanted to host a maker kit "to increase young adult/teen programming"; six responded "to increase STEM related programming"; four responded "to provide new services and new opportunities through the library"; and four responded "to try out makerspace materials before purchasing." In the

evaluation, these libraries responded that they were successful in increasing STEM related programming (10 responses); providing new services (five responses); increasing community participation in library programs by attracting new users to the library (four responses); and increasing the number of programs for young adults and teens (two responses). Hosting libraries almost unanimously stated that they benefited from being able to test makerspace materials through the pilot before purchasing items for their libraries (13 responses). In the pre-hosting application, most (12) hosting libraries stated that they believed "technology" would be of greatest interest to young adults, followed by building (five), arts (four), and science (three).

In the post-hosting evaluation, technology did not fare quite as well with only eight libraries stating that those tools had been the most widely used. Arts and crafts (nine) were most popular. Ten libraries responded that technology tools had been used the least, in part because pieces such as the Arduino were difficult for library staff and volunteers to understand in a short amount of time in advance of planning programs. When asked what changes they would suggest for improving the content of the maker kits, five libraries suggested "more project examples from other libraries, better documentation, and more training;" four libraries suggested that content be separated into smaller, separate kits with a more specific focus; and three libraries requested more consumable materials (paper, glue, batteries) and accessories as these expendable items became a considerable expense in sustaining programs.

Libraries identified partners in their communities as being predominantly professionals or experts in a specific field (scientists, information technology professionals, medical professionals, engineers, and electricians, among others); or K-12 school faculty and students or student groups. Local organizations and afterschool groups such as the YMCA, 4-H, and the county extension office were also identified as program partners. Two libraries reached out directly to neighboring libraries to partner on programs or to ask for advice on planning programs.

Please briefly describe importance of findings.
Libraries that plan to introduce making in their communities should budget ample time for becoming acquainted with the tools and for developing partnerships to help make the most of available equipment. The State Library has transferred responsibility of maintaining the makerspace kits to the six library federations (somewhat similar to regional library systems). For future projects, based on the evaluation results, State Library staff would recommend that content be grouped together in smaller, more focused kits with concrete project examples from area libraries and more documentation to help guide hosting libraries toward meeting their desired outcomes. Perhaps most importantly, this pilot demonstrated that partnerships are available to libraries in communities of all sizes, and that there is a volunteer base for them to leverage so that, through careful planning, even smaller libraries with limited staff and resources can extend their offerings and attract new library users.

What methods did you use to determine your findings? Check all that apply.
Survey

Do you anticipate continuing this project after the current reporting period ends? No

Share your Story Pilot Project

Abstract:

Share Your Story is a project of the Montana State Library in partnership with Montana public libraries to collect and share Montana stories through videos and podcasts. Montana libraries must develop a proposal that focuses on why they want to host the Share Your Story project, their community partners, and how they will promote themselves as a host site. Montana libraries are responsible for recruiting interviewees, for recording the stories, and for uploading the stories to the Share Your Story site. The State Library reviews material and may select certain applicable stories for inclusion in the Montana Memory Project.

State Goal: Partnerships and Collaboration

Director Name: Cara Orban

Budgets

Salaries/Wages/Benefits

Description

$1,172.62 in FY14 LSTA for Communications Coordinator hours

Supplies/Materials

Description

$77.70 in FY14 LSTA for printed promotional posters and postcards for public libraries to distribute for Share your Story pilot

Intents

Improve users' ability to participate in their community.

- Arts, Culture & Humanities

Project Activities

Activity Details

Title: Recording of Community Conversations

Abstract:

During this reporting period, two libraries completed their recording projects.

Missoula Public Library received a National Endowment for the Arts grant to host the "Big Read" program in Missoula in Autumn 2014, and partnered with local veterans organizations to provide programming to accompany the book *The Things They Carried* by Tim O'Brien. The veterans were interested in partnering with the library to collect oral histories in recognition of the 50th anniversary of the Vietnam War. The veterans provided volunteer time organizing the individuals to be interviewed and their interviewers, and provided means for the veterans to get to the space where the interviews took place. They collected seven interviews in total with veterans of various 20th Century wars.

Butte-Silver Bow Public Library collected seven interviews with members of the Butte area lesbian, gay, bisexual, transgender (LGBT) community. These interviews were also added to the Montana Memory Project.

At the end of this reporting period, three other libraries had received recording kits and had begun planning projects but had not yet recorded interviews: Hearst Free Library in Anaconda, Philipsburg Public Library, and Preston-Hot Springs Public Library.

Project Outcomes

List any important findings or outcomes from your project:
As a result of this project, Montana libraries had an opportunity to digitally collect and share cultural heritage in their communities; incorporate oral history interviews into existing public programs; draw new patrons into the library; take library resources out to the community; support hands-on technology training; promote intergenerational activity; and form community partnerships to assist in promoting and collecting interviews.

Do you anticipate continuing this project after the current reporting period ends? Yes
Limited staff and funding resources at the State Library limit our capacity to sustain this pilot, though the equipment will continue to circulate and content

Do you anticipate any change in level of effort? Yes
Limited State Library staff and funding resources must now be focused on higher priority efforts. This effort was conceived as a pilot in order to introduce libraries to the idea of being curators in their communities and to provide the equipment necessary to assist them in meeting the outcomes identified above. However, the equipment continues to circulate to public libraries and content will continue to be added to the pilot site and, where applicable, to the Montana Memory Project.

Match-Only State Project

Abstract:

State funding is provided in statute to strengthen public library services for all Montanans. The Montana State Library administers per capita and federation funds and distributes these funds to public libraries as directed in statute and the Administrative Rules of Montana. Montana public libraries often make use of this funding to participate in LSTA-supported projects of the State Library.

Annual state aid funding to Montana's public libraries is established in Montana Code. Its purposes as described in statute are to broaden access to existing information by strengthening public libraries and public library districts; augment and extend services provided by public libraries and public library districts; and permit new types of library services based on local need. The State Library distributes this funding based on a per capita/per square mile formula set forth in the Administrative Rules of Montana (ARM 10.102.4003). A library receives state aid dependent on meeting Montana's Public Library Standards, described in the Administrative Rules of Montana.

Montana's libraries are grouped into six regions known as federations. Federations receive funding through the State's Coal Severance Tax monies and that is distributed through the State Library based on a formula established in the Administrative Rules of Montana. Montana's library federations provide formal and informal opportunities for continuing education, networking and improving library services in Montana. Originally, only public libraries participated in federations. In 1999, the Legislature expanded the law to allow all types of libraries to participate in the federations, including school, academic, and special libraries. However, with a few exceptions that are eligible through the Federation Plans of Service, only public libraries receive federation funds.

The Network Advisory Council (NAC) represents the interests of all types of Montana libraries and maintains the perspective of statewide geographical balance as it explores technology resources, assists with the official procurement process of those resources, reviews and evaluates the feasibility, design, and outcomes of statewide library projects; assists with statewide planning, and advises the State Librarian and the State Library Commission as appropriate. The NAC met four times during this reporting period.

State Goal: Consultation and Leadership

Director Name: Sarah McHugh

Budgets

Other Operational Expenses

Description

MATCH: $197,883 from the State for per capita state aid to public libraries

MATCH: $88,061 from the State for federation funds to public libraries

MATCH: $1,253 from the State to support the work of the Network Advisory Council

Intents

Improve library operations.

- Library Infrastructure & Capacity

Project Activities

Activity Details

Title: Library Federation Meetings

Abstract:

Each of the six federations held two membership meetings during the reporting period, one in the fall and one in the spring. Libraries were expected to attend these meetings since they provide an opportunity for communication, continuing education, and planning their annual plans of service. The goals of each federation were specified in the plans of service, which was created by federation libraries and submitted to the State Library commission for approval prior to implementation. Plans of service included objectives for meeting community needs through interlibrary loan, technology, cooperative purchases, and continuing education and training.

Each federation has a coordinator who is chosen from one of the member libraries in the federation. The federation coordinator was responsible for facilitating all federation activities, including organizing the federation meetings, plan of service, annual report, and continuing education activities. At the end of the fiscal year, each federation coordinator submitted an annual report for their respective Federations based on the individual reports submitted by libraries in those federations.

Project Outcomes

List any important findings or outcomes from your project:
Library directors and boards have discretion over how to spend their State Aid allotment. A library's Federation funding must be used for expenditures that fit within the programs of the annual Plan of Service for their Federation. This funding has been used by libraries to increase open hours, increase Internet bandwidth and access, participate in continuing education opportunities, complete a facility upgrade, create promotional materials, increase programming and services, expand collections, engage in community outreach, and encourage community discussions as part of defining a library's core services of value to their community. Library directors, staff, and trustees benefited from the federation structure by coming together twice a year to receive training in many relevant areas, including library administration and community outreach, and to network with one another on new technologies and best practices. Libraries typically used their federation funding to help cover the costs of participating in

statewide resource sharing efforts such as the courier, MontanaLibrary2Go, Montana Shared Catalog, or OCLC participation costs, and to cover the cost of attending state and regional conferences.

What methods did you use to determine your findings? Check all that apply.
Review of Administrative Data
Participant Observation

Do you anticipate continuing this project after the current reporting period ends? Yes

INTERCONNECTIVITY

AND

TELECOMMUNICATIONS

(BROADBAND)

KEY INDUSTRY NETWORK

REPORT AND RECOMMENDATIONS

December 1, 2015

Introduction and Background Information

At the request of Governor Bullock, over the course of eight months Bill Johnstone, of D.A. Davidson, and Larry Simkins, of The Washington Companies, undertook to survey and better understand the economic landscape of our great State, and begin to establish the framework of a plan – a business plan – driven by the private sector. To continue the development and implementation of the overarching pillars of the Main Street Montana Plan, Johnstone and Simkins recommended the establishment of various "Key Industry Networks", or KINs, to take a deeper dive into the specifics of each Pillar goal, make recommendations, and seek on-going engagement, assistance and support from the private sector. One such KIN is the Interconnectivity and Telecommunications KIN.[1] That KIN is honored to present the following report and recommendations to Governor Bullock.

One of the hallmarks of the Main Street Montana project is the fact that it is directed principally by private citizens. KIN Chairs, including Rob Ferris and Bill Squires, were given great latitude in seeking very diverse representation among members. Appendix A to this Report lists the individuals that dedicated a great deal of time, knowledge and passion to this endeavor. The Co-Chairs wish to express their gratitude to all of these individuals, without whom this report and the recommendations contained herein would not have been possible.

Pillar III of the Main Street Montana Report establishes, among other things, the goal of ensuring that Montana businesses and communities have efficient and reliable infrastructure. Within that goal is the specific objective of enhancing broadband and telecommunications access across Montana. Recommended tasks for accomplishing that objective included a statewide study of telecommunications, with resulting recommendations to increase broadband access, and initiatives to adopt best practices to encourage broadband infrastructure development. It is important to note that the

KIN's charge and scope did not include addressing the critical issues involved with making broadband more universally available to residential users. Certainly there is overlap when discussing broadband as an economic development driver in communities generally and the need to have reliable, affordable broadband available in the home. It is this KIN's belief that adoption of their recommendations, while directed at economic development and "business" services, will have beneficial impacts on residential availability as well.

Broadband usage and consumption over the past ten years has been explosive. The chart below provides an understandable depiction of that growth.

U.S. IP Traffic Continues Exponential Growth

Estimated U.S. Internet Protocol Traffic, 1990-2014 (Petabytes per Month)
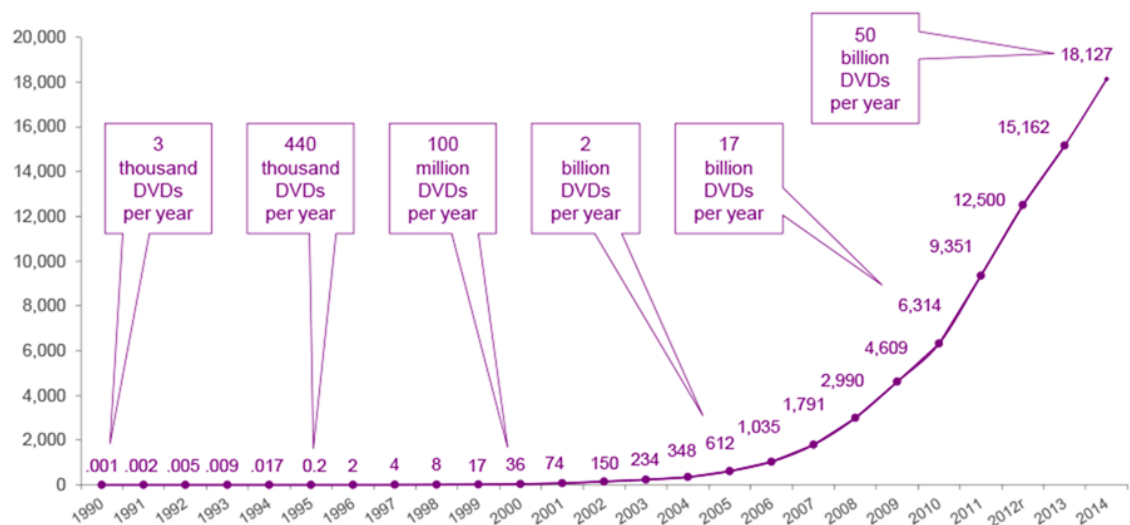
Source: Cisco Visual Networking Index and USTelecom Analysis. DVD equivalents are annualized, rounded, and assumed to store a two-hour movie. The 2012 figure is revised from previously reported volumes based on Cisco VNI statements and is a rounded estimate.

According to a recent report of the Federal Communications Commission (FCC), approximately eighty-six percent of Montanans have access to fixed download broadband speeds of at least 3 Mbps.[2] However, coincidentally approximately that

same number lacks access to broadband download speeds of 25 Mbps or higher.[3] Availability is based in large part on advertised speeds, and the KIN noted that actual delivered speeds do not always rise to the level of advertised speeds. It is also worth noting that all carriers participating in the KIN and presentations commented that they were in a position to provide any requested speed or bandwidth to "main street" or local businesses in their service areas.

Broadband is rapidly becoming an essential tool in business. As early as 2008 over sixty-two percent of American workers relied on the Internet to perform their jobs.[4] This is driving growth in employment as well. Five years ago the Bureau of Labor and statistics forecasted that jobs depending on broadband and information technologies will grow by 25% from 2008 – 2018, 2.5 times faster than the average across all occupations.[5] Broadband availability and affordability also play key roles in attracting telecommuting works to Montana. One recent report shows telecommuting grew by a whopping 103% since 2005.[6] Montana is no exception to this work culture change. According to one recent study, Montana ranked first in the number of telecommuters as a percentage of workforce.[7]

With that background, the Broadband KIN embarked on its charge to develop recommendations to help drive economic development through the deployment and use of broadband across Montana.

KIN Process and Deliberations

What is broadband?

The Broadband KIN began its work in July, 2014. However, before the KIN could begin to identify issues and search for solutions, it had to grapple with just what is meant by the term "broadband." A number of definitions are regularly tossed about in

national policy debates, including various prognostications by the FCC, which itself has, within the last two years, adopted definitions ranging from 4 Mbps per second to 25 Mbps per second download speeds. It is a very fluid target, with different users requiring differing speeds.

In the end, the KIN took a very pragmatic approach to defining "broadband" as:

> That speed which is sufficient to support the users' online needs and provide an enjoyable experience.

Coincidentally, more than one year after the KIN adopted this definition, the Broadband Opportunity Council, a collaborative project of the U.S. Departments of Commerce and Agriculture, adopted the following definition of "broadband":

> [A] connection that supports an acceptable quality of service for the applications that people expect to use in the course of their work and daily life.[8]

The KIN acknowledges that certain instances require the use of an actual speed benchmark, such as establishing minimum standards for any deployment incentives. However, what is sufficient is truly in the eyes of the beholder depending on his or her circumstances and business application. To that end, while not an independent recommendation of this KIN, it is believed that continued consumer (including business consumer) education on the facts of broadband availability and usage is important to Montana and its citizens.

The Urban – Rural Divide Myth.

A specific charge to the KIN was to explore ways to increase broadband availability in rural areas of Montana. The KIN determined that there is not a significant availability difference between urban and rural communities. However, there can be an affordability difference between urban and rural areas. In an effort to sort out these differences, the KIN formed two subcommittees, one to discuss urban last-mile and middle-mile issues, and one to similarly discuss rural last-mile and middle-mile issues.

These more focused discussions helped guide the KIN's deliberations and ultimate recommendations. Again, the KIN's focus was on business services, and availability to "frontier" residential customers was not explored.

A Survey of Existing Broadband Facilities.

In addition to the urban and rural subcommittees discussed above, the KIN formed a "mapping" subcommittee to explore issues around developing an interactive inventory and map of existing broadband facilities and providers. Ultimately the deliberations of this subcommittee helped focus the KIN's recommendation regarding the development of an interactive availability and provider map discussed below.

Stakeholder Advice.

KIN members represented a wide spectrum of interests, from rural telemedicine to multi-national business and everything in between. The individual experiences, expertise and recommendations brought forward by KIN members throughout the process were instrumental in guiding our discussion and ultimately our recommendations. However, as part of its work the KIN wanted to insure, to the greatest extent possible, that it heard the concerns and recommendations of even a greater diversity of broadband users, public officials, and economic development leaders. The KIN members are very grateful to all of the individuals and organizations that dedicated so much time and effort to educate and inform the KIN. The following briefly lists the presentations received by the KIN during the course of its deliberations:

    Bozeman Broadband Project
        Brit Fontenot, Director of Economic Development
        David Fine, Economic Development Specialist
        City of Bozeman

Missoula Municipal Fiber Project
        Caitlin Copple, Missoula City Council
        Marcy Allen, BitterRoot Economic Development District

State of Montana Information Technology Services
        Ron Baldwin, Chief Information Officer
        Kris Harrison, Bureau Chief – Network Technology Services

Montana University System and Commissioner of Higher Education
        Matt Riley, Chief Information Officer, University of Montana
        Tyler Trevor, Deputy Commissioner for Planning & Analysis, Office
        of Commissioner of Higher Education

Office of Public Instruction
        Dennis Parman, Deputy Superintendent

Department of Commerce
        Meg O'Leary, Director
        Dustin de Young, Development Officer

Department of Labor & Industry
        Mike Cooney, Deputy Commissioner

Healthcare -- REACH Telehealth Network
        Gene Koppy, Telehealth Network Administrator
        Benefis Health Systems

Innovation & Technology KIN
        Don Beeman, Co-Chair

Montana Telecommunications Association
        Geoff Feiss, General Manager

Montana Chamber of Commerce
        Glenn Oppel, Government Relations Director

Finally, the KIN was honored to be joined by Governor Bullock to hear first-hand his vision for economic vitality throughout Montana, and the important role broadband availability and affordability plays in achieving that vision. Governor Bullock stressed that he is seeking recommendations that leverage and incentivize private investment in the State, and that the KIN should look at successful public-private partnerships in other areas as examples of the path forward. Governor Bullock also encouraged the KIN, and all stakeholders, to immediately undertake efforts to educate both policymakers and the public in general on the needs of business, education, and consumers for greater broadband accessibility. Finally, while thanking the KIN for its work on the Main Street Montana Project, Governor Bullock expressed hope that, in one form or another, an advisory group will continue to expand on the work of the KIN.

Recommendations

Broadband Mapping

The lack of an interactive, continuously updated "broadband map" both hinders site selection for new business and creates misperceptions on broadband availability. As part of a national broadband effort in 2012 Montana built a broadband map resource. Unfortunately the data received was limited, but is still maintained by the Montana Department of Commerce. That data should be leveraged and improved as part of a comprehensive interactive mapping project.

Recommendation:

Create an interactive broadband map, maintained by the Department of Commerce, that complies with, at a minimum, the following criteria:

- Location of broadband assets and capacity, with clear definitions of availability

- "Workable" non-disclosure agreements must be available to providers to protect confidential information while providing usable data for mapping purposes

- Carrier/provider contact information should be readily available on the map

- A "challenge" process should be developed allowing both providers and consumers to easily challenge and correct the information available through the interactive map

- The KIN believes that ongoing maintenance will require minimal time and resources when combined with the Department's current infrastructure mapping platform

Further mapping criteria may be developed by the Broadband Advisory Task Force recommended below.

Broadband Pilot Project Funding

The KIN discussed that ubiquitous statewide deployment of broadband speeds at or above 25 Mbps could cost well in excess of $1 billion. Given the high cost of deployment, particularly in rural areas, public-private partnerships need to be incented to encourage continued investment.

Recommendation

The 2017 Montana Legislature should commit a minimum of $25 million over the biennium to take a small step forward in partially funding projects which:

- Target unserved or underserved areas

- Encourage public-private investment by requiring at least 50% of project funding come from private investment

- Encourage innovative funding which allows non-profit and other grant funding as part of the private investment requirement

- Additionally, encourage tax (both income and property) incentives for the extension of broadband in both urban and rural areas

Again, the Broadband Advisory Task Force should be enlisted to further develop application and evaluation criteria for project funding.

Remove Barriers to Deployment

The KIN recognized that the cost of government permitting, both in terms of real dollars and time, can serve as barriers to timely and cost effective deployment of broadband facilities.

> ***Recommendation***
>
> The 2017 Montana Legislature should adopt legislation which:
>
> - Mandates that all State agencies, as well as county and local permitting authorities, issue all permits within 30 days of receipt of a complete application
>
> - Calls on state agencies to review and simplify permit applications, including survey requirements, to the greatest extent possible
>
> - Eliminates all permitting fees
>
> - Encourages "dig once" policies where feasible

Creation of a Broadband Advisory Task Force

As discussed above, deployment and adoption, including consumer education, of broadband is a dynamic process that cannot end with the recommendations of this KIN.

Recommendation

The Governor should appoint, and seek funding through HB2 (or other appropriate legislation) for, a Broadband Advisory Task Force (or other name determined appropriate by the Governor), consisting of private and public stakeholders, which at a minimum would be charged with:

- Assisting in further developing and implementing the Broadband Mapping recommendation set forth above

- Assisting in further developing and supporting the funding legislation recommended above

- Serving as a communication hub for broadband education

- Advising state agencies on community infrastructure development that includes broadband

- Further developing means by which federal programs (e.g. E-Rate) can be leveraged for the benefit of the State

- Conducting research into best practices and methods including assessing rural needs, actual speeds, and expansion of services

- Assisting in determining future broadband programs and legislation

- Keeping all private industry stakeholders actively engaged

Closing Comments

"Any project to craft a state economic development blueprint should be undertaken with considerable humility, particularly for a state as large and diverse as Montana." *Bill Johnstone & Larry Simkins, Main Street Montana Project.* With that humility in mind, all KIN members wish to recognize the invaluable assistance and guidance through this process of Jim Molloy, Senior Policy Advisor to Governor Bullock, Dan Lloyd, Business Development Specialist, Mary Craigle, Bureau Chief – Census & Economic Information Center, Department of Commerce, Jennie Stapp, Montana State Librarian, Michaela Wolfinger, Program Assistant, Department of Commerce, and last, but certainly not least, Mae Nan Ellingson, the initial Main Street Montana program coordinator that ensured that our KIN got off to a good start.

As Governor Bullock clearly noted, the work is just beginning. Broadband accessibility across all of Montana is critical to our State's, and our citizens', ability to compete and succeed in the global economy, as well as enjoy all that access to information promises. Members of the Telecommunications and Interconnectivity (Broadband) KIN remain committed to the Pillars and Goals of the Main Street Montana Project, and the recommendations made herein.

APPENDIX A – BROADBAND KIN MEMBERS

Co-Chairs:

Rob Ferris
CEO, Vision Net, Inc.

Bill Squires
CEO, Blackfoot Telecommunications Group

KIN Members:

Paul DeWolfe
President, Access Consulting

Chris Fulton
VP/General Manager, Charter Communications

Mike Kilgore
CEO, Nemont Communications

Erin Lutts
External Relations Manager, Mid-Rivers Communications

Thelma McClosky Armstrong
Director, Telecommunication & Outreach Services, Billings Clinic

Jason Moothart
Area Operations Manager, CenturyLink
(Replaced Jeremy Ferkin upon Mr. Ferkin's internal promotion and transfer)

Judy Preston
President, Ronan Telephone Company/Access Montana
(at time of appointment)

Darryl Rensmon
Vice President, Chief Information Officer. Morrison-Maierle, Inc.

Paul Roble
Chief Technology Officer, Stockman Bank

Joe Sullivan
Nomad Global Communications Services
(President & CEO, Montana Sky, at time of appointment)

Martha Tate
VP, Wholesale & Government Education, Electric Lightwave/Integra
(Replaced Joe Harding of Integra upon his resignation from the KIN)

Sarah Walsh
Chief Operating Officer, PayneWest Insurance

Chris Warden
VP, Technology, Washington Corporations

ENDNOTES:

[1] It became immediately clear to the KIN that "broadband" – both its availability and affordability – was the overarching issue and topic for the KIN to address. As a result, the KIN members began referring to themselves simply as the "Broadband KIN." The members thank Governor Bullock for indulging this simplification.

[2] 2015 Broadband Progress Report and Notice of Inquiry, *In the Matter of Inquiry Concerning the Deployment of Advanced Telecommunications Capability to All Americans in a Reasonable and Timely Fashion, and Possible Steeps to Accelerate Such Deployment and Pursuant to Section 706 of the Telecommunications Act of 1996, as Amended by the Broadband and Date Improvement Act*, GN Docket No. 14-126, February 4, 2015, Appendix G. ("2015 Broadband Progress Report").

[3] 2015 Broadband Progress Report, Appendix D.

[4] Mary Madden & Sidney Jones, Pew Internet & Am. Life Project, Networked Workers 3 (2008).

[5] Bureau of Labor Stat., Occupational Projections and Training Data, 2009–2010 Edition (2009), *available at* http://www.bls.gov/emp/optd/

[6] Global Workplace Analytics, http://globalworkplaceanalytics.com/telecommuting-statistics , September 29, 2015.

[7] FlexJobs, https://www.flexjobs.com/blog/post/infographic-which-states-have-most-full-time-telecommuters/ , November 3, 2015.

[8] Broadband Opportunity Council Report and Recommendations, August 20, 2015.

**Montana Talking Book Library Report
December 2015 and January 2016**

Prepared for the February 10, 2016 Commission meeting
by Christie Briggs, MTBL Supervisor

This report represents accomplishments of the Talking Book Library staff:
Jackie Crepeau, Bobbi deMontigny, Erin Harris, Martin Landry and Bert Rinderle

The mission of the Montana State Library's Statewide Library Resources Division/ Montana Talking Book Library is: "Montana Talking Book Library offers the highest quality of free library services to Montanans who have blindness, low vision, a physical and/or reading disability".

This mission, although specific to Montanans who have a visual and/or physical disability, is within the realm of and applies to the overall agency's mission in the current MSL Long Range Plan for 2012-2022.

As part of the efforts to meet this mission, Montana Talking Book Library within SLR strives to help all Montana citizens who have a visual, physical or reading disability receive the information they need in order to improve and enhance their lives by:

- Providing Accessible reading services to individuals with visual, physical or reading disabilities and institutions serving these individuals, to include public and private schools, assisted, independent, and retirement facilities.
- Promoting cooperation and accessibility among all Montana libraries.

In cooperation with and as a regional library of the National Library Service (NLS), MTBL engages in cooperative planning, development, and implementation of projects and pilots for new and improved library services to eligible Montanans.

This work plan is developed based on the goals contained in the MSL 2012-2022 Long Range Plan.   Specific work objectives for FY16 are organized by the MSL six agency-wide Long Range Plan goals. Together, these objectives represent a collective approach to defining the highest priority tasks for MTBL for FY16.

Goal One—Content

1. MSL acquires and manages relevant quality content that meets the needs of Montana library users.

MTBL Specific FY16 Objectives

- Complete the July/August listing of National Library Service (NLS) cassettes MTBL is offering in the NLS XESS (redistribution and recycling of excess book copies). This listing is offered to MTBL three times per year for one month (March, July and November). Due to an NLS contract and software issue, we were not able to complete this in July or August. NLS approved us listing in September.
  (Originally reported December 2015) Harris learned and collaborated daily with volunteers to seamlessly continue and complete the July/August/September NLS XESS process for 13,330 cassette book copies in September. Harris also trained and supervised a temporary hire to continue the October/November NLS XESS process.

  (Update: February 2016) Rinderle received NLS approval to recycle 13,106 cassette book copies in January. Volunteers are processing these daily and shipping them to the NLS recycle vendor.

- Develop and implement a systematic procedure to complete existing bibliographic records needing local subject and series codes for the book copies ordered through the annual Permanent Interlibrary Loan (ILL) quota distributed to MTBL by Multistate Center West (MSCW) in Utah. This will increase the accessibility of on-demand titles and offer more complete records for patron catalog searches.
  (Originally reported December 2015) Landry added a new status option to the bibliographic records in the KLAS database catalog. This identifies titles ordered by Crepeau from the annual NLS Permanent loan quota process. This increased staff efficiency and maximized in-house duplication efforts by eliminating the same titles from also being chosen for in-house duplication-on-demand.

  (Update: February 2016) Crepeau filled MTBL's annual 2015 Permanent ILL quota of 125 digital books.

Goal Two—Access

2. MSL provides libraries, agencies, and its partners and eligible patrons with convenient, high quality, and cost-effective access to free library content and services.

MTBL Specific FY16 Objectives:

- Reorganize the MTBL machine room to streamline workflow and better supply digital machines and accessories with maximum functionality. This will involve evaluation of existing machine circulation procedures and updates based on the discontinuation of obsolete equipment.

(Originally reported December 2015) deMontigny evaluated the existing machine workflow procedures in October and developed a more efficient plan. Briggs and deMontigny consulted with the Department of Administration's General Services Division (GSD) in November regarding electrical outlet configurations to maximize workflow and removal of certain cabinets obstructing workflow. GSD estimates are pending review and approval.

(Update: February 2016) After receiving administrative approval to upgrade the power and workflow area in the machine room, GSD's work was completed on January 22, 2016. deMontigny is now re-organizing equipment and accessories for a much more efficient workflow plan.

Goal Three – Training

3. MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.

MTBL Specific FY16 Objectives:

- Complete training for the new Machine Lending Agent and monitor cross-training of one other Readers' Advisor for back-up.
  (Originally reported December 2015) Internal training of deMontigny was completed. Plans are being developed to have deMontigny attend the NLS Machine Lending Training and Orientation in 2016. Crepeau was cross-trained by DeMontigny on the daily patron machine processing. This was completed and successfully tested for three weeks in October, insuring back-up for seamless equipment services for patrons.

Goal Four—Consultation and Leadership

4. MSL provides consultation and leadership to enable users to set and reach their goals.

Goal Five—Collaboration

5. MSL promotes partnerships and encourages collaboration among its users.

MTBL Specific FY16 Objectives:

- Begin conversations with public library book mobiles to propose partnerships that would expand machine demo sites to create informational hubs during book mobile stops at assisted living facilities.

(Originally reported December 2015) Partnership conversations with the staff of one public library book mobile was initiated in September, resulting in positive feedback for further development.

Goal Six—Sustainable Success

6. MSL is efficient and effective (measured against partner and patron outcomes) and is engaged in fulfilling its mission.

MTBL Specific FY16 Objectives:

- Revise the job profile, and complete the recruitment and hiring process to fill the MTBL Circulation Manager position. Begin training and assist the new hire in setting FY16 work plan objectives.
  (Originally reported December 2015) The MTBL Circulation manager job profile was revised. Recruitment and hiring process was completed in early October. Bert Rinderle started on November 16th and training has just begun.

- Receive training from NLS Audio Studio specialist, Phillip Carbo on the use of additional software sound editing tools within the Hindenburg software recording system to continue to improve sound quality and other issues with repairing the sound quality on digital books from the original LCM software that can benefit from applying the Hindenburg system tools.
  (Originally reported December 2015) Phillip Carbo spent November 9, 10 and 12th at MTBL training the Recording Program Director on additional editing and sound equalizing software. He assessed, monitored and suggested improvements for existing sound equipment, and offered various recording teams techniques for maximizing their sound quality.

Additional Activities Accomplished in September, October and November:

Staff and volunteers kept MTBL operations running smoothly, while under the pressure of being short staffed from June through mid-November. The circulation manager position became vacant in June. Two additional staff members required temporary leaves for three weeks to two months, necessitating the remaining staff to cover several positions in addition to their own. The Circulation Manager hiring process involving McHugh, Harris and Landry, had to be extended beyond expectations but was able to be completed during this time period. Crepeau, deMontigny, Harris and Landry showed outstanding teamwork and successfully maintained MTBL's mission of providing the best quality services to patrons. Cross-training prior to becoming short staffed was maximized where possible.

A temporary hire was added in mid-October through November to assist in circulation. In an effort to retrieve non-returned digital machines, after a patron's MTBL service is cancelled, deMontigny created a patron machine flyer and started distribution to Montana pawn shops and thrift stores. An elegant October Volunteer Appreciation Luncheon at the Montana Club was created and hosted by Harris with the assistance of special guest Patrick Harris and MTBL co-workers. Keynote speaker was Dale Sheldon, author of "Who Lost? The Autobiography of a Blind Man with Great Vision." This very successful event was enjoyed by all MSL volunteers, staff and guests.

Additional Activities Accomplished in December 2015 and January 2016:

Harris has completed post-production of nine new Montana book recordings and uploaded them to the NLS-BARD website. This allows all NLS patrons to download Montana books for their enjoyment. As well, all NLS talking book libraries can download Montana titles and distribute them to their non-BARD patrons. deMontigny conducted an in-depth training for MTBL staff on using NoveList Plus software for reader's advisors to assist in better customizing patron book preferences. Rinderle and Landry are testing changes in labeling the random shelving for the in-house collection. The objective is to make the labeling system less complicated, easier to comprehend, and more efficient for staff and volunteers. Crepeau reported an increase in MTBL patron Interlibrary Loan requests from all readers' advisors totaling 803 in 2014 compared to 910 in 2015.   The final NLS Consultant Evaluation report of 2015 was received in January. The only recommendation was to complete one more annual MTBL Certified Mailing List Service (CMLS) reconciliation report. This report was completed by deMontigny and submitted to the Data Management vendor who contracts with NLS. MTBL is awaiting a response from Data Management.

| TO: | Jennie Stapp | TO: | Montana State Library |
| | State Librarian | | Commission |

| FROM: | Kris Schmitz | FROM: | Jennie Stapp |
| | Central Services Manager | | State Librarian |

SUBJECT: FY 16 SECOND QUARTER FINANCIAL REPORT

DATE: JANUARY 11, 2016

Attached to this memo is the second quarter financial report for FY 2016, for your consideration.

PROGRAM 01 - OPERATIONS

Listed below is the summary of the changes reflected in the revised budget column.

A grant was received from the First Interstate BancSystem Foundation in the amount of $2,100 in support of the Ready2Read Rendezvous 2015.

The amount of $3,029 was spent this quarter out of the Talking Book Library Trust account for the volunteer appreciation event that was approved at your August 12, 2015 meeting.

The amount of $5,000 was spent this quarter out of the Montana State Library Trust to help purchase new laptops for the training labs that are offered. This was approved at your October 13, 2015 meeting.

A required Workers Compensation Premium Savings reduction was done based on HB334 passed in the 2011 Legislature.
General fund (1,298)
Land Account (339)
LSTA (691)
MSC (79)

Montana Land Information Account budget was brought down to 740,214 to reflect what was authorized in the 2016 Land Plan and takes into account the reduction in revenue in that account. The original 991,180 was what was appropriated by the Legislature as spending authority and did not take into account the revenue in that account going down.

LSTA GRANT FUNDING: - These sub-classes were just set up as an estimate when the budget was submitted to the Governors Office. They are basically a place holder for LSTA funds. Through out the year I will be adjusting the sub-classes between the LSTA years and moving the budget into projects as the year goes along.

*Closing out all LSTA 14 projects and establishing LSTA 15 projects. This will be the last financial report you will see the LSTA 14 projects broken out (pages 13-17). All projects have now moved over to the LSTA 15 award.

Digital Library – Contract funding established this quarter.

One contract was increased using Budget Amendment authority (BA). BA authority is used when the funding source is federal dollars.

> A contract with US Department of Agriculture – Natural Resources Conservation Service (NRCS) balance was increased by 40,000 making FY 16 budget 57,492. This contract is used to provide technical support to NRCS staff housed at MSL.
>
> The US Army Corps of Engineers has contracted with MSL for ongoing maintenance of the Yellowstone River Corridor Resource Clearinghouse - http://geoinfo.msl.mt.gov/data/yellowstone_river_corridor_resource_clearinghouse in the amount of $18,000. Tasks/deliverables associated with this project include the addition of information from the Yellowstone River Cumulative Effects Study, updates to the design of the clearinghouse web site, and the development of a long term maintenance strategy for the site.

Please let me know if I can answer any questions.

MONTANA STATE LIBRARY
FINANCIAL REPORT

Program 01 - OPERATIONS

FISCAL YEAR: 16
REPORT PERIOD: 10/1-12/31/15
YEAR EXPENDED: 50%
PAYROLL EXPENDED: 48%

	Budgeted	Revised Budget	Expended To Date	Projected Year-End Expenditures	Projected Balance Over/Under	% Expd.
PERSONAL SERVICES	2,866,273	3,172,809	1,366,809	3,145,633	27,176	99%
OPERATIONS:						
Contracted Services	1,166,635	1,305,954	685,380	1,306,115	(161)	100%
*Periodical Elec Data	240,941	240,941	240,941	240,941	0	100%
*Resource Sharing-OCLC	98,886	98,886	98,886	98,886	0	100%
*Resource Sharing-MSC	98,886	98,886	98,886	98,886	0	100%
Supplies and Materials	185,042	147,272	47,115	147,138	134	100%
Communications	112,155	119,310	37,649	119,059	251	100%
Travel	98,698	132,772	70,405	132,772	0	100%
Rent	370,732	376,492	186,314	377,457	(965)	100%
Repair and Maintenance	68,508	66,012	31,465	66,003	9	100%
Other Expenses	123,848	148,222	62,787	147,371	851	99%
TOTAL OPERATIONS	2,564,330	2,734,745	1,559,827	2,734,627	118	100%
EQUIPMENT:						
Library Books	4,066	4,066	1,224	4,066	0	100%
Equipment	9,600	9,600	0	9,600	0	100%
TOTAL EQUIPMENT	13,666	13,666	1,224	13,666	0	100%
SUB-TOTALS	$5,444,269	$5,921,220	$2,927,860	$5,893,926	$27,294	100%
GRANTS:						
Federation Grants (CST)	176,122	176,122	176,122	176,122	0	100%
State Aid Grants-Area/Pop	395,766	395,766	395,048	395,766	0	100%
LSTA - FY 14 Grants	956	0	0	0	0	100%
LSTA - FY 15 Grants	516,000	5,000	0	5,000	0	100%
LSTA - FY 16 Grants	450,000	450,000	0	450,000	0	100%
LSTA - FY 17 Grants	44,000	44,000	0	44,000	0	100%
MLIAC Grants awarded	309,632	157,534	27,166	157,534	0	100%
TOTAL GRANTS	1,892,476	1,228,422	598,336	1,228,422	0	100%
TOTALS	$7,336,745	$7,149,642	$3,526,197	$7,122,350	$27,294	100%

MONTANA STATE LIBRARY
FINANCIAL REPORT

Program 01 - OPERATIONS

FISCAL YEAR: 16
REPORT PERIOD: 10/1-12/31/15
YEAR EXPENDED: 50%
PAYROLL EXPENDED: 48%

	Budgeted	Revised Budget	Expended To Date	Projected Year-End Expenditures	Projected Balance Over/Under	% Expd.
FUNDING:						
General Fund	3,459,802	3,458,504	1,812,147	3,431,210	27,294	99%
Coal Sev. Tax	473,247	473,247	438,260	473,247	0	100%
LSTA	390,817	390,127	152,452	390,127	0	100%
LSTA Grants	1,283,288	1,281,091	453,190	1,281,091	0	100%
State Agency Contracts	283,523	283,523	90,629	283,523	0	100%
Montana Land Information Account	991,180	740,214	290,692	740,214	0	100%
Montana Shared Catalog	344,064	343,985	238,656	343,985	0	100%
MT State Library Trust Acct.	428	8,457	8,457	8,457	0	100%
BA-NRCS-FOREST	17,492	57,492	11,712	57,492	0	100%
DNRC- MSDI (AA)	22,185	22,185	521	22,185	0	100%
DNRC- WRQS (AA)	3,562	3,562	410	3,562	0	100%
USGS NHD (BA)	24,984	24,984	3,719	24,984	0	100%
SITSD PSCB FIRSTNET (AA)	17,173	17,173	7,429	17,173	0	100%
CADSDI (NB)	25,000	25,000	15,000	25,000	0	100%
USACE Yellowstone		18,000	823	18,000	0	100%
Ready2Read private grant		2,100	2,100	2,100	0	100%
TOTALS	7,336,745	7,149,642	3,526,197	7,122,350	27,294	100%

Montana State Library Trust Acct.

Balance as of Oct 1, 2015	122,503
Expenditures	(8,029)
Donations from 10/1 - 12/31/15	4,112
STIP Earnings (Avg. .3302%)	85
	118,671

MONTANA STATE LIBRARY
FINANCIAL REPORT

MONTANA DIGITAL LIBRARY
FUNCTION: 1000

FISCAL YEAR: 16
REPORT PERIOD: 10/1-12/31/15
YEAR EXPENDED: 50%
PAYROLL EXPENDED: 48%

	Budgeted	Revised Budget	Expended To Date	Projected Year-End Expenditures	Projected Balance Over/Under	% Expd.
PERSONAL SERVICES	1,306,643	1,277,258	543,683	1,271,334	5,924	100%
OPERATIONS:						
Contracted Services	779,560	795,624	287,068	795,624	0	100%
Supplies and Materials	93,244	26,217	3,297	26,217	0	100%
Communications	46,283	50,944	11,371	50,944	0	100%
Travel	25,305	31,243	14,924	31,243	0	100%
Rent	179,180	180,080	90,539	180,080	0	100%
Repair and Maintenance	6,932	10,361	1,097	10,361	0	103%
Other Expenses	27,659	25,942	8,013	25,942	0	100%
TOTAL OPERATIONS	1,158,163	1,120,411	416,309	1,120,411	0	100%
EQUIPMENT:						
Library Books	4,066	4,066	1,224	4,066	0	100%
Equipment	0				0	0%
TOTAL EQUIPMENT	4,066	4,066	1,224	4,066	0	100%
SUB-TOTALS	$2,468,872	$2,401,735	$961,216	$2,395,811	$5,924	100%
Montana Land Information Grants	309,632	157,534	27,166	157,534	0	0%
TOTAL GRANTS	309,632	157,534	27,166	157,534	0	0%
TOTAL	2,778,504	2,559,270	988,382	2,553,346	5,924	0%
FUNDING:						
General Fund:	1,356,374	1,330,105	555,975	1,324,181	5,924	100%
Coal Sev. Tax:	53,184	53,184	18,197	53,184	0	100%
Montana Land Information Acct	975,028	724,062	283,968	724,062	0	100%
Fish Wildlife and Parks (FW&P)	69,342	69,342	17,220	69,342	0	100%
Dept. of Environmental Quality (DEC	88,928	88,928	43,502	88,928	0	100%
Mt. Depart. Of Transportation (DOT)	31,845	31,845	8,157	31,845	0	100%
Dept. of Natural Resources (DNRC)	49,155	49,155	11,782	49,155	0	100%
University	44,253	44,253	9,968	44,253	0	100%
DOA-SITSD_PSCB_Firstnet (AA)	17,173	17,173	7,429	17,173	0	100%
DNRC- WRQS (AA)	3,562	3,562	410	3,562	0	100%
DNRC- MSDI (AA)	22,185	22,185	521	22,185	0	100%
USACE Yellowstone		18,000	823	18,000	0	100%
NRCS-FOREST-BA	17,492	57,492	11,712	57,492	0	100%
CADNSDI - NB	25,000	25,000	15,000	25,000	0	100%
USGS-NHD - BA	24,984	24,984	3,719	24,984	0	100%
TOTALS	2,778,504	2,559,270	988,382	2,553,346	5,924	100%

Montana Land Information Account

Balance as of July 1, 2015	784,511
Expenditures	(290,693)
Prior year adjustments	0
Revenue from 07/1 - 12/31/15	404,378
STIP Earnings (Avg. 0.3302%)	977
	899,173

MONTANA STATE LIBRARY
FINANCIAL REPORT

FUNCTION: 20-LIBRARY DEVELOPMENT DEPARTMENT

FISCAL YEAR: 16
REPORT PERIOD: 10/1-12/31/15
YEAR EXPENDED: 50%
PAYROLL EXPENDED: 48%

	Budgeted	Revised Budget	Expended To Date	Projected Year-End Expenditures	Balance Over/Under	% Expd.
PERSONAL SERVICES	442,562	434,609	195,140	436,755	(2,146)	100%
OPERATIONS:						
Contracted Services	280,574	398,866	351,862	398,862	4	100%
*Periodical Elec Data	240,941	240,941	240,941	240,941	0	100%
*Resource Sharing - OCLC	98,886	98,886	98,886	98,886	0	100%
*Resource Sharing - MSC	98,886	98,886	98,886	98,886	0	100%
Supplies and Materials	10,645	45,975	34,834	45,934	41	100%
Communications	13,050	13,050	6,085	13,050	0	100%
Travel	42,470	53,709	38,127	53,709	0	100%
Rent	66,545	71,405	33,081	71,405	0	100%
Repair and Maintenance	23,200	17,275	7,080	17,275	0	100%
Other Expenses	30,765	50,850	23,217	50,850	0	0%
TOTAL OPERATIONS	905,961	1,089,842	932,998	1,089,797	45	100%
EQUIPMENT:						
Library Books	0	0	0	0	0	0%
Equipment	0	0	0	0	0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$1,348,523	$1,524,451	$1,128,138	$1,526,552	($2,101)	100%
GRANTS:						
Federation Grants (CST)	176,122	176,122	176,122	176,122	0	100%
State Aid Grants	395,766	395,766	395,048	395,766	0	100%
LSTA - FY 14 Grants	956	0	0	0	0	0%
LSTA - FY 15 Grants	516,000	5,000	0	5,000	0	100%
LSTA - FY 16 Grants	450,000	450,000	0	450,000	0	0%
LSTA - FY 17 Grants	44,000	44,000	0	44,000	0	
TOTAL GRANTS	1,582,844	1,070,888	571,170	1,070,888	0	100%
TOTALS	$2,931,367	$2,595,339	$1,699,308	$2,597,440	($2,101)	100%
FUNDING:						
General Fund:	854,862	856,160	716,621	858,261	(2,101)	100%
Coal Sev. Tax:	420,063	420,063	420,063	420,063	0	100%
LSTA	140,931	135,094	64,173	135,094	0	100%
LSTA - GRANTS	1,171,447	832,937	252,692	832,937	0	100%
Proprietary - Montana Shared Catalog	344,064	343,985	238,656	343,985	0	100%
Montana State Library Trust		5,000	5,000	5,000	0	100%
Ready2Read - private grant		2,100	2,100	2,100	0	100%
TOTALS	2,931,367	2,595,339	1,699,308	2,597,440	(2,101)	100%

Montana Shared Catalog	
Balance from 2nd Quarter	128,572
Incoming new revenue	57,990
Accts Receivable	(188)
Expenditures - 2nd Quarter	(43,917)
Cash Balance	142,456

MONTANA STATE LIBRARY
FINANCIAL REPORT

FUNCTION: 40-Talking Book Library

FISCAL YEAR: 16
REPORT PERIOD: 10/1-12/31/15
YEAR EXPENDED: 50%
PAYROLL EXPENDED: 48%

	Budgeted	Revised Budget	Expended To Date	Projected Year-End Expenditures	Balance Over/Under	% Expd.
PERSONAL SERVICES	299,269	299,269	116,421	289,662	9,607	97%
OPERATIONS:						
Contracted Services	12,921	16,767	7,011	16,711	56	100%
Supplies and Materials	16,988	13,500	1,119	13,500	0	100%
Communications	17,600	17,600	4,349	17,600	0	100%
Travel	3,600	3,685	85	3,685	0	100%
Rent	124,857	124,857	62,429	124,857	0	100%
Repair and Maintenance	9,200	9,200	8,961	9,200	0	100%
Other Expenses	1,228	3,814	3,197	3,814	0	100%
TOTAL OPERATIONS	186,394	189,423	87,151	189,367	56	100%
EQUIPMENT:						
Library Books	0	0	0	0	0	0%
Equipment	0	0		0	0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$485,663	$488,692	$203,572	$479,029	$9,663	98%
GRANTS:						
Federation Grants (CST)						0%
State Aid Grants						0%
LSTA - FY 14 Grants						0%
LSTA - FY 15 Grants						0%
TOTAL GRANTS	0	0	0	0	0	0%
TOTALS	$485,663	$488,692	$203,572	$479,029	$9,663	98%
FUNDING:						
General Fund:	287,896	287,896	140,227	278,233	9,663	97%
Coal Sev. Tax:	0				0	0%
LSTA	197,339	197,339	59,888	197,339	0	100%
Talking Book Trust Acct.	428	3,457	3,457	3,457	0	100%
TOTALS	485,663	488,692	203,572	479,029	9,663	98%

MONTANA STATE LIBRARY
FINANCIAL REPORT

FUNCTION: 05- Administration

	Budgeted	Revised Budget	Expended To Date	Projected Year-End Expenditures	Balance Over/Under	% Expd.
PERSONAL SERVICES	714,647	743,466	324,580	729,674	13,792	98%
OPERATIONS:						
Contracted Services	92,588	93,705	38,222	93,702	4	100%
Supplies and Materials	64,085	61,500	7,759	61,380	120	100%
Communications	33,943	33,943	14,096	33,943	0	100%
Travel	23,100	23,100	7,850	23,100	(0)	100%
Rent	150	150	265	265	(115)	177%
Repair and Maintenance	29,176	29,176	14,327	29,167	9	100%
Other Expenses	62,080	63,548	27,340	63,548	0	100%
TOTAL OPERATIONS	305,122	305,122	109,860	305,105	17	100%
EQUIPMENT:						
Library Books	0			0	0	0%
Equipment	9,600	9,600		9,600	0	0%
TOTAL EQUIPMENT	9,600	9,600	0	9,600	0	0%
SUB-TOTALS	$1,029,369	$1,058,188	$434,440	$1,044,379	$13,809	99%
GRANTS:						0%
Federation Grants (CST)						0%
State Aid Grants						0%
LSTA - FY 15 Grants						0%
LSTA - FY 16 Grants						0%
TOTAL GRANTS	0	0	0	0	0	0%
TOTALS	$1,029,369	$1,058,188	$434,440	$1,044,379	$13,809	99%
FUNDING:						
General Fund:	960,670	984,343	399,324	970,534	13,809	99%
Montana Land Information Acct	16,152	16,152	6,725	16,152	0	0%
LSTA	52,547	57,694	28,391	57,694	0	100%
LSTA - Grants	0				0	0%
Misc. Revenue:	0				0	0%
Talking Book Trust Acct.	0				0	0%
TOTALS	1,029,369	1,058,188	434,440	1,044,379	13,809	99%

MONTANA STATE LIBRARY
FINANCIAL REPORT
FY 16 OPERATIONAL BUDGET
State Library Commission

	Budget General Fund	Expended To Date	Total Year-End	Balance
Per Diem	3,350	450	3,350	0
TOTAL PERSONAL SERVICES	3,350	450	3,350	0
OPERATIONS:				
Contracted Services	0	0	0	0
Supplies and Materials	70	111	70	0
Communications	50	48	50	0
Travel	13,800	4,643	13,800	0
Rent	200	190	200	0
Repair and Maintenance	0		0	0
Other Expenses	1,880	212	1,880	0
TOTAL OPERATIONS	16,000	5,203	16,000	0
TOTAL BUDGET	$19,350	$5,653	$19,350	$0

MONTANA STATE LIBRARY
FINANCIAL REPORT
LSTA 15 GRANT AWARD

LSTA - NETWORKING CONSULTANTS - Big Timber
GRANT RUNS - 10/01/14 - 09/30/16

FISCAL YEAR: 16
REPORT PERIOD: 10/01/2015 - 12/31/2015
YEAR EXPENDED: 25%
PAYROLL EXPENDED: 23%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	0	51,737	13,572	51,737	0	100%
OPERATIONS:						
Contracted Services	0	224	224	224	0	100%
Supplies and Materials	0	0	0	0	0	0%
Communications	0	426	210	426	0	100%
Travel	0	3,500	711	3,500	0	100%
Rent	0	0	0	0	0	0%
Repair and Maintenance	0	0	0	0	0	0%
Other Expenses	0	850	0	850	0	·0%
TOTAL OPERATIONS	0	5,000	1,144	5,000	0	100%
EQUIPMENT:						
Equipment	0	0	0	0	0	0%
Automation	0	0	0	0	0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$0	$56,737	$14,716	$56,737	$0	100%
TOTALS	$0	$56,737	$14,716	$56,737	$0	100%
FUNDING:						
LSTA:	0	56,737	14,716	56,737	0	100%
TOTALS	0	56,737	14,716	56,737	0	100%

LSTA - NETWORKING CONSULTANTS - BILLINGS
GRANT RUNS - 10/01/14 - 09/30/16

FISCAL YEAR: 16
REPORT PERIOD: 10/01/2015 - 12/31/2015
YEAR EXPENDED: 25%
PAYROLL EXPENDED: 23%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	0	61,456	16,138	61,456	0	100%
OPERATIONS:						
Contracted Services	0	0	0	0	0	0%
Supplies and Materials	0	0	0	0	0	0%
Communications	0	650	190	650	0	100%
Travel	0	3,500	1,070	3,500	0	100%
Rent	0	0		0	0	0%
Repair and Maintenance	0	0		0	0	0%
Other Expenses	0	850	0	850	0	100%
TOTAL OPERATIONS	0	5,000	1,260	5,000	0	100%
EQUIPMENT:						
Equipment	0	0	0	0	0	0%
Automation	0	0	0	0	0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$0	$66,456	$17,398	$66,456	$0	100%
TOTALS	$0	$66,456	$17,398	$66,456	$0	100%
FUNDING:						
LSTA:	0	66,456	17,398	66,456	0	100%
TOTALS	0	66,456	17,398	66,456	0	100%

MONTANA STATE LIBRARY
FINANCIAL REPORT
LSTA 15 GRANT AWARD

LSTA - NETWORKING CONSULTANTS - Bozeman
GRANT RUNS - 10/01/14 - 09/30/16

FISCAL YEAR: 16
REPORT PERIOD: 10/01/2015 - 12/31/2015
YEAR EXPENDED: 25%
PAYROLL EXPENDED: 23%

	Budgeted	Revised Budget	Expended to Date	Final Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	0	46,477	11,941	46,477	0	100%
OPERATIONS:						
Contracted Services	0	0	0	0	0	0%
Supplies and Materials	0	27	27	27	0	0%
Communications	0	623	182	623	0	100%
Travel	0	3,500	276	3,500	0	100%
Rent	0	0		0	0	0%
Repair and Maintenance	0	0		0	0	0%
Other Expenses	0	850	0	850	0	100%
TOTAL OPERATIONS	0	5,000	485	5,000	0	100%
EQUIPMENT:						
Equipment	0	0	0	0	0	0%
Automation	0	0	0	0	0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$0	$51,477	$12,426	$51,477	$0	100%
TOTALS	$0	$51,477	$12,426	$51,477	$0	100%
FUNDING:						
LSTA:	0	51,477	12,426	51,477	0	100%
TOTALS	0	51,477	12,426	51,477	0	100%

MONTANA STATE LIBRARY
FINANCIAL REPORT
LSTA 15 GRANT AWARD

LSTA - Statewide Collaborative Services
GRANT RUNS - 10/01/14 - 09/30/16

FISCAL YEAR: 16
REPORT PERIOD: 10/01/15 - 12/31/15
YEAR EXPENDED: 25%
PAYROLL EXPENDED: 23%

	Budgeted	Revised Budget	Expended to Date	Projected Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	0	83,797	21,877	83,797	0	100%
OPERATIONS:						
Contracted Services	0			0	0	0%
Supplies and Materials	0			0	0	0%
Communications	0	750	191	750	0	100%
Travel	0			0	0	0%
Rent	0			0	0	0%
Repair and Maintenance	0			0	0	0%
Other Expenses	0			0	0	0%
TOTAL OPERATIONS	0	750	191	750	0	100%
EQUIPMENT:						
Equipment					0	
Automation						
TOTAL EQUIPMENT	0	0	0	0	0	
SUB-TOTALS	$0	$84,547	$22,068	$84,547	$0	100%
TOTALS	$0	$84,547	$22,068	$84,547	$0	100%
FUNDING:						
LSTA:	$0	$84,547	$22,068	$84,547	$0	100%
TOTALS	$0	$84,547	$22,068	$84,547	$0	100%

MONTANA STATE LIBRARY
FINANCIAL REPORT
LSTA 15 GRANT AWARD

LSTA - TRAINER POSITION
GRANT RUNS - 10/01/14 - 09/30/16

FISCAL YEAR: 16
REPORT PERIOD: 10/01/15 - 12/31/15
YEAR EXPENDED: 25%
PAYROLL EXPENDED: 23%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	0	46,108	11,635	46,108	0	100%
OPERATIONS:						
Contracted Services	0			0	0	0%
Supplies and Materials	0			0	0	0%
Communications	0	200	104	200	0	103%
Travel	0	3,500	1,021	3,500	0	0%
Rent	0			0	0	0%
Repair and Maintenance	0			0	0	0%
Other Expenses	0	300	3	300	0	103%
TOTAL OPERATIONS	0	4,000	1,127	4,000	0	103%
EQUIPMENT:						
Equipment					0	0%
Automation					0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$0	$50,108	$12,762	$50,108	$0	100%
TOTALS	$0	$50,108	$12,762	$50,108	$0	100%
FUNDING:						
LSTA:	0	50,108	12,762	50,108	0	100%
TOTALS	0	50,108	12,762	50,108	0	100%

MONTANA STATE LIBRARY
FINANCIAL REPORT
LSTA 15 GRANT AWARD

LSTA - WHATS YOUR STORY PROGRAMMING
GRANT RUNS - 10/01/14 - 09/30/16

FISCAL YEAR: 16
REPORT PERIOD: 10/01/15 - 12/31/15
YEAR EXPENDED: 25%
PAYROLL EXPENDED: 23%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	0	24,425	7,615	24,425	0	100%
OPERATIONS:						
Contracted Services	0			0	0	0%
Supplies and Materials	0				0	0%
Communications	0	0	0	0	0	0%
Travel	0	800	108	800	0	100%
Rent	0			0	0	0%
Repair and Maintenance	0			0	0	0%
Other Expenses	0	200	0	200	0	0%
TOTAL OPERATIONS	0	1,000	108	1,000	0	100%
EQUIPMENT:						
Equipment					0	0%
Automation					0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$0	$25,425	$7,723	$25,425	$0	100%
TOTALS	$0	$25,425	$7,723	$25,425	$0	100%
FUNDING:						
LSTA:	0	25,425	7,723	25,425	0	100%
TOTALS	0	25,425	7,723	25,425	0	100%

MONTANA STATE LIBRARY
FINANCIAL REPORT
LSTA 14 GRANT AWARD

LSTA - NETWORKING CONSULTANTS - Big Timber
GRANT RUNS - 10/01/13 - 09/30/15

FISCAL YEAR: 16
REPORT PERIOD: 10/01/2015 - 10/30/2015
YEAR EXPENDED: 100%
PAYROLL EXPENDED: 100%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	16,657	16,880	16,880	16,880	0	100%
OPERATIONS:						
Contracted Services	228	228	228	228	0	100%
Supplies and Materials	80	80	80	80	0	100%
Communications	230	196	196	196	0	100%
Travel	256	485	485	485	0	100%
Rent				0	0	0%
Repair and Maintenance				0	0	0%
Other Expenses	524	0	0	0	0	0%
TOTAL OPERATIONS	1,318	989	989	989	0	100%
EQUIPMENT:						
Equipment	0	0	0	0	0	0%
Automation	0	0	0	0	0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$17,975	$17,869	$17,869	$17,869	$0	100%
TOTALS	$17,975	$17,869	$17,869	$17,869	$0	100%
FUNDING:						
LSTA:	17,975	17,869	17,869	17,869	0	100%
TOTALS	17,975	17,869	17,869	17,869	0	100%

LSTA - NETWORKING CONSULTANTS - BILLINGS
GRANT RUNS - 10/01/13 - 09/30/15

FISCAL YEAR: 16
REPORT PERIOD: 10/01/2015 - 10/30/2015
YEAR EXPENDED: 100%
PAYROLL EXPENDED: 100%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	19,859	19,598	19,598	19,598	0	100%
OPERATIONS:						
Contracted Services	228	228	228	228	0	100%
Supplies and Materials				0	0	0%
Communications	230	200	200	200	0	100%
Travel	872	1,374	1,374	1,374	0	100%
Rent				0	0	0%
Repair and Maintenance				0	0	0%
Other Expenses	524	150	150	150	0	100%
TOTAL OPERATIONS	1,854	1,952	1,952	1,952	0	100%
EQUIPMENT:						
Equipment	0	0	0	0	0	0%
Automation	0	0	0	0	0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$21,713	$21,550	$21,550	$21,550	$0	100%
TOTALS	$21,713	$21,550	$21,550	$21,550	$0	100%
FUNDING:						
LSTA:	21,713	21,550	21,550	21,550	0	100%
TOTALS	21,713	21,550	21,550	21,550	0	100%

MONTANA STATE LIBRARY
FINANCIAL REPORT
LSTA 14 GRANT AWARD

LSTA - NETWORKING CONSULTANTS - Bozeman
GRANT RUNS - 10/01/13 - 09/30/15

FISCAL YEAR: 16
REPORT PERIOD: 10/01/2015 - 10/30/2015
YEAR EXPENDED: 100%
PAYROLL EXPENDED: 100%

	Budgeted	Revised Budget	Expended to Date	Final Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	14,767	15,038	15,038	15,038	0	100%
OPERATIONS:						
Contracted Services	536	536	536	536	0	100%
Supplies and Materials				0	0	0%
Communications	230	180	180	180	0	100%
Travel	1,007	2,368	2,368	2,368	0	100%
Rent				0	0	0%
Repair and Maintenance				0	0	0%
Other Expenses	617	617	617	617	0	100%
TOTAL OPERATIONS	2,390	3,701	3,701	3,701	0	100%
EQUIPMENT:						
Equipment	0	0	0	0	0	0%
Automation	0	0	0	0	0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$17,157	$18,739	$18,739	$18,739	$0	100%
TOTALS	$17,157	$18,739	$18,739	$18,739	$0	100%
FUNDING:						
LSTA:	17,157	18,739	18,739	18,739	0	100%
TOTALS	17,157	18,739	18,739	18,739	0	100%

MONTANA STATE LIBRARY
FINANCIAL REPORT
LSTA 14 GRANT AWARD

LSTA - Statewide Collaborative Services
GRANT RUNS - 10/01/13 - 09/30/15

FISCAL YEAR: 16
REPORT PERIOD: 10/01/15 - 10/30/15
YEAR EXPENDED: 100%
PAYROLL EXPENDED: 100%

	Budgeted	Revised Budget	Expended to Date	Projected Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	27,324	27,211	27,211	27,211	0	100%
OPERATIONS:						
Contracted Services				0	0	0%
Supplies and Materials				0	0	0%
Communications	339	221	221	221	0	100%
Travel				0	0	0%
Rent				0	0	0%
Repair and Maintenance				0	0	0%
Other Expenses				0	0	0%
TOTAL OPERATIONS	339	221	221	221	0	100%
EQUIPMENT:						
Equipment					0	
Automation						
TOTAL EQUIPMENT	0	0	0	0	0	
SUB-TOTALS	$27,663	$27,432	$27,432	$27,432	$0	100%
TOTALS	$27,663	$27,432	$27,432	$27,432	$0	100%
FUNDING:						
LSTA:	$27,663	$27,432	$27,432	$27,432	$0	100%
TOTALS	$27,663	$27,432	$27,432	$27,432	$0	100%

MONTANA STATE LIBRARY
FINANCIAL REPORT
LSTA 15 GRANT AWARD

LSTA - TRAINER POSITION
GRANT RUNS - 10/01/14 - 09/30/16

FISCAL YEAR: 16
REPORT PERIOD: 10/01/15 - 12/31/15
YEAR EXPENDED: 25%
PAYROLL EXPENDED: 23%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	0	46,108	11,635	45,024	1,084	98%
OPERATIONS:						
Contracted Services	0			0	0	0%
Supplies and Materials	0			0	0	0%
Communications	0	200	104	200	0	103%
Travel	0	3,500	1,021	3,500	0	0%
Rent	0			0	0	0%
Repair and Maintenance	0			0	0	0%
Other Expenses	0	300	3	300	0	103%
TOTAL OPERATIONS	0	4,000	1,127	4,000	0	103%
EQUIPMENT:						
Equipment					0	0%
Automation					0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$0	$50,108	$12,762	$49,024	$1,084	98%
TOTALS	$0	$50,108	$12,762	$49,024	$1,084	98%
FUNDING:						
LSTA:	0	50,108	12,762	49,024	1,084	98%
TOTALS	0	50,108	12,762	49,024	1,084	98%

MONTANA STATE LIBRARY
FINANCIAL REPORT
LSTA 14 GRANT AWARD

LSTA - WHATS YOUR STORY PROGRAMMING
GRANT RUNS - 10/01/13 - 09/30/15

FISCAL YEAR: 16
REPORT PERIOD: 10/01/15 - 10/30/15
YEAR EXPENDED: 100%
PAYROLL EXPENDED: 100%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	10,111	10,074	10,074	10,074	0	100%
OPERATIONS:						
Contracted Services				0	0	0%
Supplies and Materials					0	0%
Communications	100	7	7	7	0	100%
Travel	650	66	66	66	0	100%
Rent				0	0	0%
Repair and Maintenance				0	0	0%
Other Expenses	250	0		0	0	0%
TOTAL OPERATIONS	1,000	73	73	73	0	100%
EQUIPMENT:						
Equipment					0	0%
Automation					0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	$11,111	$10,147	$10,147	$10,147	$0	100%
TOTALS	$11,111	$10,147	$10,147	$10,147	$0	100%
FUNDING:						
LSTA:	11,111	10,147	10,147	10,147	0	100%
TOTALS	11,111	10,147	10,147	10,147	0	100%

Memo

To: Montana State Library Commission

From: Jennie Stapp, State Librarian
            Bill Cochran, Billings Public Library Director, LD Study Task Force Chair

Date: January 25, 2016

Re: **Final Library Development Study Task Force recommendations**

The Library Development Study Task Force is pleased to share with the State Library Commission our final recommendations which serve to inform the development and delivery of library development services as charged by the State Librarian last spring. The recommendations begin with a vision for Montana libraries: *Libraries are leaders in creating thriving communities.* The recommendations then identify those elements that libraries need in order to successfully achieve this vision. These needs are clearly articulated on subsequent pages. The needs are articulated as outcomes and library development programs and services will be prioritized and benchmarked to achieve these outcomes.

The task force also reviewed and made recommendations with regard to whether or not the State Library should increase, continue, or decrease investment in current library development programs and services.

At the request of the Commission, following the December Commission meeting, the task force worked to further prioritize our recommendations. That work included a ranking survey completed by all task force members which accompanies this memo.

In the survey rankings, "fundamental" means the outcome is a basic, essential need—something that is necessary in order for a library to continue to exist in their community. This ranking does not mean however, that it is a given that all libraries are currently meeting a fundamental outcome. Libraries differ in how successfully they may be meeting a fundamental outcome and MSL also has its own work ahead to ensure it is assisting libraries in meeting these fundamental needs.

Though the Commission requested that task force members rank the outcomes, the task force wants to communicate that all of the outcomes are important and some are difficult to rank. Those outcomes ranked lower are not considered unimportant for MSL to pursue as part of its services and resources. Instead, some of the outcomes simply are considered so essential to successful libraries that they are seen as fundamental.

In ranking the outcomes, not all task force members considered the statements through the same lens. Some viewed them through the lens of a library director, others as a community need and others viewed them through the lens of the Montana State Library. Patterns emerged despite these differences, especially where the outcome was viewed as fundamental.

For some task force members, the question arose of whether or not it was MSL's role to help libraries meet a particular outcome. However, most task force members felt that the outcomes were inter-related and there was a role for MSL in the majority of the outcome statements. An example of an outcome that may not be viewed as falling under MSL's responsibility to ensure is that "Collaboration" is respectful and polite.

It should be noted that the task force did not rank higher level needs against each other. For example, the task force did not rank lifelong learning against library infrastructure. The task force did acknowledge that in challenging funding times, it may be that the focus has to be on basic needs such as infrastructure and effective directors and boards.

More discretionary ranking occurred earlier when the task force prioritized specific existing MSL library development services, resources and programs. The task force also shares these rankings with the Commission as part of meeting their original charge.

Task Force members would like to express thanks to the State Library Commission and State Library staff for creating a task force to gather input from throughout the Montana library community about the changing roles of libraries and to make recommendations for how the State Library can best support them to be successful in coming years.

Vision for MT Libraries

Libraries are leaders in creating thriving communities:

To achieve this vision libraries need:

- Library Directors
- Library Boards
- Library infrastructure
- Lifelong learning opportunities
- Public Access Technology
- Collaboration
- Effective governance & Funding
- Staff

Library development services necessary to guide & support Montana libraries engaged in achieving this vision:

Library Directors	Library Boards	Library infrastructure	Lifelong learning opportunities	Public Access Technology	Collaboration	Effective governance & Funding	Staff
Consulting	Consulting	Resource Sharing	Literacy	Technology Support	Resource Sharing	Consulting	Consulting
Training & Certification	Training & Certification	Digital Content Management	Resource Sharing	Federations	Community Development		Training & Certification
	Federations	Federations	Digital Content Management				
			Community Development				

We are better able to achieve this vision when all types of libraries are involved

Library Directors who:

Advocate

- Analyze community needs

- Understand the role of librarians

- Value professional development & certification

- Manage library resources efficiently (lean management)

- Engage in team building through consensus building

- Understands & communicate libraries' role in economic development

- Market library services

- Collaborate with partners

- Contribute to the professional community (state, region national)

- Manage change & transitions

- Create and communicate a vision

- Lead

Library Boards that:

- Understand the roles of libraries and librarians
- Understand boards' role (division of power)
- Contribute an adequate amount of time / participate both locally, regionally, statewide
- Advocate
- Create & communicate a vision
- Understand and reflect community needs
- Serve as a resource and support system for directors
- Consist of independent thinkers who are willing to express their individual points of view
- Can work together and compromise to achieve the goals of the library
- Bring together a variety of skills (legal, contracting, policy, grant writing, etc.)
- Provide & participate in board development
- Take on responsibilities and are willing to be held accountable
- Keep up with current trends in libraries and translate trends into action for libraries and in communities

Library infrastructure that:

- Enables the end user to get resources & services, easily, seamlessly, utilizing current technology

- Is both accessible & affordable

- Can be experimental or adaptable, is nimble, and cutting edge

- Supports access to more e-books and e-audio

- Encourages consortial resource sharing to make information resources, technology and service delivery more efficient, effective, affordable, customizable, sustainable, scalable

- Supports distance learning opportunities

- Works across a wide variety of accessible platforms to support the widest possible access

- Designed to achieve the objectives in a library's strategic plan

Lifelong learning that supports:

- Learning that spans a lifetime
- Learning that spans all types of libraries
- Early Literacy outcomes supported through family Literacy
- Financial literacy
- Telling the community story
- Community engagement inside & outside the library, fostering engagement in the world and empowering an informed citizenry
- Technology & digital literacy and digital inclusion
- Connecting patrons to the Talking Book Library
- Promotes educational values
- Engagement with arts & humanities
- 21st century skills (connections to people)
- Inspires new channels of learning
- Test proctoring & distance learning opportunities
- Learning that happens in the library and virtually
- Learning through creation as well as consumption

Public Access Technology:

- Reflects other strategic lifelong learning goals
- Makes use of affordable broadband
- Supports technology & digital literacy and digital inclusion
- Goes beyond public access computers
- Reflects upcoming technology trends
- Enables the use of current content, ie. MTLibrary2Go
- Incorporates both wifi and wired connections
- Helps all libraries to have an online presence
- Supports distance learning
- Supports learning through creation as well as consumption

Collaboration:

- Among libraries

- Among community stakeholders/community partners

- That is scalable, affordable, implementable for all types of libraries

- Respectful & polite

- May be inspired by other industries

- Recognizes the collaborative value of the MT library community

- That creates a shared resource platform that libraries contribute to in order to help address specific needs, ie. building, branding, funding

- Collecting & compiling library stories to share them statewide

Staff or volunteers who:

- Have project management skills
- Have customer service skills
- Analyze community needs
- Understand the role of librarians
- Understand the need for certification
- Manage library resources efficiently (lean management)
- Advocate
- Understand & communicate the libraries' role in economic development
- Market the library services
- Collaborate with partners
- Contribute to the professional community (state, region national)
- Manage and/or accept change & transitions
- Create and/or communicate a vision

Governance & funding:

- Built on open and active communication and advocacy
- Supported by libraries that identify the outcomes and impacts of their services and can tell those stories
- Is informed by different governance & funding models and librarians and boards take responsibility for evaluating and improving their governance structures
- Is buoyed through grants
- Supported through librarians and boards that aren't afraid to ask for the resources they need and who seek creative sources of funding

Q1 For the recommendations for Library Directors, please rank the below outcomes.

Answered: 18   Skipped: 0
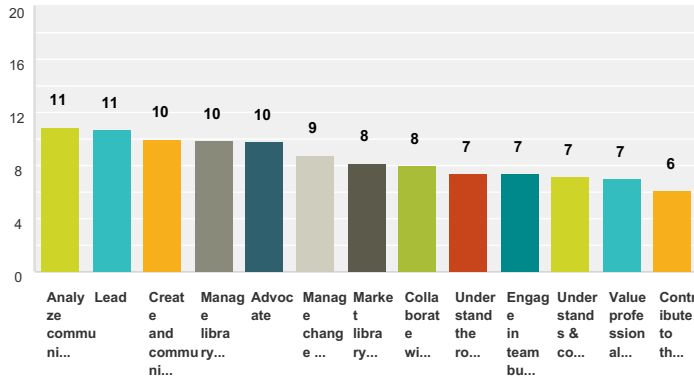
	1	2	3	4	5	6	7	8	9	10	11	12	13	Fundamental - Not ranked	Total	Score
Analyze community needs	22.22% 4	22.22% 4	5.56% 1	5.56% 1	11.11% 2	5.56% 1	0.00% 0	0.00% 0	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	22.22% 4	18	10.86
Lead	22.22% 4	0.00% 0	5.56% 1	5.56% 1	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.56% 1	0.00% 0	0.00% 0	0.00% 0	55.56% 10	18	10.75
Create and communicate a vision	11.11% 2	22.22% 4	16.67% 3	11.11% 2	0.00% 0	0.00% 0	0.00% 0	5.56% 1	5.56% 1	0.00% 0	0.00% 0	5.56% 1	0.00% 0	22.22% 4	18	10.00
Manage library resources efficiently (lean management)	16.67% 3	5.56% 1	16.67% 3	5.56% 1	11.11% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.56% 1	5.56% 1	0.00% 0	0.00% 0	33.33% 6	18	9.92
Advocate	11.76% 2	0.00% 0	11.76% 2	5.88% 1	0.00% 0	11.76% 2	11.76% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	47.06% 8	17	9.78
Manage change & transitions	5.56% 1	11.11% 2	16.67% 3	5.56% 1	11.11% 2	0.00% 0	11.11% 2	5.56% 1	0.00% 0	0.00% 0	5.56% 1	5.56% 1	0.00% 0	22.22% 4	18	8.79
Market library services	5.88% 1	5.88% 1	0.00% 0	17.65% 3	11.76% 2	11.76% 2	11.76% 2	35.29% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	17	8.18
Collaborate with partners	0.00% 0	11.76% 2	5.88% 1	5.88% 1	5.88% 1	23.53% 4	0.00% 0	11.76% 2	11.76% 2	5.88% 1	0.00% 0	0.00% 0	0.00% 0	17.65% 3	17	8.00
Understand the role of librarians	5.56% 1	0.00% 0	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.56% 1	0.00% 0	5.56% 1	5.56% 1	0.00% 0	0.00% 0	72.22% 13	18	7.40
Engage in team building through consensus building	0.00% 0	11.76% 2	0.00% 0	11.76% 2	5.88% 1	23.53% 4	5.88% 1	5.88% 1	17.65% 3	0.00% 0	5.88% 1	5.88% 1	0.00% 0	5.88% 1	17	7.38
Understands & communicates libraries' role in economic development	0.00% 0	5.56% 1	11.11% 2	5.56% 1	11.11% 2	0.00% 0	22.22% 4	5.56% 1	5.56% 1	16.67% 3	0.00% 0	5.56% 1	0.00% 0	11.11% 2	18	7.19
Value professional development & certification	0.00% 0	5.56% 1	0.00% 0	5.56% 1	16.67% 3	0.00% 0	11.11% 2	11.11% 2	5.56% 1	0.00% 0	5.56% 1	0.00% 0	5.56% 1	33.33% 6	18	7.00
Contribute to the professional community (state, region, national)	0.00% 0	0.00% 0	0.00% 0	11.76% 2	5.88% 1	11.76% 2	11.76% 2	0.00% 0	11.76% 2	17.65% 3	5.88% 1	0.00% 0	5.88% 1	17.65% 3	17	6.07

Q2 For the recommendations for Library Boards, please rank the below outcomes.

Answered: 18   Skipped: 0
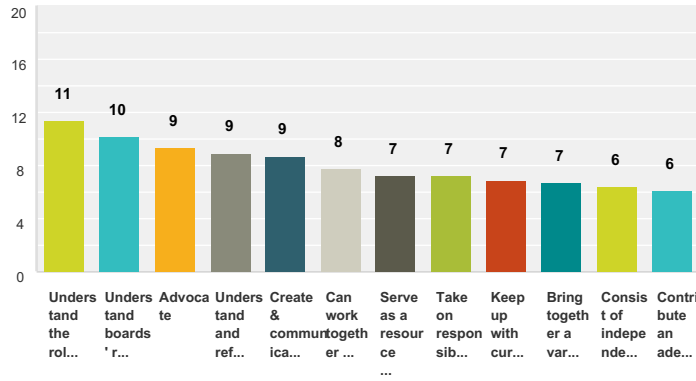
	1	2	3	4	5	6	7	8	9	10	11	12	Fundamental - Not ranked	Total	Score
Understand the roles of libraries and librarians	22.22% 4	11.11% 2	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	61.11% 11	18	11.43
Understand boards' role (division of power)	17.65% 3	17.65% 3	5.88% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.88% 1	0.00% 0	0.00% 0	52.94% 9	17	10.25
Advocate	16.67% 3	5.56% 1	22.22% 4	11.11% 2	0.00% 0	5.56% 1	5.56% 1	0.00% 0	5.56% 1	0.00% 0	0.00% 0	0.00% 0	27.78% 5	18	9.38
Understand and reflect community needs	16.67% 3	22.22% 4	0.00% 0	5.56% 1	22.22% 4	11.11% 2	0.00% 0	5.56% 1	0.00% 0	0.00% 0	5.56% 1	0.00% 0	11.11% 2	18	8.88
Create & communicate a vision	23.53% 4	5.88% 1	17.65% 3	0.00% 0	11.76% 2	11.76% 2	0.00% 0	0.00% 0	11.76% 2	5.88% 1	0.00% 0	0.00% 0	11.76% 2	17	8.67
Can work together and compromise to achieve the goals of the library	0.00% 0	5.56% 1	0.00% 0	22.22% 4	16.67% 3	5.56% 1	11.11% 2	0.00% 0	5.56% 1	0.00% 0	0.00% 0	0.00% 0	33.33% 6	18	7.83
Serve as a resource and support system for directors	5.56% 1	0.00% 0	22.22% 4	0.00% 0	0.00% 0	16.67% 3	11.11% 2	11.11% 2	5.56% 1	5.56% 1	0.00% 0	0.00% 0	22.22% 4	18	7.29
Take on responsibilities and are willing to be held accountable	0.00% 0	5.56% 1	0.00% 0	16.67% 3	11.11% 2	0.00% 0	22.22% 4	0.00% 0	0.00% 0	0.00% 0	5.56% 1	0.00% 0	38.89% 7	18	7.27
Keep up with current trends in libraries and translate trends into action for libraries and in communities	0.00% 0	5.56% 1	16.67% 3	22.22% 4	0.00% 0	5.56% 1	5.56% 1	16.67% 3	0.00% 0	5.56% 1	5.56% 1	5.56% 1	11.11% 2	18	6.94
Bring together a variety of skills (legal, contracting, policy, grant writing, etc.)	0.00% 0	11.11% 2	5.56% 1	0.00% 0	5.56% 1	16.67% 3	5.56% 1	5.56% 1	16.67% 3	5.56% 1	0.00% 0	0.00% 0	27.78% 5	18	6.69
Consist of independent thinkers who are willing to express their individual points of view	0.00% 0	5.88% 1	0.00% 0	11.76% 2	0.00% 0	17.65% 3	5.88% 1	17.65% 3	0.00% 0	11.76% 2	0.00% 0	0.00% 0	29.41% 5	17	6.42

LDSTF Recommendations

Contribute an adequate amount of time/participate both locally, regionally, statewide	0.00% 0	5.88% 1	5.88% 1	0.00% 0	23.53% 4	0.00% 0	11.76% 2	11.76% 2	5.88% 1	5.88% 1	5.88% 1	5.88% 1	17.65% 3	17	6.07

Q3 For the recommendations for Library Infrastructure, please rank the below outcomes.

Answered: 18   Skipped: 0
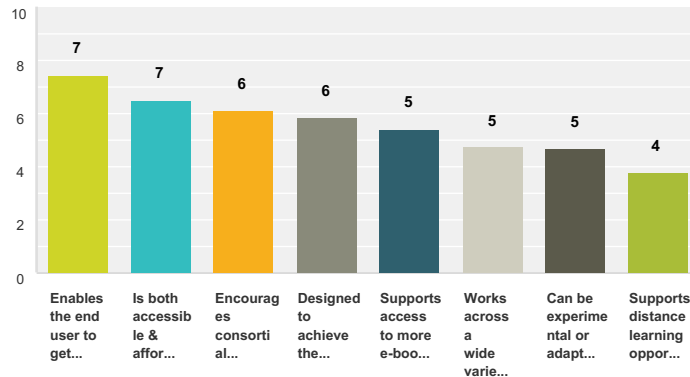
	1	2	3	4	5	6	7	8	Fundamental - Not ranked	Total	Score
Enables the end user to get resources & services, easily, seamlessly, utilizing current technology	38.89% 7	11.11% 2	11.11% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	38.89% 7	18	7.45
Is both accessible & affordable	5.56% 1	11.11% 2	0.00% 0	0.00% 0	5.56% 1	0.00% 0	0.00% 0	0.00% 0	77.78% 14	18	6.50
Encourages consortial resource sharing to make information resources, technology and service delivery more efficient, effective, affordable, customizable, sustainable, scalable	11.11% 2	38.89% 7	22.22% 4	5.56% 1	11.11% 2	0.00% 0	5.56% 1	0.00% 0	5.56% 1	18	6.12
Designed to achieve the objectives in a library's strategic plan	27.78% 5	0.00% 0	11.11% 2	5.56% 1	5.56% 1	16.67% 3	0.00% 0	0.00% 0	33.33% 6	18	5.83
Supports access to more e-books and e-audio	5.88% 1	17.65% 3	35.29% 6	23.53% 4	0.00% 0	5.88% 1	11.76% 2	0.00% 0	0.00% 0	17	5.41
Works across a wide variety of accessible platforms to support the widest possible access	0.00% 0	5.56% 1	11.11% 2	22.22% 4	11.11% 2	5.56% 1	5.56% 1	0.00% 0	38.89% 7	18	4.73
Can be experimental or adaptable, is nimble, and cutting edge	11.76% 2	11.76% 2	5.88% 1	11.76% 2	29.41% 5	11.76% 2	5.88% 1	5.88% 1	5.88% 1	17	4.69
Supports distance learning opportunities	0.00% 0	5.56% 1	5.56% 1	22.22% 4	22.22% 4	22.22% 4	5.56% 1	11.11% 2	5.56% 1	18	3.82

Q4 For the recommendations for Lifelong Learning, please rank the below outcomes.

Answered: 18   Skipped: 0
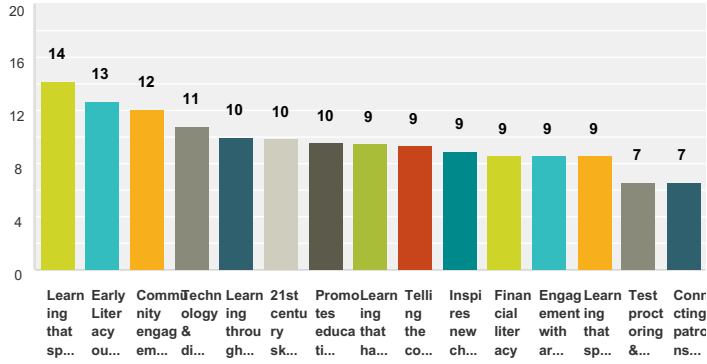
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Fundamental - Not ranked	Total	Score
Learning that spans a lifetime	11.11% 2	5.56% 1	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	77.78% 14	18	14.25
Early Literacy outcomes supported through family literacy	27.78% 5	11.11% 2	11.11% 2	16.67% 3	5.56% 1	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 3	18	12.73
Community engagement inside & outside the library, fostering engagement in the world and empowering an informed citizenry	5.56% 1	11.11% 2	22.22% 4	11.11% 2	5.56% 1	5.56% 1	5.56% 1	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	27.78% 5	18	12.08
Technology & digital literacy and digital inclusion	0.00% 0	16.67% 3	11.11% 2	0.00% 0	11.11% 2	16.67% 3	5.56% 1	0.00% 0	5.56% 1	0.00% 0	0.00% 0	5.56% 1	0.00% 0	0.00% 0	0.00% 0	27.78% 5	18	10.77
Learning through creation as well as consumption	5.88% 1	5.88% 1	5.88% 1	17.65% 3	5.88% 1	5.88% 1	23.53% 4	5.88% 1	17.65% 3	5.88% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	17	10.00
21st century skills (connections to people)	11.11% 2	5.56% 1	5.56% 1	11.11% 2	0.00% 0	5.56% 1	0.00% 0	11.11% 2	0.00% 0	0.00% 0	5.56% 1	5.56% 1	5.56% 1	0.00% 0	0.00% 0	33.33% 6	18	9.92
Promotes educational values	5.56% 1	0.00% 0	11.11% 2	11.11% 2	0.00% 0	0.00% 0	16.67% 3	0.00% 0	5.56% 1	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.56% 1	38.89% 7	18	9.64
Learning that happens in the library and virtually	5.56% 1	5.56% 1	5.56% 1	5.56% 1	11.11% 2	0.00% 0	5.56% 1	11.11% 2	5.56% 1	11.11% 2	0.00% 0	0.00% 0	5.56% 1	0.00% 0	0.00% 0	27.78% 5	18	9.46
Telling the community story	5.88% 1	11.76% 2	0.00% 0	0.00% 0	17.65% 3	0.00% 0	17.65% 3	17.65% 3	11.76% 2	0.00% 0	5.88% 1	5.88% 1	0.00% 0	0.00% 0	0.00% 0	5.88% 1	17	9.38
Inspires new channels of learning	5.56% 1	5.56% 1	5.56% 1	11.11% 2	0.00% 0	0.00% 0	11.11% 2	16.67% 3	0.00% 0	5.56% 1	0.00% 0	5.56% 1	11.11% 2	0.00% 0	0.00% 0	22.22% 4	18	8.86
Financial literacy	5.56% 1	5.56% 1	5.56% 1	5.56% 1	16.67% 3	11.11% 2	0.00% 0	5.56% 1	11.11% 2	11.11% 2	5.56% 1	5.56% 1	5.56% 1	5.56% 1	0.00% 0	0.00% 0	18	8.61

Engagement with arts & humanities	0.00% 0	5.56% 1	5.56% 1	5.56% 1	16.67% 3	11.11% 2	0.00% 0	5.56% 1	5.56% 1	5.56% 1	11.11% 2	5.56% 1	0.00% 0	5.56% 1	0.00% 0	16.67% 3	18	8.60
Learning that spans all types of libraries	11.76% 2	5.88% 1	0.00% 0	0.00% 0	0.00% 0	5.88% 1	0.00% 0	0.00% 0	5.88% 1	5.88% 1	5.88% 1	5.88% 1	0.00% 0	0.00% 0	5.88% 1	47.06% 8	17	8.56
Test proctoring & distance learning opportunities	0.00% 0	5.56% 1	5.56% 1	0.00% 0	0.00% 0	5.56% 1	11.11% 2	5.56% 1	5.56% 1	16.67% 3	16.67% 3	5.56% 1	5.56% 1	5.56% 1	5.56% 1	5.56% 1	18	6.65
Connecting patrons to the Talking Book Library	0.00% 0	0.00% 0	0.00% 0	5.56% 1	5.56% 1	22.22% 4	0.00% 0	5.56% 1	5.56% 1	5.56% 1	11.11% 2	11.11% 2	11.11% 2	11.11% 2	0.00% 0	5.56% 1	18	6.59

Q5 For the recommendations for Public Access Technology, please rank the below outcomes.

Answered: 18   Skipped: 0
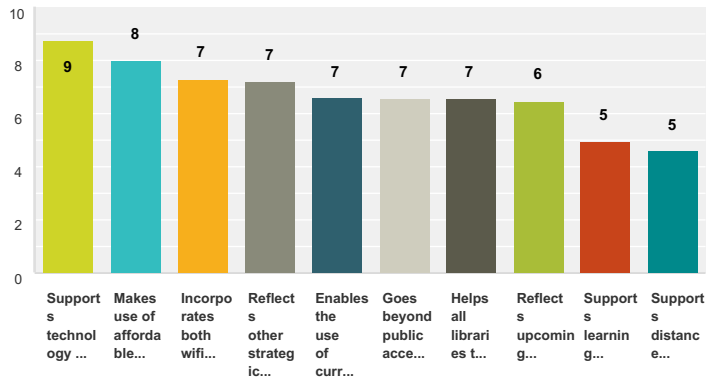
	1	2	3	4	5	6	7	8	9	10	Fundamental - Not ranked	Total	Score
Supports technology & digital literacy and digital inclusion	16.67% 3	22.22% 4	16.67% 3	0.00% 0	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	38.89% 7	18	8.73
Makes use of affordable broadband	27.78% 5	5.56% 1	5.56% 1	11.11% 2	0.00% 0	0.00% 0	5.56% 1	5.56% 1	0.00% 0	0.00% 0	38.89% 7	18	8.00
Incorporates both wifi and wired connections	5.56% 1	11.11% 2	22.22% 4	0.00% 0	0.00% 0	11.11% 2	0.00% 0	5.56% 1	0.00% 0	0.00% 0	44.44% 8	18	7.30
Reflects other strategic lifelong learning goals	16.67% 3	16.67% 3	11.11% 2	5.56% 1	11.11% 2	0.00% 0	0.00% 0	16.67% 3	0.00% 0	0.00% 0	22.22% 4	18	7.21
Enables the use of current content, ie. MTLibrary2Go	0.00% 0	11.11% 2	5.56% 1	16.67% 3	16.67% 3	11.11% 2	5.56% 1	0.00% 0	0.00% 0	0.00% 0	33.33% 6	18	6.58
Goes beyond public access computers	0.00% 0	11.76% 2	11.76% 2	5.88% 1	11.76% 2	17.65% 3	5.88% 1	0.00% 0	0.00% 0	0.00% 0	35.29% 6	17	6.55
Helps all libraries to have an online presence	16.67% 3	5.56% 1	0.00% 0	16.67% 3	5.56% 1	11.11% 2	5.56% 1	5.56% 1	5.56% 1	0.00% 0	27.78% 5	18	6.54
Reflects upcoming technology trends	11.76% 2	5.88% 1	17.65% 3	11.76% 2	23.53% 4	5.88% 1	17.65% 3	0.00% 0	5.88% 1	0.00% 0	0.00% 0	17	6.47
Supports learning through creation as well as consumption	5.56% 1	5.56% 1	5.56% 1	16.67% 3	5.56% 1	11.11% 2	16.67% 3	11.11% 2	16.67% 3	5.56% 1	0.00% 0	18	4.94
Supports distance learning	0.00% 0	5.56% 1	5.56% 1	11.11% 2	16.67% 3	11.11% 2	11.11% 2	11.11% 2	5.56% 1	16.67% 3	5.56% 1	18	4.59

Q6 For the recommendations for Collaboration, please rank the below outcomes.

Answered: 18   Skipped: 0
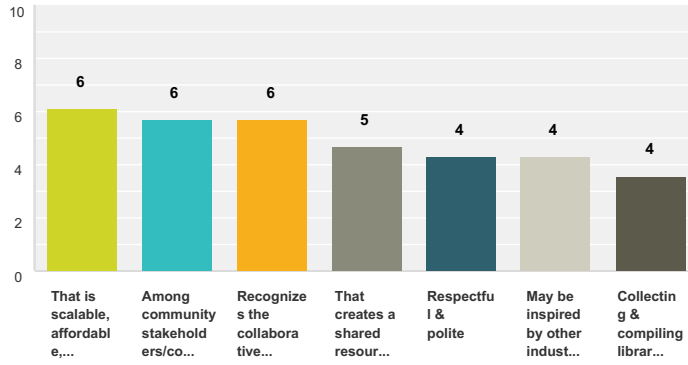
	1	2	3	4	5	6	7	Fundamental - Not ranked	Total	Score
That is scalable, affordable, implementable for all types of libraries	17.65% 3	52.94% 9	0.00% 0	5.88% 1	0.00% 0	0.00% 0	0.00% 0	23.53% 4	17	6.08
Among community stakeholders/community partners	27.78% 5	16.67% 3	22.22% 4	5.56% 1	5.56% 1	0.00% 0	0.00% 0	22.22% 4	18	5.71
Recognizes the collaborative value of the MT library community	17.65% 3	5.88% 1	11.76% 2	0.00% 0	5.88% 1	0.00% 0	0.00% 0	58.82% 10	17	5.71
That creates a shared resource platform that libraries contribute to in order to help address specific needs, ie. building, branding, funding	22.22% 4	5.56% 1	11.11% 2	33.33% 6	11.11% 2	0.00% 0	5.56% 1	11.11% 2	18	4.69
Respectful & polite	5.56% 1	0.00% 0	11.11% 2	5.56% 1	16.67% 3	0.00% 0	0.00% 0	61.11% 11	18	4.29
May be inspired by other industries	5.56% 1	11.11% 2	33.33% 6	22.22% 4	11.11% 2	16.67% 3	0.00% 0	0.00% 0	18	4.28
Collecting & compiling library stories to share them statewide	5.56% 1	11.11% 2	5.56% 1	22.22% 4	16.67% 3	27.78% 5	5.56% 1	5.56% 1	18	3.53

Q7 For the recommendations for Staff or Volunteers, please rank the below outcomes.

Answered: 18   Skipped: 0
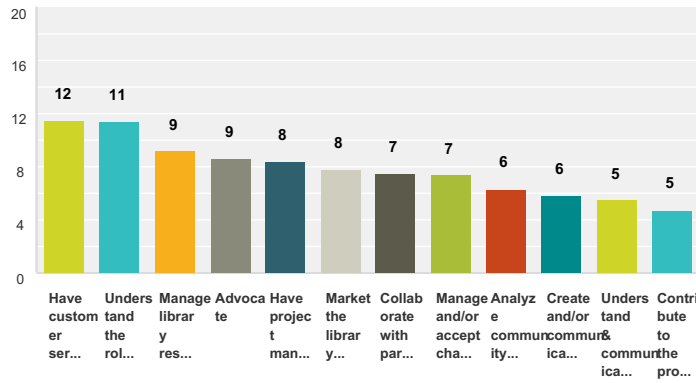
	1	2	3	4	5	6	7	8	9	10	11	12	Fundamental - Not ranked	Total	Score
Have customer service skills	22.22% 4	5.56% 1	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 12	18	11.50
Understand the role of librarians	27.78% 5	11.11% 2	0.00% 0	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	55.56% 10	18	11.38
Manage library resources efficiently (lean management)	0.00% 0	23.53% 4	29.41% 5	5.88% 1	17.65% 3	5.88% 1	0.00% 0	0.00% 0	5.88% 1	0.00% 0	0.00% 0	0.00% 0	11.76% 2	17	9.20
Advocate	11.11% 2	11.11% 2	0.00% 0	16.67% 3	11.11% 2	16.67% 3	5.56% 1	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	22.22% 4	18	8.64
Have project management skills	5.88% 1	17.65% 3	11.76% 2	11.76% 2	23.53% 4	5.88% 1	0.00% 0	5.88% 1	11.76% 2	0.00% 0	0.00% 0	0.00% 0	5.88% 1	17	8.44
Market the library services	11.11% 2	11.11% 2	5.56% 1	16.67% 3	5.56% 1	11.11% 2	16.67% 3	11.11% 2	5.56% 1	5.56% 1	0.00% 0	0.00% 0	0.00% 0	18	7.78
Collaborate with partners	11.11% 2	5.56% 1	5.56% 1	5.56% 1	16.67% 3	11.11% 2	16.67% 3	11.11% 2	5.56% 1	5.56% 1	0.00% 0	0.00% 0	5.56% 1	18	7.47
Manage and/or accept change & transitions	5.56% 1	5.56% 1	16.67% 3	11.11% 2	0.00% 0	0.00% 0	16.67% 3	11.11% 2	0.00% 0	5.56% 1	5.56% 1	0.00% 0	22.22% 4	18	7.43
Analyze community needs	0.00% 0	5.88% 1	0.00% 0	5.88% 1	23.53% 4	23.53% 4	5.88% 1	11.76% 2	0.00% 0	23.53% 4	0.00% 0	0.00% 0	0.00% 0	17	6.35
Create and/or communicate a vision	5.56% 1	5.56% 1	5.56% 1	5.56% 1	5.56% 1	0.00% 0	11.11% 2	22.22% 4	22.22% 4	5.56% 1	11.11% 2	0.00% 0	0.00% 0	18	5.83
Understand & communicate the libraries' role in economic development	0.00% 0	0.00% 0	11.76% 2	5.88% 1	0.00% 0	23.53% 4	5.88% 1	17.65% 3	5.88% 1	11.76% 2	11.76% 2	5.88% 1	0.00% 0	17	5.47
Contribute to the professional community (state, region, national)	0.00% 0	0.00% 0	11.11% 2	5.56% 1	0.00% 0	0.00% 0	16.67% 3	0.00% 0	22.22% 4	5.56% 1	5.56% 1	16.67% 3	16.67% 3	18	4.73

Q8 For the recommendations for Governance & Funding, please rank the below outcomes.

Answered: 18   Skipped: 0
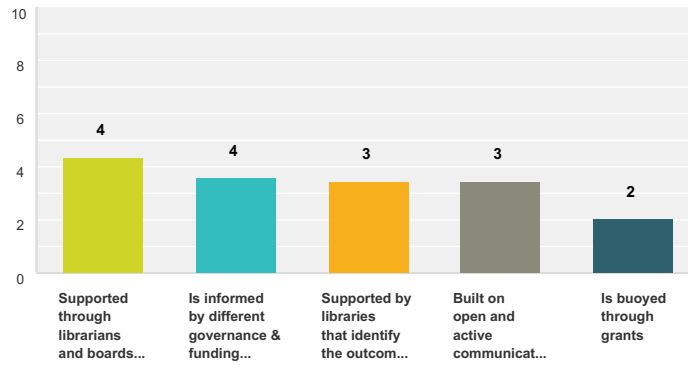
	1	2	3	4	5	Fundamental - Not ranked	Total	Score
Supported through librarians and boards that aren't afraid to ask for the resources they need and who seek creative sources of funding	27.78% 5	33.33% 6	5.56% 1	0.00% 0	0.00% 0	33.33% 6	18	4.33
Is informed by different governance & funding models and librarians and boards take responsibility for evaluating and improving their governance structures	27.78% 5	11.11% 2	27.78% 5	16.67% 3	0.00% 0	16.67% 3	18	3.60
Supported by libraries that identify the outcomes and impacts of their services and can tell those stories	27.78% 5	11.11% 2	16.67% 3	27.78% 5	0.00% 0	16.67% 3	18	3.47
Built on open and active communication and advocacy	16.67% 3	22.22% 4	22.22% 4	11.11% 2	5.56% 1	22.22% 4	18	3.43
Is buoyed through grants	0.00% 0	22.22% 4	11.11% 2	5.56% 1	50.00% 9	11.11% 2	18	2.06

Library Development Study Task Force ranking exercise:
November 19, 2015
+ Prioritize for investment   0 Investment remains the same
- Decrease investment

Program Area	Program or Service
Consulting Align staff to outcomes Help desk system Peer to peer engagement Mentoring Make more ready access online tools available like a deadline calendar	**New Library Director support** Prioritize investment (8) Investment remains the same (5) Decrease investment (1)
	Board Development Prioritize investment (9) Investment remains the same (3)
	Consulting regarding library laws, budgeting, strategic planning, etc. Prioritize investment (2) Investment remains the same (12)
Training & Certification Contracting Partnership w/ MLA	**Certification Management Program** Investment remains the same (11) Decrease investment (3)
	Training curriculum management Prioritize investment (6) Investment remains the same (6) Decrease investment (2)

	Professional development Prioritize investment (10) Investment remains the same (2) Decrease investment (1)
Resource Sharing Make the courier truly statewide Renegotiate contracts to support better ROI for all types of libraries & consider resources like HomeworkMT Focus on regional/ national solutions for increasing efficient access to digital content Centralized collection	**OCLC Group Services (excluding MMP costs)** Prioritize investment (1) Investment remains the same (13)
	Courier Program Prioritize Investment (1) Investment remains the same (9) Decrease investment (3)
	Statewide Periodical Databases Investment remains the same (1) Decrease investment (13)
	MontanaLibrary2Go Prioritize investment (13) Investment remains the same (1)
	Discover It! Investment remains the same (1) Decrease investment (11)
	Montana Shared Catalog Prioritize investment (7) Investment remains the same (5)

development and/or cooperative cataloging	**Montana Memory Project** Prioritize investment (1) Investment remains the same (8) Decrease investment (3)
Literacy No need for summer reading manual Adult Literacy does not warrant a separate program but should be considered part of the continuum of lifelong learning Create a continuum of learning to support 21st century skills (including literacy, early	**Early Literacy & Summer Reading** Prioritize for investment (4) Investment remains the same (5) Decrease investment (2)
	Adult Literacy Prioritize investment (6) Investment remains the same (7)
	Life Long Learning Prioritize for investment (12) Investment remains the same (1)

literacy, digital literacy) financial literacy) through research, programming & collaborative partnerships (i.e. HumanitiesMT STEM partners)	
Digital Content Management	**EZProxy Centralized Authentication** Investment remains the same (9) Decrease investment (2)
	MontanaLibrary2Go Local Prioritize investment (8) Investment remains the same (2) Decrease investment (2)
Technology support Restructure around statewide technology benchmarks, Look to BTOP program for guidance	**E-rate consulting** Prioritize investment (1) Investment remains the same (5) Decrease investment (4)
	Technology evaluation and planning Prioritize for investment (4) Investment remains the same (6) Decrease investment (1)
	Broadband planning Prioritize investment (9)

	Investment remains the same (1)
	Digital Literacy Prioritize for investment (5) Investment remains the same (6) Decrease investment (1)
Community Development	**Community partnerships** Prioritize for investment (10) Investment remains the same (1)
Grant Management To increase MSL resources to support library development outcomes	Prioritize for investment (5) Investment remains the same (5)
Other Very important for networking and training Should find ways to save administrative costs Monies are important to help with costs	**Federations** Investment remains the same (10) Decrease investment (2)
	Public Library Standards & ELSA awards support quality library development and help to ensure funding and accountability at the local level.
	A regular public Library statistics training/refresher would be helpful

like OCLC, MSC, MTLibrary2Go, technology & CE MSL should evaluate federation funds and their uses	

Montana State Library

Resolution Honoring Judy Hart, Retiring Library Director,
Lewis & Clark Library

Whereas, Judy has served enthusiastically as the Library Director at the Lewis & Clark Library since 2005;

Whereas, Judy has, in this role, exemplified what it means to be a community leader and 21st Century librarian through her service to her patrons and her involvement with community organizations including Rotary and the American Civil Liberties Union of Montana;

Whereas, Judy has served for the past ten years as the Federation Coordinator for the Broad Valleys Federation, encouraging federation members to actively pursue lifelong learning opportunities and faithfully documenting the many positive impacts that library federation funds have on federation libraries and the communities they serve; and

Whereas, Judy has gone above and beyond the call of duty to serve as the Montana Library Association's Government Affairs representative, where, in 2013, she orchestrated the successful legislative campaign to increase library state aid by 400%;

Therefore that the Montana State Library Commission
be it
resolved
    1. Honors Judy Hart for all her years of work;
    2. Thanks Judy for her service to the Montana State Library and the Montana library community; and
    3. Wishes Judy all the best in her retirement.

_____
Colet Bartow, Chairman

Adopted by the Montana State Library Commission
February 10, 2016

MONTANA STATE LIBRARY COMMISSION
WORK PLAN FY 2016

VISION
Develop and deliver 21st Century library resources and information services.

MISSION
The Montana State Library is committed to strengthening libraries and information services for all Montanans through leadership, advocacy, and service.

VALUES
MSL values:

- An educated and inquisitive citizenry.
- Library services that are responsive to users' needs.
- Free government information that is easily accessible and widely distributed.
- Patron privacy.
- Equitable access to all library resources and services.
- Competent and professional staff.
- Open, direct, and timely communication.
- Economic development of Montana and Montanans.

The State Library Commission is established by Montana statute 22-1-101 (MCA).

The role of the State Library Commission is to set forth policies and funding priorities that empower the State Library to meets its mission and statutory obligations and to advocate for the State Library and the Montana library and information communities whenever possible.

The State Library Commission Group norms:

- The Commissioners will read and come to meetings prepared to discuss agenda items;

- Commission meetings follow Roberts Rules of Order;

- Commissioners are bound by the State Code of Ethics and Standards of Conduct: http://leg.mt.gov/bills/mca_toc/2_2_1.htm.

Goal One—Content—Discussion

1. MSL acquires and manages relevant quality content that meets the needs of Montana Library users.

     1.1. Advise, review and approve policies that enhance Montana State Library's statewide e-content subscription and purchase programs, and that support the Montana Memory Project, the collection development priorities of the Montana State Library Collection Development Policy, and the Talking Book Library Collection;

     1.2. Advise, review, prioritize and approve budgets that enhance Montana State Library's statewide e-content subscription and purchase programs, and that support the Montana Memory Project, the collection development priorities of the Montana State Library Collection Development Policy, and the Talking Book Library Collection;

> **(Update February 2016):** At the December 2015 Commission meeting Talking Book Library Supervisory Christie Briggs shared with the Commission a recommendation from the National Library Service for a new recording studio. In the next few months MTBL plans to pursue this recommendation and will bring to the Commission a request to use funds from the State Library Trust to install a new booth. Doing so will significantly increase MTBL's capacity to record Montana titles for our collection.

     1.3. Request and participate in trainings and/or presentations by staff and other subject matter experts on new and existing topics that will educate the Commission on issues that will inform their understanding of the content needs of Montana Library users.

Goal Two—Access—Discussion

2. MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.

      2.1. Advise, review and approve policies that enhance access to information through statewide resource sharing initiatives;

      2.2. Advise, review, prioritize and approve budgets that enhance access to information through statewide resource sharing initiatives;
      (Update February 2016): At the December 2015 Commission meeting the Commission authorized the use of State Library Trust funds to pay for the creation of new marketing materials to market the Ready2Read texting program.

      2.3. Request and participate in trainings and/or presentations by staff and other subject matter experts on new and existing topics that will educate the Commission on issues that will inform their understanding of the access needs of Montana Library users;
      2.3.a. Montana Memory Project Director will offer a presentation to the Commission on the Digital Public Library of America (DPLA) at the December Commission meeting.
      (Update February 2016): At the December 2015 Commission meeting the Commission heard a presentation from Jennifer Birnel about Montana librarians' involvement in the DPLA including training that Montana librarians were selected to receive in order to create curated collections of digital Montana content in the DPLA (http://dp.la/exhibitions/exhibits/show/industries-settled-montana) and plans to become a DPLA hub.

Goal Three—Training—Discussion

3. MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.

    3.1. Advise, review and approve policies that enhance Montana State Library's statewide training opportunities;
        (Update December 2015): At the October 2015 Commission meeting the Commission approved a new MSL Table training lab use policy making new tablet training labs available to staff and MSL partners to enhance training services.

    3.2. Advise, review and approve budgets that enhance Montana State Library's statewide training opportunities;
        (Update December 2015): At the October 2015 Commission meeting the Commission approved a MSL Trust request to help fund the purchase of a replacement laptop training lab.

    3.3. Request and participate in trainings and/or presentations by staff and other subject matter experts on new and existing topics that will educate the Commission on issues that will inform their understanding of the training needs of Montana Library users.

Goal Four—Consultation and Leadership—Discussion

4. MSL provides consultation and leadership to enable users to set and reach their goals.

4.1. Represent the interests of MSL partners including public libraries and the GIS community in appropriate legislative, community, regional, and national forums;

4.2. Establish and maintain contact with Library Directors and Trustees, and other MSL partners, to remain cognizant of their needs and the challenges they face;
4.2.a. Each Commissioner will attend at least one library federation meeting during fiscal year 2016;
(Update October 2015): Commissioner Kish attended the Broad Valleys Federation teleconference on September 22, 2015.
Commissioner Roberts attended the South Central Federation meeting on September 26, 2015, in Miles City.

(Update December 2015): Commissioner Wall attended the Tamarack Federation meeting on October 22, 2015.
Commissioner LaFromboise attended the Pathfinder Federation meeting on October 22, 2015 in Ft. Benton.

4.2.b. Each Commissioner will attend the 2016 Montana Library Association Conference, April 6-9, 2016 in Missoula, Montana;

4.2.c. The Commission Chair will facilitate Conversations with the Commission session at the Montana Library Association Conference;

4.2.d. At least one Commissioner will attend meetings of the Montana Shared Catalog and MontanaLibrary2Go each year;

4.2.e. Commissioners are encouraged to visit libraries as they travel the state. Advanced notice to the libraries is recommended;
(Update October 2015): The Commission's August Commission meeting was held in the Flathead Valley. Events included a reception hosted by the Whitefish Community Library and a Lunch & Learn hosted by the ImagineIf Library in Kalispell.
(Update October 2015): Commissioners Wall & LaFromboise attended the Fall Work Shops in Helena.

4.3. Share information about the role of the State Library Commission beyond the boundaries of the Montana Library Community;

4.4. At least one Commissioner will attend at least one "visioning" conference during the fiscal year, as funding allows. Discuss findings with the Commission and MSL staff and make recommendations for future opportunities for improved library services;

4.4.a. Commissioner LaFromboise attended the Research Institute for Public Libraries workshop in Colorado Springs, Colorado; discussion will focus on evaluation design and implementation, data collection and use for strategic planning and measures for reporting library impact;

4.4.a.1. Commissioner LaFromboise and staff will present information from the workshop at the October Commission meeting;

(Update December 2015): At the October 2015 Commission meeting the Commission heard a presentation and participated in a discussion about the Research Institute for Public Libraries conference on creating a culture of outcome based planning.

4.5. The Commission will invite at least one recipient of a Montana Land Information Act (MLIA) grant to present on the outcomes of their grant in order to better educate the Commission on the role, outcome and impacts of the MLIA.

(Update February 2016): After recognizing an inconsistency in the MSL Administrative Rules pertaining to the granting of deferrals for public library standards, at the recommendation of the State Librarian, the Commission completed a process to formally revise the rule.

(Update February 2016): At the December 2015 Commission meeting the Commission approved the 2017 Montana Land Plan.

Goal Five—Collaboration—Discussion

5. MSL promotes partnerships and encourages collaboration among its users.

5.1. Facilitate information-sharing partnerships among federal, tribal, state and local governments, businesses and citizens. Partnerships should promote the role of libraries in Montana communities, create funding opportunities for Montana libraries, and extend the reach of information services and delivery throughout the state;

5.2. Commissioners designated to serve on the Network Advisory Council and the NRIS Advisory Committee will attend committee meetings to represent the interests of the Commission and will provide feedback to the Commission regarding committee reports and initiatives;

5.3. The Commission will continue a process to learn more about broadband service availability to libraries in Montana and opportunities to further support expansion of broadband technology to meet the needs of library public computing centers;

5.3.a. A designee of the Governor's Office will be invited to share the broadband priorities identified by the Main Street Montana Interconnectivity and Telecommunications Key Industry Network.

Goal Six—Sustainable Success—Discussion

6. MSL is efficient and effective (measured against partner and patron outcomes) and is engaged in fulfilling its mission.

      6.1. The Commission will evaluate the outcomes of the current long range strategic plan and will conduct a new strategic planning process.

      6.2. Advocate for the Montana State Library and the Montana Library Community with federal, tribal, state and local governments, businesses and citizens. Advocacy should promote the role of libraries in Montana communities, create funding opportunities for Montana libraries, and extend the reach of information services and delivery throughout the state;

      6.2.a. Commissioners will monitor the activities of the Education and Local Government (ELG) Interim Committee by listening to the meetings virtually. Chair Rep. Don Jones of Billings will be invited to the December Commission meeting;

      (Update December 2015): The ELG meeting no longer coincides with the December Commission meeting so we were unable to arrange for this meeting. Future opportunities will be evaluated.

      6.2.b. A member of the Commission will attend National Library Legislative Day May 2-3, 2016 in Washington, D.C.;

      6.2.c. At least one Commissioner will attend a conference of the Montana Association of Counties;

      (Update October 2015): Commissioner Wall attended the Montana Association of Counties and offered a presentation with GIS Coordinator Stu Kirkpatrick on the training and use of ArcGIS Online by counties as funded by a Montana Land Information Act grant.

      6.3. Request and participate in trainings and/or presentations by staff and other subject matter experts on new and existing topics that will educate the Commissions on issues that will help the Commission to continually grow as a Commission and to support the work of the State Library;

      6.3.a. Communications and Marketing Coordinator Sara Groves will present information about MSL's marketing efforts at the October Commission meeting;

      (Update October 2015): At their August Commission meeting the Commission heard a presentation from Statewide Projects Librarian Cara Orban on the MakerSpace pilot used by libraries through the state.

      (Update December 2015): At the October 2015 Commission meeting Sara Groves presented information about MSL's marketing efforts. Of particular interest was the successful engagement in the use of Facebook as a means of increasing use of the Montana Memory Project and access to state government information.

6.4. Advise, review and approve policies that recognize the significant contributions of and develop the leadership and management skills of MSL staff;

6.5. Provide guidance on and evaluation of the State Librarian work plan and performance.

6.5.a. Annual evaluation of the State Librarian scheduled for the June Commission meeting.

(Update December 2015): Commissioners Kish participated in the November 19 meeting of the Library Development Study Task Force during which the task force formulated their draft recommendations to the Commission. Commissioner Newell also attended the meeting in the morning.

BYLAWS OF THE MONTANA STATE LIBRARY COMMISSION

1. A chairperson and vice-chairperson shall be elected annually, at the first regular meeting of the fiscal year, to serve for the current fiscal year. The chairperson shall preside at all meetings and shall appoint such committees as may be appropriate. The vice-chairperson shall serve in the absence of the chairperson. The State Librarian shall act as secretary to the Commission and attend its meetings. In the absence of both the chairperson and vice-chairperson the available Commissioner with the most tenure on the Commission shall serve as chairperson. In the event that multiple Commissioners share the same tenure, these Commissioners shall alternate chairmanship at the direction of the State Librarian, until the chairperson or vice-chairperson is available to serve or a new chairperson can be elected.

2. The commission shall meet six times during each calendar year (except in cases of financial exigency), and at such other times as may be appropriate. The goal is to have no more than three months between meetings. Special meetings may be called by the chair or at the request of two members.

3. Any four members shall constitute a quorum.

4. Members of the Commission shall receive expenses and any compensation as provided by statute. All travel for Commission members shall be approved by the Commission.

5. The State Librarian shall present quarterly financial reports (not necessarily at meetings) which accurately portray the financial situation of all funds for which the Commission is responsible.

6. The State Librarian shall carry out policy decisions of the Commission and is responsible for management of the State Library programs. Management information requests by Commission members shall be made to the State Librarian.

7. The State Librarian shall assist the Commission in preparing an annual report for its submission to the Governor and State Legislature.

8. The rules contained in "Robert's Rules of Order Newly Revised," shall govern the Commission in all cases to which they are applicable and in which they are not inconsistent with Montana law or Administrative Rules or these bylaws. See Addendum for Summary of Motions.

9. These bylaws may be reconsidered at any commission meeting, the action to amend the bylaws taken at the next regular Commission meeting.

10. These bylaws shall be placed on the agenda for review at the February meeting each year.

11. If an appointed or designated member of the State Library Commission does not attend and is not designated as excused by the Commission chairperson for two consecutive meetings, the Commission shall request the appointing authority to make a new appointment.

12. Meetings will be conducted according to Montana's open meeting laws, and a limited amount of time will be set aside on the agenda for comments from observers and visitors. During the conduct of business, the chairperson may recognize an observer for comment.

Updated by action of the State Library Commission August 13, 2014
Reviewed with no changes August 12, 2015

Summary of Motions - Robert's Rules of Order

Motion	Remarks	Phrasing	Second	Debate	Amend	Vote
→	**Main Motions**	Formal proposal that recommends a course of action. It is made before the discussion.				
Main	Used to present new business	"I move that the Activities Board . . ." (note specific action)	Yes	Yes	Yes	Majority
→	**Secondary Motions Subsidiary:**	Helps the assembly dispose of the main motion. Adopting a subsidiary motion always does something to the main motion				
Postpone Indefinitely	Used to "kill" a motion during a meeting without taking a direct vote on it	"I move to postpone the motion indefintely."	Yes	Yes	No	Majority
Amend	To change the pending motion before it is acted upon (to add or strike out words in the motion)	"I move to amend the pending motion by striking out or inserting the following words..."	Yes	Yes, if motion to amend is debatable	Yes	Majority
Refer to a Committee	Standing or AdHoc (appointed at any time) to investigate a proposal	"I move to refer the issue to a committee."	Yes	Yes	Yes	Majority
Committee of the Whole	Members of a large assembly act as a committee - allows members to speak an unlimited number of times to an issue. Vote not binding - recommends to assembly for later vote - Presiding officer appoints a chair for the committee	"I move to refer the issue to a committee of the whole."	Yes	Yes	Yes	Majority
Postpone Definitely	Used to put off or delay a decision until later in the meeting or until next meeting. Motion comes up under "unfinished business.	"I move that the pending motion be postponed until (note time)"	Yes	Yes	Yes	Majority
Limit or Extend Limits of Debate	To limit or extend the length of debate or to put a time limit on a particular motion	"I move to limit debate to five minutes per person."	Yes	No	Yes	Two-thirds
Previous Question (Close Debate)	Used to stop debate and immediately take a vote --Should be used when a member thinks the debate on the motion is tedious	"I move the previous question." or "I move to close the debate and take the vote immediately."	Yes	No	No	Two-thirds
Lay on the Table	To set the main motion aside temporarily to take up something of immediate urgency. Not intended to kill the motion or put off until the next meeting.	"I move to table the motion." or "I move to lay the motion on the table."	Yes	No	No	Majority

Summary of Motions - Robert's Rules of Order

Motion	Remarks	Phrasing	Second	Debate	Amend	Vote
➜	**Secondary Motions: Privileged**	Do not relate to main motion, but to matters of immediate importance arising from meetings				
Call for Orders of the Day	To make the assembly conform to the agenda or order of business	Member: "I call for the orders of the day."	No	No	No	No vote unless to set aside "orders of the day"
Raise a Question of Privilege	Member makes a request relating to the rights of the member immediately	"Mr. President, I rise to a question of privilege." Chair: "Please state the question." Member: "I can't hear the speaker."	No	No	No	Chair Rules
Recess	For a short intermission	" I move to take a ten-minute recess."	Yes	No	Yes	Majority
Adjourn	To end a meeting immediately	Note reason. . ."I move to adjourn."	Yes	No	No	Majority
➜	**Secondary Motions: Incidental**	Deals with questions of procedure arising from pending business - Does not affect the business				
Point of Order	Used to remind or question the Chair of the by-laws or rules of order.	"I rise to a point of order" (await recognition of chair, state reason)	Yes	No	No	Chair Rules
Appeal Rule of the Chair	To disagree with the chair's ruling - Let members decide the disagreement	"I appeal the decision of the Chair."	Yes	Yes	No	Majority
Division of the Assembly	To doubt the result of the vote	"I call for a division of the vote." or "I doubt the result of the vote."	No	No	No	Vote retaken
Suspend the Rules	To set aside the rule of the assembly (except by-laws, charters) to speed up the process	"I move to suspend the rules."	Yes	No	No	Two-thirds
Division of the Question	To divide a motion with several topics into separate motions	"Madam President, I move to divide the motion into three parts."	Yes	No	Yes	Majority
➜	**Motion that brings question again before assembly**	This class of motions returns a motion to the assembly for reconsideration				
Take from the Table	To take a motion from the table	"I move to take from the table the motion relating to the pay increase."	Yes	No	No	Majority
Reconsider	To reconsider the vote on a motion - Only a member who voted on the prevailing side can make the motion	"I move to reconsider . . ."	Yes	If the motion is debatable	No	Majority

FY 2016 -- First Quarter   Montana State Library Commission Calendar

JULY	AUGUST	SEPTEMBER	NOTES
1	1	1	**ELG Interim Committee**
2	2	2	Online access: http://leg.mt.gov/
3	3	3	
4	4	4	**2015 RIPL Conference**
5	5	5	Colorado Springs, Colorado
6	6	6	**Commissioner: LaFromboise**
7	7	7	Staff: Stapp & McHugh
8	8	8	Online information: http://ripl.lrs.org/
9	9	9	
10	10	10	**Regular August meeting agenda items:**
11	11 **Whitefish Community Library Reception**	11	Central School Museum, Kalispell
12	12 **Commission Meeting, ImagineIf Library Lunch & Learn**	12	FY '15 4th quarter financial report;
13	13	13	FY '16 opening budget;
14	14	14	Discuss programs and Commission work plans
15	15	15	
16 **ELG Interim Committee**	16	16	**Golden Plains Federation Meeting**
17	17	17 **Golden Plains Federation Meeting**	Roosevelt County Library, Wolf Point
18	18	18	**Commissioner: TBD**
19	19	19	Staff: Stapp
20	20	20	
21	21	21	**Broad Valleys Federation Meeting**
22	22	22 **Broad Valleys Federation Meeting**	Conference Call
23	23	23	**Commissioner: Kish**
24	24	24 **ELG Interim Committee**	Staff: Stapp
25	25	25 September 24 & 25	
26	26	26 **South Central Federation Meeting**	**South Central Federation Meeting**
27 **Research Institute for Public Libraries**	27	27	Rosebud County Library, Forsyth
28 July 27-30, 2015	28	28	**Commissioner: Roberts**
29	29	29	Staff: McHugh
30	30	30	
31	31		

FY 2016 -- Second Quarter   Montana State Library Commission Calendar

OCTOBER	NOVEMBER	DECEMBER	NOTES
1 **MSC Membership Meeting**	1	1	**MSC Membership Meeting & Fall Workshops**
2 **Fall Workshops**	2	2	Red Lion Colonial Inn, Helena
3 October 1-3, 2015	3	3	**All Commissioners invited to attend**
4	4	4	Contact Marlys Stark to register
5	5	5	
6	6	6	**Regular October meeting agenda items:**
7	7 **Sagebrush Federation Meeting**	7 **MTNHP Partners Meeting**	FY '16 1st quarter financial report;
8	8	8	FY '15 Federation Reports
9	9	9 **Commission Meeting**	
10	10 **Network Advisory Council Meeting**	10	**TBL Volunteer Luncheon**
11	11	11	**All Commissioners invited**
12	12 **MLIAC Meeting**	12	
13 **Commission Meeting**	13	13	**Pathfinder Federation Meeting**
14	14	14	Chouteau County Public Library, Ft. Benton
15 **TBL Volunteer Luncheon**	15	15	**Commissioner: LaFromboise**
16	16	16	Staff: McHugh
17	17	17	
18	18	18	**Tamarack Federation Meeting**
19	19 **LD Study Task Force Meeting**	19	Conference Call
20	20	20	**Commissioner: Wall**
21	21	21	Staff: Stapp
22 **Pathfinder & Tamarack Federation Meetings**	22	22	
23	23	23	**Sagebrush Federation Meeting**
24	24	24	Miles City Public Library
25	25	25	**Commissioner: NA**
26	26	26	Staff: Stapp
27	27	27	
28	28	28	**Regular December meeting agenda items:**
29	29	29	FY '16 Land Plan approval
30	30	30	Network Advisory Council Report
31		31	2016 Commission meeting dates selection

JANUARY	FEBRUARY	MARCH	NOTES
1	1	1	**Regular February meeting agenda items:**
2	2	2	FY '16 2nd quarter financial report;
3	3	3	Conversations w/ Commission planning
4	4	4	
5	5	5 **Sagebrush Federation Meeting**	**NSGIC Midyear Meeting**
6	6	6	Annapolis, MD
7	7	7	**Commissioner: Wall**
8	8	8 **Network Advisory Council Meeting**	Staff: Hammer, Fashoway
9	9	9	
10	10 **Commission Meeting**	10 **MLIAC Meeting**	**Sagebrush Federation Meeting**
11	11	11 March 11 & 12	Miles City Public Library
		Broad Valleys Federation Retreat	
12	12	12 **South Central Federation Meeting**	**Commissioner: TBD**
13	13	13	Staff: McHugh
14 **ELG Interim Committee**	14	14	
15 **LD Study Task Force Meeting**	15	15	**Broad Valleys Federation Retreat**
16	16	16	Finlen Hotel, Butte, MT
17	17	17	**Commissioner: Bartow**
18	18	18	Staff: Stapp
19	19	19	
20	20	20	**South Central Federation Meeting**
21	21	21	Roundup, MT
22	22 **National States Geographic**	22	**Commissioner: TBD**
23	23 **Information Council Meeting**	23	Staff: McHugh
24	24 February 22-25, 2016	24	
25	25	25	**Golden Plains Federation Meeting**
26	26	26	Roosevelt County Library, Wolf Point
27	27	27	**Commissioner: TBD**
28	28	28	Staff: Jennie (Remote)
29	29	29	
30		30	
31		31	

APRIL	MAY	JUNE	NOTES
1	1	1	**Regular April meeting agenda items:**
2	2 **National Library Legislative Day**	2	LSTA award and budget;
3	3 May 1-3, 2016	3	Network Advisory Council Report;
4	4	4	FY '16 3rd quarter financial report;
5	5	5	EPP discussion
6 **Commission Meeting**	6	6	
7 **Montana Library Assn. Conference;**	7	7	**Montana Library Assn. Conference**
8 **Conversations w/ the Commission**	8	8 **Commission Meeting**	Missoula, MT; Including annual
9 April 6-9, 2016	9	9	Conversations w/ the Commission
10	10	10	**All Commissioners invited to attend**
11	11	11	
12	12 **MLIAC Meeting**	12	**National Library Legislative Day**
13	13	13	Washington, DC
14	14	14	**Commissioner: TBD**
15	15	15	Staff: Stapp
16	16	16	
17	17 **Network Advisory Council Meeting**	17	**Pathfinder Federation Meeting**
18	18	18	Chouteau County Public Library, Ft. Benton
19	19 **Pathfinder Federation Meeting**	19	**Commissioner: TBD**
20	20 **Tamarack Federation Retreat**	20	Staff: Stapp
21 **Golden Plains Federation Meeting**	21 May 20 & 21	21	
22	22	22	**Tamarack Federation Retreat**
23	23	23	Marina Kay, Big Fork, MT
24	24	24	**Commissioner: TBD**
25	25	25 **ELG Interim Committee**	Staff: McHugh
26	26	26 June 23 & 24	
27	27	27	**Regular June meeting agenda items:**
28 **SHLB Conference**	28	28	FY '17 MLIA grant approval
29 April 28 & 29, 2016	29	29	FY '17 Federation Plans of Service
30	30	30	State Librarian evaluation
	31		

FY 2017 -- First Quarter   Montana State Library Commission Calendar

JULY	AUGUST	SEPTEMBER	NOTES
1	1	1	
2	2	2	**Regular August meeting agenda items:**
3	3	3	FY '16 4th quarter financial report;
4	4	4	FY '17 opening budget;
5	5	5	Discuss programs & Commission work plans
6	6	6	
7	7	7	**Fall Federation meeting dates TBD**
8	8	8 **MLIAC Meeting & ELG Interim Committee**	
9	9	9 September 8 & 9, 2016	**RIPL Conference**
10	10 **Commission Meeting**	10	Denver, Colorado
11	11	11	**Commissioner: Roberts**
12 **Network Advisory Council Meeting**	12	12	Staff: Orban & Hammer
13	13	13	Online information: http://ripl.lrs.org/
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29	29	29	
30	30	30 **Research Institute for Public Libraries**	
31	31		

FY 2017 -- Second Quarter   Montana State Library Commission Calendar

OCTOBER	NOVEMBER	DECEMBER	NOTES
1	1	1	
2	2	2	**Regular October meeting agenda items:**
3	3	3	FY '17 1st quarter financial report;
4	4	4	FY '16 Federation Reports
5	5	5	
6	6	6	
7	7	7	**Regular December meeting agenda items:**
8	8	8	FY '17 Land Plan approval
9	9	9	Network Advisory Council Report
10	10 **MLIAC Meeting & Network Advisory Council Meeting**	10	2017 Commission meeting dates selection
11	11	11	
12 **Commission Meeting**	12	12	
13	13	13	
14	14	14 **Commission Meeting**	
15	15	15	
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