



PO Box 201800 1515 East 6th Avenue Helena, MT 59620 (406) 444-3115

**Montana State Library Commission
Wednesday, April 6, 2016
9:30 a.m.
Parlor G
Hilton Garden Inn
Missoula, Montana**

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.

Times noted are approximate. The Commission will move through the agenda as needed.

9:30 a.m. Call to Order and introductions
• New staff introduction

Approval of Minutes – **Action**
• February 10, 2016

State Librarian's Report – Stapp

FY'16 Third Quarter Financial Report – Schmitz – **Action**

Network Advisory Council Report – McHugh
• Montana Shared Catalog New Libraries – **Action**

- Statewide Library Resources FY '17 Budget including FY '16 Library Services Technology Act and FY '17 Coal Severance Tax funds – McHugh
– **Action**

Executive Planning Process discussion - Stapp

- State Aid legislation – **Action**
- Draft budget priorities review

Summer Institute Projects Presentation – Flick

Commission Goals and Objectives – Commission

- Strategic planning facilitators limited solicitation responses review – **Action**
- Commission Calendar
 - May teleconference meeting date determination – **Action**
 - Spring federation meetings attendance and report
 - Golden Plains: April 21, Wolf Point
 - Pathfinder: May 19, Fort Benton
 - Tamarack: May 20 & 21, Big Fork
 - Montana Library Association conference
 - 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.
 - August Commission meeting update
 - August 9 reception at the Medicine Spring Library, Browning, 6:30 p.m.
 - August 10 Commission meeting, Glacier County Library, Cut Bank, 9:00 a.m.
 - June Commission meeting tentative agenda items: Federation FY'17 Plans of Service, Network Advisory Council update, TBL recording studio trust request, MLIA FY '17 grant awards, MSL broadband pay plan policy review, State Librarian performance appraisal, retirement celebration for Sarah McHugh.

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

Following the meeting, State Library Commissioners may participate in the Center for the Book Idea Exchange hosted by Humanities Montana at 1:00 p.m. at the Crystal Theater at the Silk Road, 515 South Higgins, Missoula, MT. No State Library business will be conducted at this meeting.

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

ATTENDEES:

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

Staff: 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.

Visitors: 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

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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.

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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.

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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

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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.

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**MONTANA STATE LIBRARY (MSL) COMMISSION MEETING
9:30 A.M., FEBRUARY 10, 2016
HELENA, MONTANA
OR GOTOMEETING**

ATTENDEES:

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

Staff: Evan Hammer, Sarah McHugh, Cara Orban, Kris Schmitz, Jennie Stapp and Marlys Stark.

Visitors: John Finn and Judy Hart.

Chairman Bartow called the meeting to order at 9:31 a.m.

ADDITIONS OR CHANGES TO AGENDA:

Commissioner Roberts wants a few moments to discuss the Academic Consortium Council.

Stapp noted that reference to the National States GIS Coordinating Council was in error. The correct name of the organization of State GIS Coordinators is the National States Geographic Information Council.

APPROVAL OF MINUTES:

Motion was made by Commissioner Roberts and seconded by Commissioner Wall to approve the December 9, 2015 minutes as presented and the motion passed with Commission LaFromboise abstaining.

STATE LIBRARY'S REPORT:

State Librarian Stapp was asked to serve on a new advisory council for the Mozilla Foundation. Mozilla received a two year grant from the Institute for Museum and Library Services (IMLS) to evaluate and align benchmarks for web literacy for librarians with professional education credentials. The advisory board is made up of representatives from different types of libraries, library professional associations and one academic institution. They will be developing standards for web literacy resources and knowledge use. They will be looking for five pilot libraries to test the web literacy curriculum and different credentialing models.

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MSL submitted the LSTA FY'14 report in January. This work involved a new reporting process for IMLS with the goal to have libraries report on specific intents identified by IMLS so that IMLS can find commonalities in all reports. The LSTA FY'16 award has not been announced yet but it appears that it will again be level funding as will FY'17 based on the President's proposed budget.

Kris Schmitz will be attending a meeting about a \$350,000 reduction in the Coal Severance Tax funds that is shared between three agencies. Last biennium MSL lost \$90,000 from that fund.

MSL received preliminary instructions from the Governor's Office of Budget and Program Planning regarding the Executive Planning Process (EPP) for the upcoming legislative session. The instructions for building the base budget are to begin with the FY'17 startup budget as opposed to actual FY' 16 expenditures. Requests for new budget proposals will be due to the Governor's office by May 30. Priorities will be identified and presented to the commission at the April meeting. Requests will be slimmer and more strategic. The commission will probably have a teleconference in May to approve the final request. The possibility of remodeling a part of the library will be discussed again. Also the sunset date of the state aid increase is 2017 so continuing that funding will be discussed.

MSL has been gathering data to evaluate opportunities to support a statewide broadband model for public libraries. The last meeting discussed what a floor of ten gigabytes per second across the state would look like. This amount is roughly equivalent to speeds of 5 Mb per second per connection (wired and wireless) in each library. 2014 statistics show that libraries across the state are currently subscribing to two Gbps in total. At a nationally suggested target of \$3/Mbps cost for broadband to schools and library, the cost to procure enough broadband to support all devices at 5 Mbps would be approximately \$30,000. Given the cost for broadband in largely rural areas, this cost target is not very realistic but the information forms a good basis for evaluation. We do not current have good cost data for libraries at this time. Commissioner Wall stated he would volunteer to use any of his available tools to gather that information if possible.

Troy Blandford presented a water information system report to the legislative Water Policy Interim Committee. Commissioner Wall, Stapp and the planner from Teton County gave a presentation about the impact of the Montana Land Information Act grant program to the Education and Local Government Interim Committee and MSL also shared information about available broadband speeds with the Economic Affairs Interim Committee.

At the end of December, MSL completed their move to a virtual data center which was the result of about five years of work. MSC still has servers in the data center. MSL is receiving some pressure to move all their servers to the state data center operated by the State Information Technology Services Division. This transition would be more easily accomplished with our fully virtualized environment. Staff are beginning to talk about the impact to the on call policy now that we have more ability to remotely support IT needs.

A verbal offer has been made for the MSC Director position. Work is still being done on the job description of the GIS Coordinator position which should be reclassified by the end of the month.

The statistics task force still meets occasionally and makes changes. Commissioners will be informed of changes annually. The current changes for FY'16 data which will be collected in the summary include breaking apart some data that included both library district and city income data and dedicated levies information collection.

The library directory is undergoing an extensive rewrite including the statistics collection section.

FY'16 SECOND QUARTER FINANCIAL REPORT:

Highlights of the submitted report are all found on the memo cover sheet and include a new grant for the ready to read rendezvous, previously approved trust fund expenditures, MLIAC fiscal authority being brought down to actual anticipated expenditures, LSTA FY'14 being closed out, etc.

Motion was made by Commissioner Newell and seconded by Commissioner LaFromboise to approve the FY'16 second quarter financial report as presented and the motion passed.

LIBRARY DEVELOPMENT STUDY TASK FORCE RECOMMENDATIONS:

Final recommendations were presented. The task force didn't feel that prioritizing the list was an effective way to communicate the community needs. At this point the Network Advisory Council and MSL staff will take over and use the recommendations to direct future planning.

Commissioner Newell was very concerned that the task force was only made up of librarians so there was direct process to identify the needs of end users or for those that don't currently use the library.

Motion was made by Commissioner Newell and seconded by Commissioner Wall to accept the report with thanks.

Discussion of the motion revolved around the idea that some felt there should have been other avenues to explore rather than just a library focus while others felt these recommendations are a building ground and it wasn't feasible to collect information from every possible future user. Commissioner Newell stated he didn't want to move forward without having a feedback loop from all end users.

Result of discussion was that the motion was withdrawn by Commissioner Newell and agreed upon by Commissioner Wall.

Clarification of what the result of accepting the recommendations would mean. The next step would be discussion with the NAC about how to use the recommendations for project and budget purposes.

Motion was made by Commissioner Roberts and seconded by Commissioner LaFromboise to accept the recommendations as presented with thanks and the motion passed.

RESOLUTION OF APPRECIATION FOR JUDY HART, LEWIS & CLARK LIBRARY DIRECTOR:

John Finn as the replacement for retiring Director Hart was introduced. He will continue as the legislative affairs committee member also. State Librarian Stapp read the resolution in to the minutes; it can found at the end of this document.

Motion was made by Commissioner Eissinger and seconded by Commissioner Newell to approve and adopt the resolution and the motion passed.

COMMISSION GOALS AND OBJECTIVES:

The commissioners reviewed the Commission bylaws. Commissioner Newell would like to work with Stapp to update the document to make it more user friendly for commissioners.

Motion was made by Commissioner Newell and seconded by Commissioner Eissinger to adopt the bylaws as presented and the motion passed.

Commissioner Wall will be attending the National States Geographic Information Council (NSGIC) towards the end of the month. Commissioner Eissinger will attend the Sagebrush and Golden Plains federation meetings. Commissioners Bartow and Newell will attend the Broad Valleys federation meeting. Commissioner Roberts will attend the South Central federation meeting, Commissioner LaFromboise will attend the Pathfinder federation meeting, and Commissioner Wall will attend the Tamarack federation meeting.

The April commission meeting will be held in conjunction with the Montana Library Association (MLA) conference in Missoula. The meeting time will probably move up to 9:00 on April 6 in order to allow commissioners to attend a discussion about the future of the Montana Center of the Book held later that afternoon. April 7 is the date of the Conversations with the Commission session.

Commissioner Roberts reported on the business of the Academic Consortium. They currently have two initiatives underway. They have chosen Ex Libris as their shared catalog platform. U of M and MSU are the signatories. A concrete implementation/migration calendar has not yet been determined but the goal would be early 2017. The migration costs have been met already. The second initiative is forming a consortium for shared purchasing and resources, etc. The memo of understanding (MOU) has not yet been signed for that endeavor. Consortium coordinator, Pamela Benjamin, has

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submitted two grants for the consortium. One is the study of the impact of academic consortia and the second is to ensure tribal colleges are able to participate.

PUBLIC COMMENT:

There was none received.

ADJOURNMENT:

The meeting adjourned at 12:30 p.m.

After the meeting, the commission moved into a strategic planning work session. No business was conducted or votes taken.

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*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 be it resolved that the Montana State Library Commission

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



Central Services & State Librarian's Office Report February and March 2016

Prepared for the April 6, 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, 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. **(Originally reported 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 (IMLS), 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.

(Update: April 2016) FY '15 public library statistics have been submitted to IMLS. To submit statistics, Hamer had to work for the first time with a new national vendor selected by IMLS to administer the statistics program. Additionally, Hamer created and lead a training on the statistics process as well as available online reporting tools to librarians at the Broad Valleys Federation Meeting. The same training will be offered at the Pathfinder Federation Meeting in May.

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.

(Originally reported 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.

(Update: April 2016) IT staff worked successfully with Montana Interactive, the company that implements the State's eGov programs, to implement Montana ePass as the

authentication services for the new Library Directory. As MSL begins to further utilize Montana ePass patrons will be able to use a single account for the Library Directory, Digital Library services, and other State of Montana applications.

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.

(Originally reported 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.

(Update: April 2016) After an initial error in rates, SITSD has reduced data storage costs to a level that is competitive with the cost to manage internal hardware in previous fiscal years. MSL staff and SITSD staff are continuing to discuss data storage including back-up and disaster recovery options and performance parameters for production data accessed through applications and MSL websites. Should MSL determine that SITSD storage options prove viable, we will include this service as part of our information technology fixed cost request during the 2017 legislative session. Given the Governor's and Legislative goal to move agencies to the State of Montana Data Center, this request is likely to be approved.

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.

(Originally reported 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.

(Originally reported 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.

(Originally reported 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.

(Originally reported 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.

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.

(Update: April 2016) Groves provided in-person staff training on “The Mind in the Making” for SLR staff. The training emphasized the aspects of the MITM curriculum that relate most to MSL staff, such as the “Learning Together Standards of Engagement for Museums and Libraries”; goal-setting; and facilitated learning. Groves also began instruction for attending staff on the seven modules of MITM, which are highlighted above. While MITM’s main focus is on children from birth – 8 years old, all of these skills translate to adults. In the trainings, Groves is focusing on how these skills are important in our adult lives and how to develop them or strengthen these skills with simple practices. Groves is working with Jo Flick to provide the final five training modules online. Groves is also looking at ways to introduce the MITM training to libraries and museums throughout MT.

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 Collaborative 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 they 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.

(Originally reported 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.

(Originally reported 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.

(Originally reported 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.

(Update: April 2016) Schmitz completed training on the State Budget System (IBARS) on creating standard budget journal and reporting levels to capture FY 17 legislatively appropriated budget as the starting point for the 2019 biennium budget. '

Additionally, Stapp and Schmitz met with staff from the Department of Administration (DOA) to evaluate space options within MSL. MSL staff desires to enact plans to remodel the lower level of the library to make better use of the overall space and enhance our conference room facilities. To move forward, DOA needs to identify new tenants to occupy space that would be vacated by MSL. To date no tenants have been identified by DOA will continue to evaluate options.

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.

(Originally reported 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.

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

(Update: April 2016) Schmitz completed field work and write ups with Legislative Auditors to complete the financial audit. We currently await the final report and will draft a response to any recommendations or findings. The audit will be heard by the Legislative Audit Committee at a date to be determined. At that time the audit will become part of the public record.

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.

(Originally reported 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.

(Originally reported 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 be 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.

(Originally reported 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.

(Update: April 2016) At the direction of the Commission Stapp issued a limited solicitation to select a facilitator to guide the strategic planning process. Solicitations are due March 31, 2016 and will be reviewed at the April Commission meeting.

Additional updates, February 2016:

The MSL Safety Committee (Stapp, Stark, Maxell, Briggs and Kammerer) completes an annual safety walk through of the MSL building to identify and correct any safety concerns. This year the committee was accompanied by a safety consultant from Risk Management. Her expertise helped to better inform the committee about safety concerns that we might identify for OSHA compliance. She was very complimentary of the overall safety of our building and staff work areas. She identified the need for an additional exit sign, the need for GFCI outlets in the staff room and misuse of electric extension cords. All deficiencies that she reported have been corrected and an overview of the safety walk through and MSL response was shared with staff.

Schmitz is reviewing the staff handbook and Commission policies and will make recommendations for updates to policies as necessary. This work will likely result in modification to our elimination of Commission policies. Policies will be brought to the Commission for review and action at future meetings.

MSL was notified by OBPP of the need to again cut our coal severance tax (CST) funding, this time by \$46,000 over the biennium. Schmitz met with OBPP and staff from the Department of Agriculture and the Department of Natural Resources and Conservation (the two other agencies that receive funding through the CST shared account) to submit our plans for this reduction. Because MSL spends almost all of our CST funds on contracts at the beginning of the fiscal year, we will have to make up the reductions in FY 17. We know that we are nearing the end of our state publications digitization contract so we plan to reduce that contract from \$40,000 annually to \$20,000. The remainder of the necessary reduction will be taken from the Library Development budget as proposed for Commission action. The chart from Legislative Services that describes the flow of CST monies is included in this report as requested by the Commission.



Montana's Coal Severance Tax

Updated September 2015

Coal Severance Tax Percentage Allocations

Beginning
FY 2016

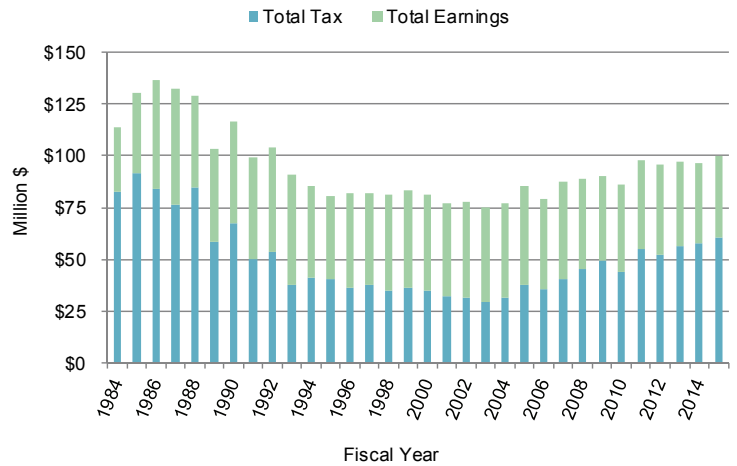


Coal Severance Tax Trust	50.00%
Long-range Building Program	12.00%
Montana Growth Through Agriculture Conservation Districts State Library Commission	5.46%
Coal Natural Resource*	5.80%*
State Parks Trust	1.27%
Renewable Resource Debt Service	0.95%
Cultural Trust	0.63%
Coal & Uranium	\$250,000
General Fund	The Remainder

*Allocation increased from 2.90% for FY 2016 and 2017

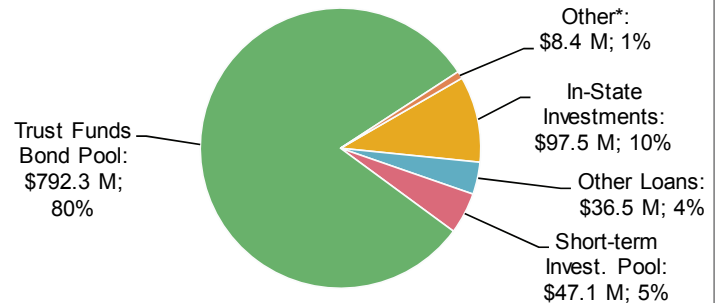
Updated by the LFD
October 2015

Coal Trusts* Earnings and Severance Tax Revenue Collections

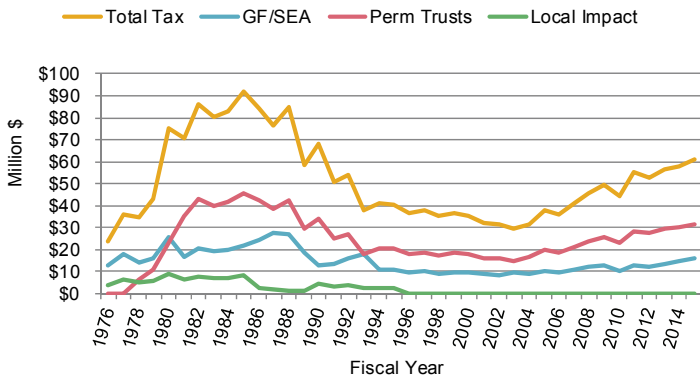


*Education, FWP, Arts, Permanent (original trust), Treasure State Endowment, Treasure State Endowment Regional Water, Big Sky Economic Development

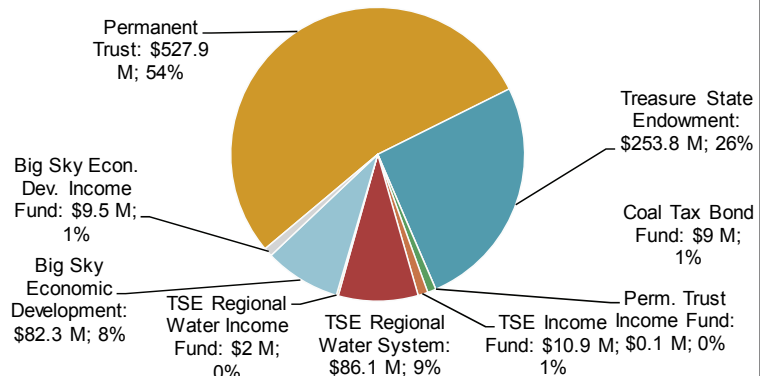
Coal Severance Tax Trust Fund Investments - \$981.785 Million (June 30, 2015)



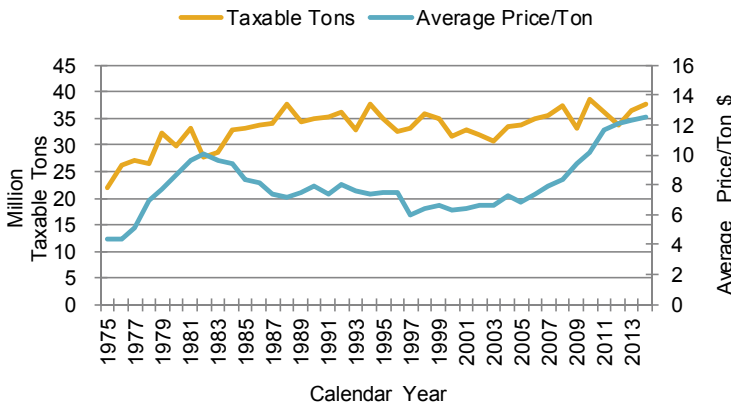
Coal Severance Tax Revenue



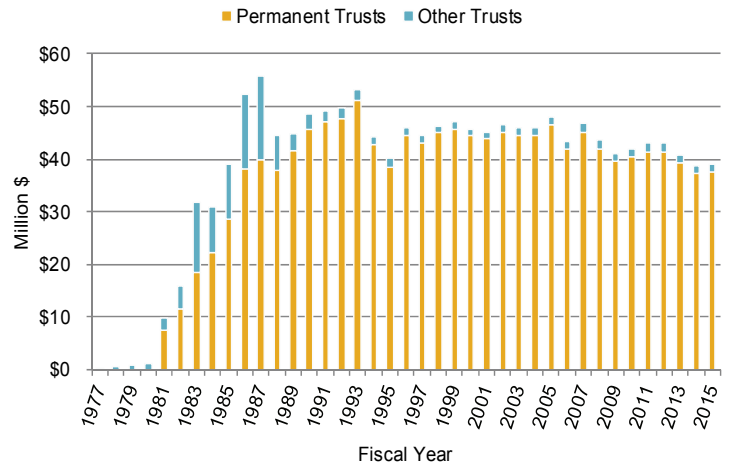
Coal Severance Tax Trust Fund Balances \$981.785 Million (June 30, 2015)



Coal Production & Price



Source of Coal Trusts Earnings



Coal Production and Price

Calendar Year	Taxable Coal Production Million Tons	Percent Change	Coal Price CSP	Percent Change
1975	22.076		\$4.415	
1976	26.226	18.80%	\$4.344	-1.60%
1977	27.205	3.73%	\$5.154	18.63%
1978	26.418	-2.89%	\$6.951	34.87%
1979	32.350	22.45%	\$7.724	11.12%
1980	29.752	-8.03%	\$8.686	12.46%
1981	33.188	11.55%	\$9.673	11.37%
1982	27.768	-16.33%	\$10.065	4.04%
1983	28.609	3.03%	\$9.650	-4.12%
1984	32.848	14.82%	\$9.464	-1.92%
1985	33.187	1.03%	\$8.326	-12.03%
1986	33.648	1.39%	\$8.147	-2.15%
1987	34.053	1.20%	\$7.347	-9.82%
1988	37.678	10.64%	\$7.209	-1.88%
1989	34.469	-8.52%	\$7.484	3.82%
1990	34.984	1.49%	\$7.913	5.73%
1991	35.325	0.98%	\$7.415	-6.29%
1992	36.248	2.61%	\$8.014	8.08%
1993	32.911	-9.21%	\$7.597	-5.20%
1994	37.670	14.46%	\$7.430	-2.20%
1995	35.009	-7.06%	\$7.539	1.46%
1996	32.617	-6.83%	\$7.444	-1.26%
1997	33.266	1.99%	\$6.001	-19.38%
1998	35.945	8.06%	\$6.467	7.77%
1999	35.039	-2.52%	\$6.588	1.87%
2000	31.784	-9.29%	\$6.267	-4.88%
2001	32.961	3.70%	\$6.461	3.09%
2002	31.981	-2.97%	\$6.583	1.90%
2003	30.802	-3.69%	\$6.681	1.48%
2004	33.421	8.50%	\$7.241	8.38%
2005	33.632	0.63%	\$6.889	-4.86%
2006	34.904	3.78%	\$7.339	6.54%
2007	35.638	2.10%	\$7.949	8.31%
2008	37.373	4.87%	\$8.327	4.75%
2009	33.153	-11.29%	\$9.443	13.41%
2010	38.690	16.70%	\$10.219	8.21%
2011	36.321	-6.12%	\$11.639	13.90%
2012	33.870	-6.75%	\$12.150	4.39%
2013	36.540	7.88%	\$12.297	1.21%
2014	37.810	3.48%	12.558	2.12%
Average	33.184		\$7.977	

CSP = Contract sales price

Maximum amounts are highlighted.

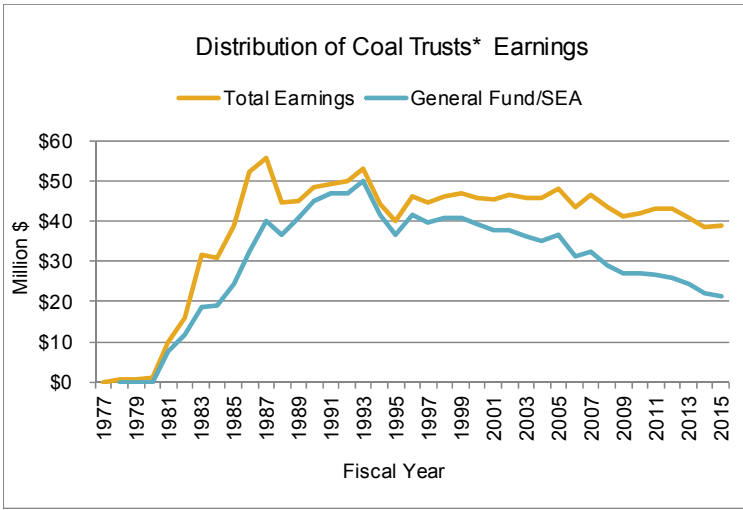
*Note: Permanent trusts are the original trust, Treasure State Endowment, Treasure State Endowment Regional Water, and Big Sky Economic Development. Other trusts are Education, FWP and Arts.

Coal Trusts

Source of Earnings (millions)

Fiscal Year	Permanent Trusts	Other Trusts	Total Earnings	Percent Change
1977	\$0.000	\$0.067	\$0.067	
1978	0.000	0.517	0.517	673.5%
1979	0.000	0.767	0.767	48.4%
1980	0.000	1.117	1.117	45.7%
1981	7.422	2.228	9.650	763.7%
1982	11.542	4.349	15.892	64.7%
1983	18.467	13.144	31.611	98.9%
1984	22.291	8.495	30.786	-2.6%
1985	28.672	10.187	38.859	26.2%
1986	38.168	14.019	52.187	34.3%
1987	39.925	15.789	55.714	6.8%
1988	37.693	6.827	44.520	-20.1%
1989	41.457	3.430	44.887	0.8%
1990	45.671	2.899	48.570	8.2%
1991	46.999	2.044	49.043	1.0%
1992	47.596	2.181	49.777	1.5%
1993	51.248	1.927	53.175	6.8%
1994	42.654	1.546	44.199	-16.9%
1995	38.485	1.636	40.121	-9.2%
1996	44.449	1.621	46.070	14.8%
1997	43.007	1.505	44.513	-3.4%
1998	44.963	1.278	46.241	3.9%
1999	45.572	1.381	46.953	1.5%
2000	44.351	1.215	45.566	-3.0%
2001	43.831	1.369	45.200	-0.8%
2002	45.053	1.411	46.465	2.8%
2003	44.367	1.429	45.796	-1.4%
2004	44.458	1.466	45.924	0.3%
2005	46.630	1.418	48.048	4.6%
2006	41.866	1.419	43.285	-9.9%
2007	45.098	1.571	46.669	7.8%
2008	42.025	1.609	43.634	-6.5%
2009	39.513	1.490	41.003	-6.0%
2010	40.469	1.542	42.011	2.5%
2011	41.356	1.574	42.930	2.2%
2012	41.374	1.602	42.976	0.1%
2013	39.258	1.486	40.744	-5.2%
2014	37.164	1.410	38.574	-5.3%
2015	37.524	1.425	38.949	1.0%
Total	\$1,370.618	\$122.391	\$1,493.009	

Maximum amounts are highlighted.

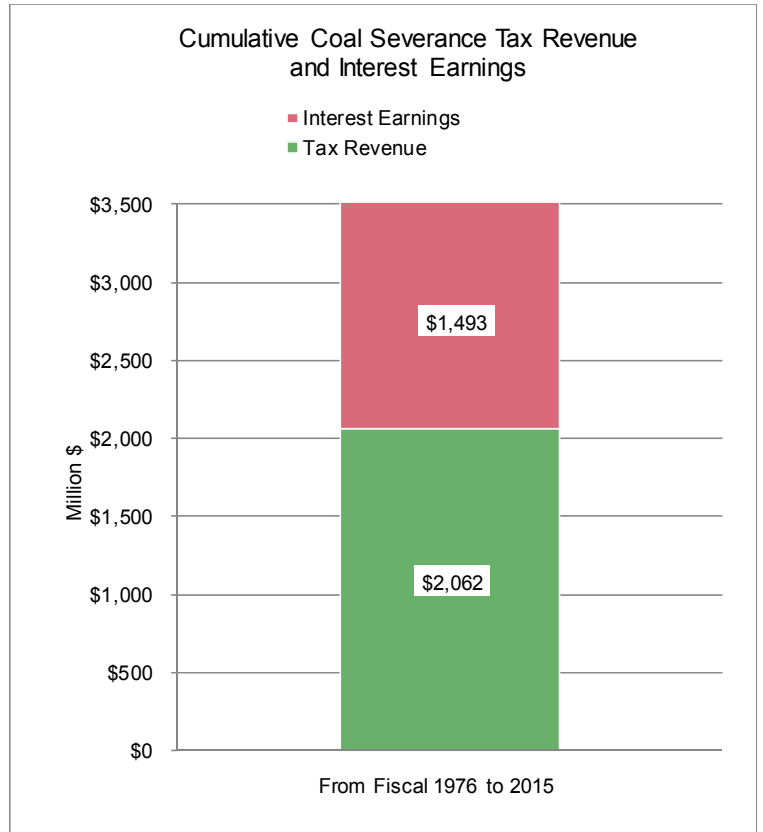
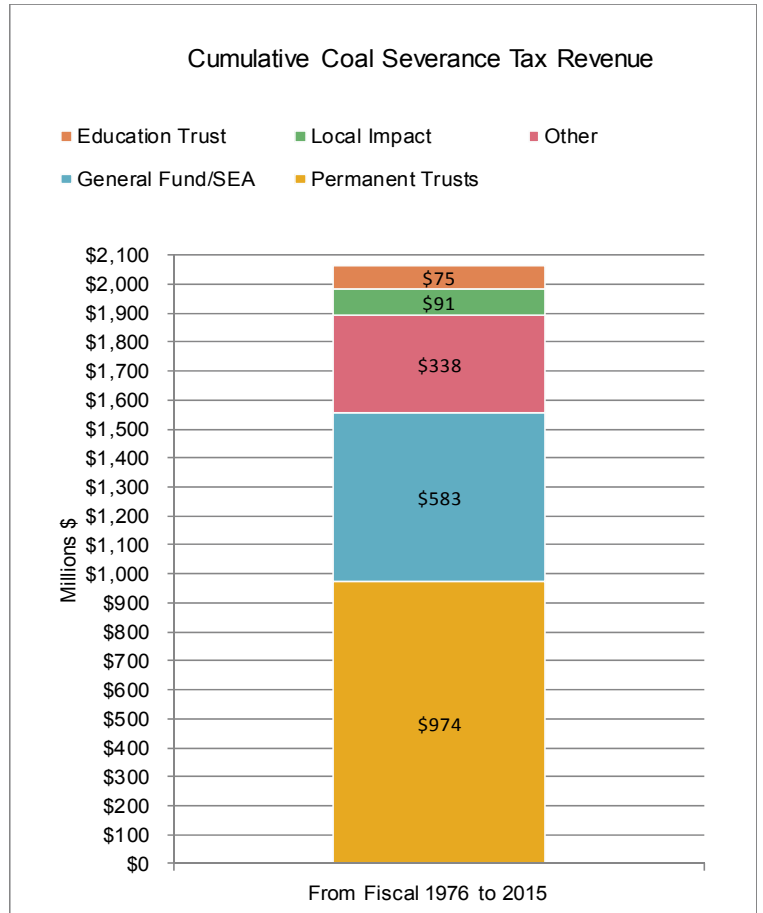


*Education, FWP, Arts, Permanent (original trust),
Treasure State Endowment, Treasure State Endowment
Regional Water, and Big Sky Economic Development

Coal Severance Tax Distributions (millions)

Fiscal Year	Gen. Fund/SEA	Permanent Trusts	Local Impact	Education Trust	Other
1976	\$12.790	\$0.000	\$3.856	\$2.203	\$5.116
1977	17.953	0.000	6.284	3.591	8.079
1978	14.052	6.268	4.799	2.742	6.511
1979	16.008	10.672	5.399	3.085	7.524
1980	25.433	23.024	9.030	8.996	8.642
1981	16.900	35.208	6.161	7.042	5.105
1982	20.685	43.093	7.541	8.619	6.249
1983	19.211	40.022	7.004	8.004	5.803
1984	19.878	41.412	7.247	8.282	6.005
1985	22.020	45.874	8.028	9.175	6.652
1986	24.212	42.109	2.527	8.422	6.948
1987	27.395	38.273	2.021	0.000	8.858
1988	27.177	42.319	1.287	0.000	13.855
1989	18.805	29.283	0.890	0.000	9.587
1990	13.024	33.935	4.513	5.158	11.239
1991	13.518	25.229	3.355	0.000	8.356
1992	15.778	27.057	3.599	0.000	7.680
1993	17.744	17.741	2.360	0.000	0.337
1994	11.046	20.594	2.739	0.000	6.821
1995	10.828	20.208	2.688	0.000	6.693
1996	9.714	18.130	0.000	0.000	8.416
1997	10.111	18.870	0.000	0.000	8.760
1998	8.849	17.523	0.000	0.000	8.674
1999	9.284	18.384	0.000	0.000	9.100
2000	9.502	17.735	0.000	0.000	8.233
2001	8.663	16.169	0.000	0.000	7.505
2002	8.469	15.807	0.000	0.000	7.338
2003	9.722	14.712	0.000	0.000	4.990
2004	8.643	16.372	0.000	0.000	6.530
2005	10.312	19.532	0.000	0.000	7.790
2006	9.597	18.591	0.000	0.000	7.634
2007	10.919	21.154	0.000	0.000	8.686
2008	11.894	23.527	0.000	0.000	9.910
2009	13.028	25.724	0.000	0.000	10.812
2010	10.322	22.928	0.000	0.000	10.927
2011	12.883	28.530	0.000	0.000	13.558
2012	12.350	27.373	0.000	0.000	13.019
2013	13.265	29.362	0.000	0.000	13.947
2014	14.745	29.934	0.000	0.000	12.998
2015	16.063	31.603	0.000	0.000	13.226
Total	\$582.793	\$974.281	\$91.326	\$75.319	\$338.112

Maximum amounts are highlighted.





Coal Severance Tax Trust Fund Balances Fiscal 2015 (millions)	
Permanent Trust	\$527.94
Treasure State Endowment	\$253.83
Perm. Trust Income Fund	\$0.14
Coal Tax Bond Fund	\$9.03
TSE Income Fund	\$10.86
TSE Regional Water System	\$86.08
TSE Regional Water Income Fund	\$2.05
Big Sky Economic Development	\$82.29
Big Sky Econ. Dev. Income Fund	\$9.55
Total	\$981.78

Coal Severance Tax Trust Investments Fiscal 2015 (millions)	
In-State Investments	\$97.51
Loans	\$36.48
Short-term Investment Pool	\$47.10
Trust Funds Bond Pool	\$792.31
Other (receivables, payables)	\$8.39
Total	\$981.78

Coal Severance Tax Revenue (millions)		
Fiscal Year	Total Tax	Percent Change
1976	\$23.965	
1977	35.906	49.8%
1978	34.372	-4.3%
1979	42.689	24.2%
1980	75.125	76.0%
1981	70.415	-6.3%
1982	86.187	22.4%
1983	80.045	-7.1%
1984	82.823	3.5%
1985	91.749	10.8%
1986	84.217	-8.2%
1987	76.547	-9.1%
1988	84.638	10.6%
1989	58.566	-30.8%
1990	67.871	15.9%
1991	50.458	-25.7%
1992	54.114	7.2%
1993	38.181	-29.4%
1994	41.201	7.9%
1995	40.416	-1.9%
1996	36.261	-10.3%
1997	37.740	4.1%
1998	35.045	-7.1%
1999	36.767	4.9%
2000	35.470	-3.5%
2001	32.337	-8.8%
2002	31.614	-2.2%
2003	29.424	-6.9%
2004	31.545	7.2%
2005	37.635	19.3%
2006	35.822	-4.8%
2007	40.759	13.8%
2008	45.332	11.2%
2009	49.564	9.3%
2010	44.177	-10.9%
2011	54.971	24.4%
2012	52.743	-4.1%
2013	56.574	7.3%
2014	57.676	1.9%
2015	60.891	5.6%
Total	\$2,061.831	

Maximum amounts are highlighted.

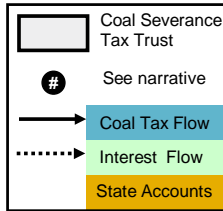
Coal Severance Tax Investment Earnings (millions)						
Fiscal Year	Gen. Fund/ SEA	TSE Education	TSE Projects	TSE Big Sky	TSE FWP	TSE Other
1977	\$0.000	\$0.067	\$0.000		\$0.000	\$0.000
1978	0.000	0.517	0.000		0.000	0.000
1979	0.000	0.663	0.000		0.104	0.000
1980	0.000	0.863	0.000		0.254	0.000
1981	7.422	1.737	0.000		0.490	0.000
1982	11.542	3.521	0.000		0.552	0.276
1983	18.467	12.194	0.000		0.634	0.317
1984	18.948	7.567	0.000		0.619	3.653
1985	24.300	8.707	0.000		0.987	4.866
1986	32.443	11.496	0.000		1.682	6.566
1987	39.925	13.929	0.000		1.240	0.620
1988	36.755	5.082	0.000		1.164	1.520
1989	40.806	1.645	0.000		1.190	1.246
1990	44.830	1.056	0.000		1.228	1.455
1991	46.999	0.177	0.000		1.245	0.622
1992	47.070	0.108	0.000		1.380	1.218
1993	49.788	0.093	0.000		1.251	2.043
1994	41.725	0.066	0.929		0.988	0.491
1995	36.675	0.214	1.810		0.922	0.501
1996	41.532	0.000	2.916		1.033	0.588
1997	39.553	0.000	3.454		1.007	0.499
1998	40.713	0.000	4.250		0.981	0.298
1999	40.800	0.000	4.773		1.086	0.295
2000	39.196	0.000	5.155		0.961	0.254
2001	37.660	0.000	6.172		1.083	0.286
2002	37.605	0.000	7.448		1.106	0.305
2003	36.298	0.000	8.069		1.115	0.314
2004	34.907	0.000	9.551		1.140	0.326
2005	36.752	0.000	9.878		1.100	0.318
2006	31.106	0.000	9.566	1.194	0.972	0.447
2007	32.335	0.000	11.204	1.559	1.055	0.516
2008	28.855	0.000	11.369	1.801	1.025	0.584
2009	26.958	0.000	10.629	1.925	0.954	0.535
2010	26.914	0.000	11.359	2.196	0.989	0.553
2011	26.783	0.000	12.101	2.472	1.014	0.560
2012	25.840	0.000	12.803	2.731	1.034	0.568
2013	24.153	0.000	12.360	2.745	0.959	0.527
2014	21.996	0.000	12.346	2.822	0.906	0.504
2015	21.168	0.000	13.334	3.022	0.919	0.506
Total	\$1,148.818	\$69.700	\$181.476	\$22.467	\$36.371	\$34.176

Maximum amounts are highlighted.



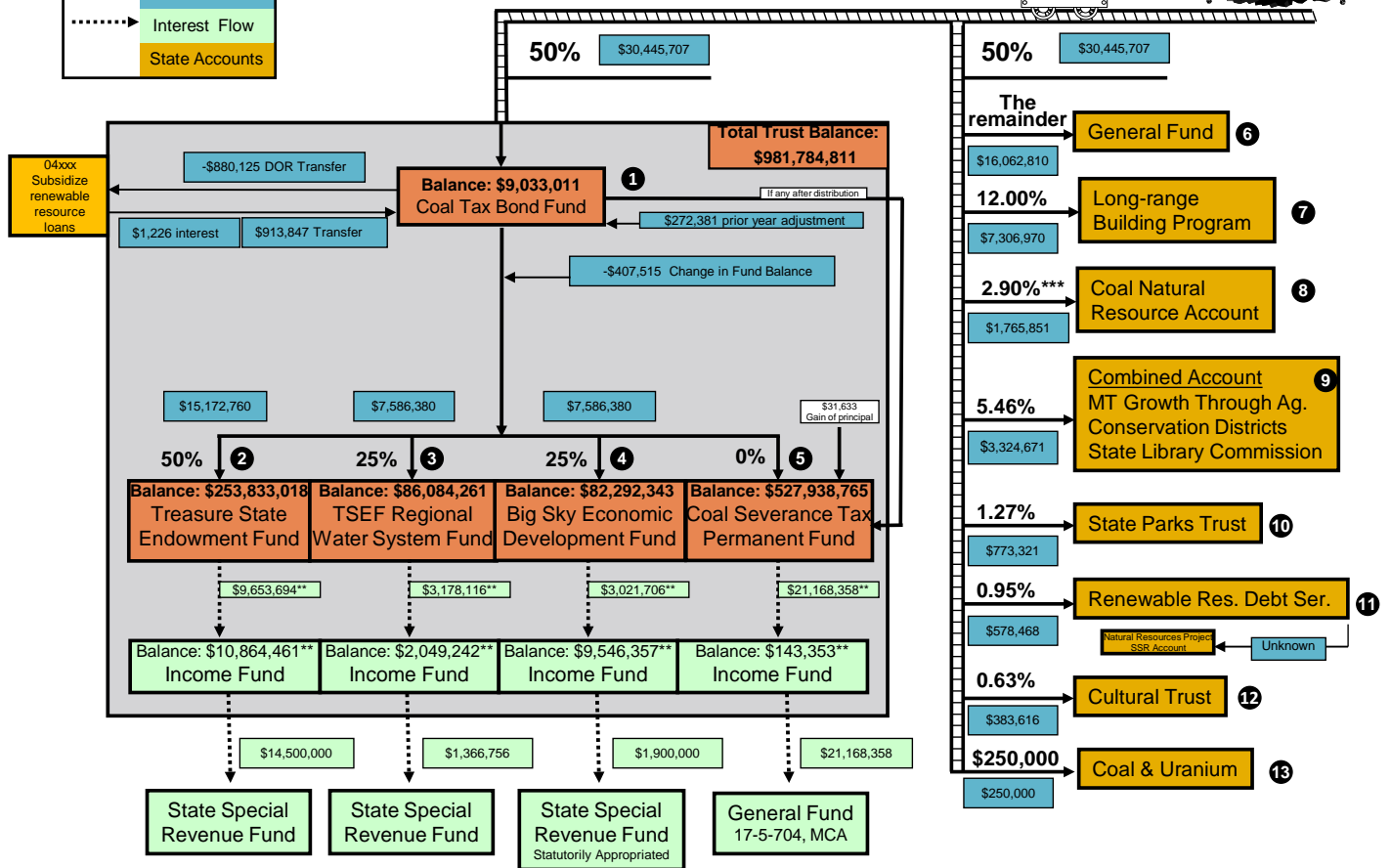
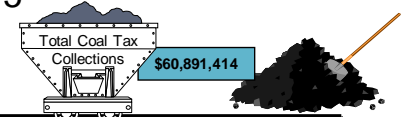
Montana's Coal Severance Tax Distribution Detail

Updated August 2015



Effective September FY 2013 through FY 2015

Dollars are FY 2015 Actual Amounts*



* Current year
 ** Excludes unrealized investment gains and losses
 *** Increases from 2.9% to 5.8% for FY 2016 and FY 2017

Coal Severance Tax Trust Fund

As directed by [Article IX, Section 5](#) of the Montana Constitution, the coal severance tax trust fund receives 50% of total coal severance tax collections. The money flows through five sub-trust funds. In order, these five are:

❶ Coal Tax Bond Fund ([Title 17, Chapter 5, Part 7](#)) – The legislature authorizes the sale of coal severance tax bonds to finance renewable resource projects ([Title 85, Chapter 1, Part 6](#)) and local government infrastructure projects ([Title 90, Chapter 6, Part 7](#)). A maximum of \$250 million in bonds is authorized as loans for renewable resource projects ([17-5-719, MCA](#)) to provide:

- a healthy economy;
- alleviation of social and economic impacts created by coal development; and
- a clean and healthful environment

The total amount of outstanding principal of renewable resource bonds at any time cannot exceed \$30 million ([85-1-624, MCA](#)). An amount equal to the following year's principal and interest payments is maintained in the fund. Money in the fund is pledged to pay the debt service on the bonds if interest and principal payments by the loan recipients are insufficient to fully pay the debt service. Bonds are authorized, projects approved, loan rates established, and bond proceeds are appropriated by the legislature to the Department of Natural Resources in House Bill 8.

❷ Treasure State Endowment Fund – In June 1992, the voters approved a legislative referendum establishing the treasure state endowment program. Initially funded with \$10 million from the permanent fund, the fund received 75% (37.5% of the total) of the remaining coal severance tax revenue after deposits (if any) to the coal tax bond fund and the school bond contingency loan fund (HB 44 in the 2007 session eliminated this fund) through the 2003 biennium. From then forward, the fund receives 50% (25% of the total). Projects are approved and interest earnings from the fund are appropriated to the Department of Commerce by the legislature in House Bill 11 as grants for local government infrastructure projects. The deposit of coal severance tax revenue to this fund terminates the end of FY 2016.

❸ Treasure State Endowment Regional Water System Fund – The 1999 Legislature established the treasure state endowment program to fund regional water system projects. The fund receives 25% (12.5% of the total) of the remaining coal severance tax revenue after deposits (if any) in the coal tax bond fund and the school bond contingency loan fund (HB 44 in the 2007 session eliminated this fund). Projects are restricted to drinking water systems that provide water for domestic, industrial, and stockwater use for communities and rural residences that lie in specific northcentral and northeastern geographic areas. Projects are approved and interest earnings from the fund are appropriated to the Department of Commerce by the legislature in House Bill 11 as grants for local government infrastructure projects. The deposit of coal severance tax revenue to this fund terminates the end of FY 2016, and the fund terminates at the end of FY 2031 ([HB 180, 2015 Session](#)).

❹ Big Sky Economic Development Fund – The 2005 Legislature established the big sky economic development program (House Bill 249) to fund qualified economic development projects. The fund receives 25% (12.5% of the total) of the remaining coal severance tax revenue after deposits (if any) in the coal tax bond fund and the school bond contingency loan fund (HB 44 in the 2007 session eliminated this fund). The deposit of coal severance tax revenue to this fund terminates the end of FY 2025. Grants and loans are available to local governments for economic development projects and to certified regional development corporations for the purposes of:

- creating good-paying jobs for Montana residents;
- promoting long-term, stable economic growth;
- encouraging local economic development organizations; and
- retaining or expanding existing businesses

Grants and loans are approved by and interest earnings from the fund are statutorily appropriated to the Department of Commerce. Money not spent for administration must be used: 1) 75% to local and tribal governments for job creation efforts; and 2) 25% to certified regional development corporations and economic development organizations.

⑤ Permanent Fund – Prior to the establishment of the previous four funds, all the coal severance tax revenue distributed to the trust fund was deposited to the permanent fund. From FY 2000 through FY 2003, the permanent fund did not receive any deposits of coal severance tax revenue. From FY 2004 through FY 2005, the fund received 25% of the remaining coal severance tax revenue after deposits (if any) in the coal tax bond fund and the school bond contingency loan fund (HB 44 in the 2007 session eliminated this fund). Beginning FY 2006, no coal severance tax revenue has been deposited to the fund. Interest earnings from the fund, audit revenue, and interest and penalties are deposited to the general fund ([17-5-704, MCA](#)).

General fund is appropriated in the general appropriation act (House Bill 2), in statute (statutory appropriations), or in other pieces of legislation. Interest income from the permanent fund deposited into the general fund is statutorily appropriated to 1) \$65,000 to the cooperative development center; 2) \$625,000 for the growth through agriculture program provided for in Title 90, chapter 9; 3) \$1.275 million to the research and commercialization state special revenue account created in 90-3-1002; 4) to the Department of Commerce for specific projects. The Department of Commerce projects include 1) \$125,000 for a small business development center; 2) \$50,000 for a small business innovative research program; 3) \$425,000 for certified regional development corporations; 4) \$200,000 for the Montana manufacturing extension center at Montana state university-Bozeman; and 5) \$300,000 for export trade enhancement. After those payments, up to \$21 million is appropriated to the public employees' retirement system defined benefit plan trust fund. Effective FY 2020, the smaller statutory appropriations from the permanent fund interest cease, and up to \$24 million is appropriated to the public employees' retirement system defined benefit plan trust fund.

Coal Severance Tax Related Funds

The other 50% of the coal severance tax revenue is distributed to the following eight funds outside of the coal severance tax trust fund ([15-35-108, MCA](#)).

⑥ General Fund (the remainder after all other allocations) – As the name suggests, the money in this account is used for any purpose the legislature wants to appropriate funding. The largest four expenditures (FY 2015) of general fund by [function](#) were: 1) public schools – 35%; 2) human services – 21%; 3) higher education – 10%; and 4) Department of Corrections 9%. The largest four types of general fund expenditures by [type](#) (excluding combined transfers) are: 1) local assistance – 44%; 2) personal services – 16%; 3) benefits & claims – 15%; and 4) operating expenses – 10%.

⑦ Long-range Building Program Account (12.00%) – Coal severance tax revenue in this account can be used for long-range building projects or for general obligation bond debt service. The legislature appropriates the money in House Bill 5 to finance building projects at universities, vocational education institutions, state buildings and state institutions. Debt service payments are statutorily appropriated and are currently servicing debt for capitol restoration, the UofM pharmacy/psychology and chemistry buildings, MSU central heating plant and underground utilities, Montana state prison expansion, and regional correctional facilities.

⑧ Coal Natural Resource Account (2.90% going to 5.8% in FY 2016) – Created by the 2005 Legislature (and amended by the 2009 Legislature in SB 23), the account receives a portion of the coal severance tax revenue. Money in the account is appropriated to the coal board in House Bill 2 for local impact grants and administrative costs. Due to Senate Bill 100 enacted by the 2009 Legislature, the coal tax allocation was doubled to 5.80% beginning FY 2010. After September 2013, the allocation decreased to 2.9%. The allocation was again increased to 5.8% for FY 2016 and FY 2017, and will revert back to 2.9% in FY 2018 ([HB 228, 2015 Session](#)).

- ⑨ Combined Account (5.46%) – The distribution of coal severance taxes to this account is appropriated to certain state agencies by the legislature in House Bill 2 and, beginning FY 2006, can be spent for the following three purposes:
- Montana growth through agriculture – Money is granted or loaned by the Agriculture Development Council to businesses for agricultural development projects that stimulate agriculture
 - Conservation districts – The money is distributed to the conservation districts on the basis of need
 - State Library Commission – The money is distributed by the commission to public library federations
- ⑩ State Parks Trust (1.27%) – The distribution to this trust is for the purpose of parks acquisition or management. Interest earnings from the trust is appropriated to the Department of Fish, Wildlife, and Parks by the legislature in House Bill 2 and House Bill 5 for the acquisition, development, operation, and maintenance of state parks, recreational areas, public camping grounds, historic sites, and monuments.
- ⑪ Renewable Resource Debt Service Fund (0.95%) – Money in this fund is used to service debt on coal severance tax bonds used to finance renewable resource projects. This is in addition to any coal tax paid from the Coal Tax Bond Fund (number 1 above). Bonds are authorized, projects approved, loan rates established, and bond proceeds are appropriated by the legislature to the Department of Natural Resources in House Bill 8.
- ⑫ Cultural Trust (0.63%) - The distribution to this trust is for the purpose of protecting works of art in the capitol and for other cultural and aesthetic projects. Interest earnings from the trust are appropriated to the Montana Arts Council by the legislature in House Bill 9 for these purposes.
- ⑬ Coal and Uranium Mine Permitting and Reclamation Program (\$250,000) – Enacted by House Bill 688 by the 2007 Legislature, coal severance tax revenue is deposited to the state special revenue account and appropriated in House Bill 2 to the Department of Environmental Quality to administer and enforce coal and uranium mine reclamation (Title 82, Chapter 4, Part 2).

Digital Library Work Report February and March 2016

Prepared for the April 6, 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 will be an updated 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 trip 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.

(Originally reported 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.

(Update: April 2016) From the work done in January, staff was able to perform an adjustment in early February making an extension to the project end date unnecessary.

Project tasks outlined in the contract with Fairview Industries have been completed. The Land Information group within the Digital Library is currently evaluating the success of this project to determine how to move forward with future CadNSDI adjustment projects and how to best leverage the ESRI parcel fabric tools.

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.

(Originally reported 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.

(Update: April 2016) MSL has received a copy of the available NAIP 2015 data through our partnership with the NRCS. Also working in partnership we have been able to develop statewide compressed datasets in .sid format for distribution via the web - http://geoinfo.msl.mt.gov/data/Aerial_Photos/NAIP_2015. Patrons may request copies of the 2015 data through FTP (for small areas) or by sending in a hard drive (for a complete copy of the statewide dataset). We hope to have a 2015 NAIP web service available by the end of April, 2016. We are still waiting to hear from the USDA/APFO about any plans to fly any areas of the state that did not get completed in 2015.

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.

(Originally reported 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.

(Originally reported 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.

(Originally reported 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).

(Update: April 2016) MSL has received a copy of the available NAIP 2015 data through our partnership with the NRCS. Also working in partnership we have been able to develop statewide compressed datasets in .sid format for distribution via the web - http://geoinfo.msl.mt.gov/data/Aerial_Photos/NAIP_2015. Patrons may request copies of the 2015 data through FTP (for small areas) or by sending in a hard drive (for a complete copy of the statewide dataset). We hope to have a 2015 NAIP web service available by the end of April, 2016. We are still waiting to hear from the USDA/APFO about any plans to fly any areas of the state that did not get completed in 2015.

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 addresses 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.

(Originally reported 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.

(Originally reported 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.

(Update: April 2016) MSL met with Department of Revenue staff in March 2016 to discuss plans for updating the Montana Cadastral Application. The primary purpose of the meeting was to let DOR know we are planning an update in the near future and to solicit engagement from appropriate DOR staff and they seemed interested in being involved.

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.

(Originally reported 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.

(Update: April 2016) With the transition to ESRI Managed services complete, future updates on Managed Services will be reported under section 5.2.

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.

(Update: April 2016) In building the distribution page for the 2015 NAIP, Information Products staff integrated an ArcGIS Online interface to allow users to access a dynamic map for finding and downloading the compressed imagery - http://geoinfo.msl.mt.gov/data/Aerial_Photos/NAIP_2015. This was successful, and the same model has since been applied to the distribution pages for all of the Montana NAIP imagery accessible from MSL - http://geoinfo.msl.mt.gov/data/aerial_photographs_of_montana

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.

(Originally reported 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.

(Update: April 2016) This work has continued through March 2016 and included an on-site training/consultation visit from an ESRI ArcGIS Online specialist. Current project tasks include identifying needed staff resources and getting them any training needed to be able to support our planned use of ArcGIS online within MSL. Once we have our plan in place we will be in a better position to understand how we can better assist 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.

(Originally reported 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.

(Update: April 2016) Thanks in part to MSL involvement on the ETIC Working group and the 9-1-1 Advisory Council we are happy to report that the working group recommendations to ETIC included a request for \$80,000 to fund a statewide NG9-1-1 GIS data assessment. While it is still early, ETIC did take action to draft a NG9-1-1 bill that includes the GIS assessment funding recommendation.

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.

(Originally reported 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.

(Update: April 2016) MSL has compiled the documentation needed for a sole source procurement. SITSD has provided ESRI with a software deployment report though it may need a few updates. The GIS Managers have an initial ELA discussion on the calendar for late March.

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.

(Update: April 2016) Better integration of the MSDL Work Plan and the Land Plan was a key consideration in the development of the new MLIA Land Plan timeline - http://docs.msl.mt.gov/Central_Services/Commission_Councils/Montana_Land_Information_Advisory_Council/Archive/2016/03/land_plan_timeline.pdf - that was proposed to the council at their March 2016 meeting. This generated some good discussion among council members and we will be updating the timeline in anticipation that the council will take action in their May meeting. We have also asked council members to provide feedback on the MSDI work plan and its integration into the MSDI framework pages as we begin the process of updating the plan and pages for the coming year.

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.

(Originally reported 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. This 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.

(Update: April 2016) We have been working with the ESRI managed services team to resolve some performance issue that were initially observed in late January. The ESRI response to date has been disappointingly slow and disorganized. They have put into place some temporary measures to resolve performance issues and provided a somewhat helpful after incident report. We are currently working to identify a sustainable long term solution to the performance issues. While existing services continue to be available as we work through this, it has delayed several new services from going into production for a couple of months now.

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.

(Update: APRIL 2016) – We are behind schedule in getting this group together. I still hope that we can get a meeting on the schedule before the end of the fiscal year, but I want to try to include the new GIS Coordinator in this process if possible since that position will have a big role in NRIS moving forward. In the interim, I will be working with our partner agencies to extend the FY14/15 Data Partner MOU through the FY16/17 biennium. The primary focus of the NRIS Advisory during the current (FY16/17) biennium will be to develop an updated Data Partner MOU that will go into effect in the FY18/19 biennium.

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.

(Originally reported 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.

(Originally reported 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.

(Update: April 2016) The FY17 grant application process was a huge success. We received 26 grant applications requesting more than \$850,000 in funding. We are working with MLIAC to form an application review subcommittee to score grants and provide recommendations for funding at the May 2016 MLIAC meeting.

We hope to have the GIS Coordinator position posted by the end of March with the goal of filling it within four to six weeks of posting.

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

(Update: April 2016) MSDL Leads had an initial discussion of training planning in January. The reorganization has presented some challenges both on a funding and staffing front for the current fiscal year, but we will meet again in late March or early April to plan for the final quarter of FY16 as well as to ensure we are in a good position planning-wise heading into FY17.

6.6. We need a process for identifying, documenting, and evaluating emerging opportunities to improve our 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.

MSL Progress Report for Statement of Work

Report for 1st and 2nd Quarters FY16

The tables below come from Appendix 1, the Scope of Work for Operation of the Montana Natural Heritage Program, and Appendix 2, the Scope of Work for FY16 Wetlands and Land Cover MSDI Framework Services under the Contract for Services between the Montana State Library and the University of Montana for state fiscal years 2016 and 2017 (award number 20150731). The right column describes the status and progress during the reporting period. The status is generally summarized as in progress, completed, or not active, but also may include annotations.

Tasks in the left column of the tables list **Administrative, Information Services, Botany, Ecology, and Zoology** services from Appendix 1 and **Wetlands and Land Cover MSDI Framework Services** from Appendix 2.

The tables list four categories of tasks and services:

- 1) **Core Services:** Essential tasks and services that will be delivered principally with Core funding provided by this contract.
- 2) **Supplemental Core Services:** Essential tasks and services for which there is not sufficient Core funding but which will be delivered dependent on acquiring discretionary funding support from partner agencies.
- 3) **Project Supported Services:** Additional tasks and services that augment the essential core tasks and services that may be provided pending the availability of project funding.
- 4) **MSDI Core Services:** Wetland, Riparian, and Land Cover data development and coordination services for the Montana Spatial Data Infrastructure delivered primarily with Montana Land Information Act funds.

Core Administrative Services

Core Administrative Services	
	1 st & 2 nd Quarter FY 16 (July 1, 2015 – December 31, 2015)
1. Coordinate all program activities with Partners and program areas	Ongoing <ul style="list-style-type: none"> - The annual MTNHP Partners Committee meeting was held December 7, 2015 at Montana Wild in Helena and was attended by over 40 partners. A meeting summary and links to powerpoints is posted on the MTNHP website at: http://mtnhp.org/about/announce.asp#PartnersMtg2015 - Expanded an existing task tracking document in One-Note for coordination of activities across program areas within MTNHP, between MTNHP and MSL, and between MTNHP and key partners.

	<ul style="list-style-type: none"> - Established weekly coordination meetings with Information Services staff and biweekly coordination meetings with database and web programming staff, and approximately monthly program manager's meetings. All staff meetings will be held approximately quarterly. - Numerous meetings were held with staff at FWP, BLM, USFS, DEQ, NRCS, UM, TNC, MT Audubon, Department of Commerce, Land Trusts, NatureServe, Malmstrom Air Force Base, and MSL.
2. Administer contracts and grants	<p>Ongoing</p> <ul style="list-style-type: none"> - MTNHP managed approximately 60 agreements during the reporting period - New project agreements initiated during the reporting period include, Howellia Survey and Monitoring Data with the Swan Ecosystem, Data Service Support for the USFS, Tepee Macroinvertebrate identification for the USFS, Data Service Support for the NRCS, Harlequin Duck, Amphibian, and Bat Monitoring for the USFS, Statewide Wetland Mapping for DEQ and MLIA, 2016 Wetland Plant Identification class support from DEQ, National Wetland Condition Assessment field sampling in 2016 for DEQ, and Information to Support Weed Management for the Department of Agriculture
3. Promote use of Heritage data resources through outreach and training sessions	<p>Ongoing</p> <ul style="list-style-type: none"> - MTNHP information resource trainings were provided to the Montana Education Association and Montana Federation of Teachers, the Department of Commerce, Malmstrom Air Force Base environmental planning staff, and NRCS. - Future MTNHP information resource trainings were scheduled with MSL for librarians statewide, Land Trusts, the Invasive Species Advisory Council, NRCS, and attendees of the Montana Wetland Council Meeting.
4. Collaborate with Library staff to effectively represent the mandate, activities, and products of MTNHP through publications, reports, brochures, posters, maps, fact sheets, social media, etc.	<p>Ongoing</p> <ul style="list-style-type: none"> - Held biweekly coordination meetings with State Librarian & Digital Information Manager / CIO - Participated in regular MSDL Managers meetings - Provided an information overview and MTNHP contacts list to allow MSDL staff to answer patron questions directly. - Printed additional MTNHP information services pamphlets
5. Participate in regional and national network coordination meetings and conference calls to help ensure continued compatibility and to take advantage of opportunities and advocate for initiatives that would benefit Montana.	<p>Ongoing</p> <ul style="list-style-type: none"> - Participated in NatureServe Network Member Program coordinators calls, spatial methodology review team calls, and predictive distribution modeling team calls.
6. Finish an updated revision of the FY15-20 MTNHP 5-year Strategic Plan	<p>Completed</p> <ul style="list-style-type: none"> - The FY16-FY20 strategic plan was finalized in mid-December after review by MTNHP program managers and feedback from MTNHP partners at the 2015 annual partners meeting.

Core Information Services Program Services

Core Information Services Program Services	
	1st & 2nd Quarter FY 16 (July 1, 2015 – December 31, 2015)
1. Respond to requests for MTNHP information used in Environmental Assessments, Environmental Impact Statements, and other planning and resource management activities	Ongoing - Responded to 325 requests involving SOC reviews for environmental assessments.
2. Work with NatureServe to develop procedures and methods to conduct regular data exchanges.	On hold - This task is pending completion of task 3 below to ensure that element occurrence information has all of the appropriately associated element information.
3. Develop procedures and methods to upload state element data to and download global element data from the BIOTICS 5 database	On hold - We are currently waiting on NatureServe to develop their portions of the exchange process for element information. This has been targeted for the fall of 2016 by NatureServe.
4. Administer databases for editing and storage of MTNHP data including: <ol style="list-style-type: none"> a. Coordinate overall MTNHP server architecture and development with MSL b. Design and maintain appropriate relational databases for botany, zoology, and ecology data. c. Administer MTNHP databases on internal server including database security and routine backup to prevent catastrophic loss d. Develop and maintain procedures and methods to disseminate information to web-facing servers external to the firewall e. Develop and maintain data processing and QC procedures for core databases 	In Progress - We continue to coordinate server architecture with MSL. - See task 7 below for update on botany database. - MTNHP databases are now all being administered on SQLPROD. Most MTNHP information is backed up off site regularly to the SITSD data center in Helena. Additionally, all MTNHP information is backed up using a raided 25 TB Drobo Drive array system that is stored off site at the Program Coordinator's house. - MTNHP staff continually work with MSL staff to manage nightly jobs that migrate information over to SQLWEB to serve information up on MTNHP websites. - Data processing and QC standards are in the progress of being updated in order to deal with larger and larger data exchanges. For example, we just received 1.2 million bird observation records from the Ebird database which will need to be collapsed into seasonal representations for individual species, compared with existing records to prevent duplication, and evaluated for appropriate spatial and temporal presence. Automated routines are being developed to ensure QA/QC of this information
5. Migrate all MTNHP databases from SQLINT to SQLPROD	Completed - The following databases were migrated from SQLINT to SQLPROD by November: Biotics01 NHP NHPBat NHPBotany NHPEcology NHPGen NHPLandMan NHPLayerData NHPLayerGrids NHPReference NHPSpecies NHPTools NHPWeb

	NHPZoology Stewardship NHPThumbsPlus WetlandRiparian
6. Maintain a core photo database on SQLPROD	Ongoing - We use Thumbs Plus photo management software linked to a SQL database, NHPThumbsPlus, on SQLPROD to manage information on a growing photodatabase that currently includes over 88,000 photos. Many fields in this photodatabase are underpopulated and thus many of these photos cannot be shared on MTNHP websites. We are working on getting more and more photos attributed so that they can be shared on our websites.
7. Work with Botanist to design and implement a revised and updated Botany database for observations and species occurrences	In Progress - A new relational database for botany data is under construction that will track plant observations and plant surveys. Where possible the architecture of this database is being aligned with the zoology database in order to take advantage of data management scripts and web programming that has been developed for animals.
8. Continue to work with Digital Library Division staff to enhance discovery of biological information in the MSL geographic information web and other MSL web sites.	Ongoing - We continue to work with MSL on discovery of MTNHP information.
9. Provide regular updates on the website, social media, and through emails as new resources become available (including reports, web tools, MapViewer, Species SnapShot, and Montana Field Guide enhancements, etc.).	Ongoing - Announcements of important MTNHP developments and releases of new reports continue to be posted on the MTNHP homepage. - A plan is being developed to use Instagram to post Montana Species, Wetland, and Ecological Systems photos to users in order to direct web traffic to the accounts on the Montana Field Guide. - Facebook posts have not been initiated in recent months pending a redesign of the MTNHP Facebook page which is scheduled for late spring of 2016.
10. Continue to maintain and improve the functionality and ease of use of Natural Heritage Program web pages	Ongoing - See task 15 below.
11. Finish the conversion of the MTNHP web site to conform to the Montana web standard including mobile device compatibility	In Progress - Work continues on updates to mobile compatibility and we are using this opportunity to clean up a variety of underlying coding. The Montana Field Guide now performs well on mobile devices.
12. Collaborate with the Digital Library Division User Services Team in the design and implementation of a Division wide process for tracking, managing, fulfilling and reporting mediated requests and user support. a. Participate in a Digital Library Division planning team for the implementation of a division wide request management system b. Participate in cross-training of the User Services Team in MTNHP services and resources.	In Progress - MTNHP developed a simple Request Tracking tool using a SQL database as the backend and Microsoft Access tables as the front end for entry of requests. Request tracking for requests other than standard environmental assessment Species of Concern reports, which will continue to be tracked in the old NRIS Request Router, were initiated on January 4, 2016. This simple request tracking tool can be imported by MSL-DLD when ready. - We have participated in MSL-DLD planning team meetings and look forward to additional opportunities to train MSL-DLD staff on MTNHP information resources.
13. Develop "Harold" type self-serve SOC search and review functionality for partners with certain privileges and for in-house data requests	In Progress - Programming on a new Environmental Assessment Summary tool has been

	<p>initiated. This tool will allow users to digitize boundaries for a polygon of interest and the resulting polygon will then be intersected with a grid of hexagons that contain pre-generated summaries of documented species, potential species, land cover, wetland and riparian mapping, land management, biological reports and custom field guides. The application will then do on-the-fly summaries of attributes across the selected hexagons and deliver the overall summaries to the user.</p>
<p>14. Continue to develop, maintain , improve, and collaborate on easy-to-use methods for data contributors to submit animal, plant, and habitat information, including observations, submitted directly to MTNHP, observations submitted to partners (e.g. iNaturalist and Ebird), plot data, and photographs</p>	<p>No progress during this reporting period.</p>
<p>15. Continue to maintain and improve the functionality and ease of use of the MTNHP core web apps including Montana Field Guide, MapViewer, Species SnapShot, and Species of Concern web reports</p>	<p>Ongoing</p> <ul style="list-style-type: none"> - The Montana Field Guide, Species of Concern Report, Species Snapshot, and MapViewer were updated to show status ranks under the new 2015 State Wildlife Action Plan rather than its predecessor that was released in 2005. - Mile markers on highways and railroads were added to the MapViewer application in response to a request from MDT. - The Discover It search was added to the list of web search engines for articles on individual species or ecological systems. - Worldcat and PDF links in the field guide species accounts were discontinued after it was discovered that many of the PDFs required purchase and WorldCat identifier links were not stable. - A new tool to deliver custom field guides generated from users spatial and status filter selections has been released on the Species Snapshot web page. This has proven to be so popular with users that additional spatial filters are being added for Major Land Resource Areas, Forest Service Districts, Fishing Access Sites, Wildlife Management Areas, National Parks, National Wildlife Refuges, Bird Conservation Regions, Watersheds, Important Bird Areas, Important Plant Areas, and Conservation Districts. Furthermore, we are working on implementing these same filters in the Advanced Search option of the Montana Field Guide. -
<p>16. Continue to work with the MSL Digital Library Division staff to effectively cross reference and integrate new MTNHP information and data with the MSL catalogue, search methods, and reference services.</p>	<p>Ongoing</p> <ul style="list-style-type: none"> - We provided 12 MTNHP reports to the State Publications Librarian that we completed in the past few years that need to be placed in the MSL catalogue.
<p>17. Maintain the Natural Heritage Program's reference system for literature on the plants, animals, and habitats of Montana</p>	<p>Ongoing</p> <ul style="list-style-type: none"> - 301 literature references on Montana plant and animal species and biological communities were added to the MTNHP reference system. Many of these were made available to users via accounts in the Montana Field Guide. - Approximately 90% of the hard copy zoology files have been scanned into digital .pdf documents so that all files can be managed digitally moving forward and to allow for offsite backups to protect against catastrophic loss.

Supplemental Core Information Services Program Services

1 st & 2 nd Quarter FY 16 (July 1, 2015 – December 31, 2015)	
1. Create and maintain secure map services for MTNHP data that Partners can consume in their GIS or web applications, including species occurrences and animal/plant point observation data	<p>Ongoing</p> <ul style="list-style-type: none"> - A Species of Concern ARC-IMS map service continues to be delivered to MDT, BLM, and USFS. In collaboration with MSL-DLD staff we are investigating practicalities of upgrading this to an ARC-GIS feature service that would allow those agency users to select and analyze data. Alternatively, we are considering regular exchanges of File Geodatabases with these agencies to allow them to do the same thing free of any constraints posed by firewalls etc. on map or feature services. - The MSDI Land Cover and Wetland map services continue run and can be consumed in local GIS environments by anyone.
2. Provide support to train and inform agency Partners in effectively using technical resources, services, and applications, through webinars, PowerPoint presentations at professional meetings, or agency groups	<p>Ongoing</p> <ul style="list-style-type: none"> - MTNHP information resource trainings were provided to the Montana Education Association and Montana Federation of Teachers on October 15, Malmstrom Air Force Base environmental planning staff on November 3rd, NRCS on November 9th, and Department of Commerce on December 1st. - Future MTNHP information resource trainings were scheduled with MSL for librarians statewide, Land Trusts, the Invasive Species Advisory Council, NRCS, and attendees of the Montana Wetland Council Meeting.
3. Gather information from users about user information needs, format/access preferences, and the effectiveness of our delivery systems and tools	<p>Ongoing</p> <ul style="list-style-type: none"> - Partner feedback is provided during various MTNHP information resource trainings and meetings attended by MTNHP staff. - We also received feedback from MTNHP partners at the annual MTNHP partners meeting on December 7th: see the meeting summary posted at: http://mtnhp.org/about/announce.asp#PartnersMtg2015 - In preparation for a future training to land trusts, feedback from land trusts was provided in response to an MTNHP generated survey.
4. Evaluate ArcGIS on-line capabilities and develop strategy	<p>In Progress</p> <ul style="list-style-type: none"> - We evaluated ArcGIS on-line during the course of working on Species of Concern polygons for the USFWS's Information for Planning and Conservation website in order to get feedback from a variety of data partners. We plan to use ArcGIS on-line in the future to share datasets in a dynamic and interactive manner as needed. We plan to re-evaluate ArcGIS on-line capabilities to deliver information to our partners more broadly at some point in the next biennium. - We also plan to investigate the potential of AppStudio for ArcGIS to allow partners to view predictive distribution models and other information via Apps on their smart phones, Survey123 for ArcGIS to allow partners to collect animal and plant observations via Apps on their smart phones, and Collector for ArcGIS to allow MTNHP staff and agency partners to gather animal and plant observations.
5. Examine the feasibility of developing techniques and tools for mobile data collection for staff and citizen scientist's	<p>No Progress</p> <ul style="list-style-type: none"> - We plan to evaluate Collector for ArcGIS and iNaturalist for mobile data collection by agency partners and the general public, respectively, in 2016.

6. Continue to participate in a work group with MSL Geographic Information to develop a new workflow for land information data creation, maintenance, and dissemination that includes the managed areas, conservation easements, public lands and private conservation lands data.	In Progress - We continue to consult with the MSL-DLD GIS Programmer/Analyst lead on the land management data in order to make sure that all map features represented in the past are properly considered for current and future display.
7. Continue to maintain and update a statewide Land Management GIS database in collaboration with MSL Geo Info program	In Progress See Task 6 above.
Project Supported Information Services Program Services	
1st & 2nd Quarter FY 16 (July 1, 2015 – December 31, 2015)	
1. Design, develop, and deploy a “Mid-level” functional access to MTNHP Species of Concern (SOC), habitat, and species list information in the Natural Heritage MapViewer to support planning and resource management activities of local government, private consultants, and conservation organizations	In Progress - See Task 13 under the Information Program Services Core Services above. It is our intent that this new Environmental Assessment Summary tool will be made available to project partners and consultants after they receive training on its use.
2. Work with MSL to identify, catalog, and make accessible via the Internet Archive gray literature and other unpublished reports and documents related to the flora, fauna, and ecological systems of Montana	Ongoing - We provided 12 MTNHP reports to the State Publications Librarian that MTNHP staff completed in the past few years which need to be placed in the MSL catalogue and made accessible via the Internet Archive.
3. Work with Zoology staff to design and implement a website to display bat acoustic and associated data in a dynamic manner that allows patrons to analyze bat activity patterns over time across the state.	No progress - pending time availability of web programmer.

Core Botany Program Services	
1st & 2nd Quarter FY 16 (July 1, 2015 – December 31, 2015)	
1. Maintain a comprehensive database and taxonomic list of vascular plants occurring in Montana.	Ongoing - Researching to determine the presence/absence of two plants reported for Montana that are categorized as Status Under Review. - Acquiring and reviewing data on new species for the State: <i>Castilleja kerryana</i> and <i>Anelsonia eurycarpa</i> . - Reviewing feedback that two species occurring in Montana were mis-identified, and may need to be removed from the Montana Vascular Plant Checklist & Field Guide.
2. Collect, evaluate, and manage observation data for vascular plants, including integrating regional databases of herbarium specimens.	Ongoing - Verified identification of numerous plant observations submitted by people (from all affiliations) for entry into database. - Verified identification of numerous observations on about 20 vascular plants categorized as “Status Under Review” for entry into database.
3. Work with Information Services staff to design and implement a revised and updated Botany database for observations and species occurrences	Ongoing - Worked with Database Manager and Program Coordinator to determine the changes needed in the botany database. New database is under construction.
4. Create species’ occurrences for vascular plant, bryophyte and lichen Species of Concern.	Ongoing - Corrected all data associated with a particular moss SOC after receiving verification on its true identification. Work was conducted in response to updating the Montana

	<p>Moss Checklist.</p> <ul style="list-style-type: none"> - Corrected the location of two lichen SOC's after receiving better information. Work was completed in response to a request by an MDT Biologist. - Created 14 SOs for vascular plant Species of Concern.
5. Review the status of vascular plants, assign state ranks and, where appropriate, assign global ranks, and document these status ranks	<p>Ongoing</p> <ul style="list-style-type: none"> - Under a Noxious Weed Trust Fund grant from the Department of Agriculture, we are researching and obtaining information (taxonomy, distribution, ecology, population, threats) on 45 vascular plants categorized as Status Under Review. State Ranks will be assigned in 2016. - Compared State rank results and methodology using the MTNHP Rank Calculator and NatureServe Rank Calculator and did some preliminary ranking. - Supervised former MTNHP Botanist who conducted a review of and completed the state ranking process for <i>Anelsonia eurycarpa</i> – S2 State Rank.
6. Respond to requests for information on the identification, biology, ecology, conservation status, management, and appropriate survey methods for vascular plants, bryophytes and lichens.	<p>Ongoing</p> <ul style="list-style-type: none"> - Responded to requests for information on vascular plants: 2 for TE plants, 1 SOC, and 5 for common species. - Responded to 1 request on a particular moss plant. - Responded to 1 request on a particular lichen SOC. - Responded to 1 request on a particular fungus.
7. Work with other Heritage staff to regularly exchange information with NatureServe.	<p>Ongoing</p> <ul style="list-style-type: none"> - Worked with NatureServe Botanists and a Data Assistant to inform them and get feedback on our process for reviewing the Montana moss and lichen checklists.
8. Work with other Heritage staff to maintain and improve content and delivery of botanical information on MTNHP websites, including Field Guide, SOC Report and MapViewer.	<p>Ongoing</p> <ul style="list-style-type: none"> - Botany Assistant and Botanist worked with the Web Programmer and Database Manager to fix numerous issues with Vitalis (literature database) and Thumbs-Plus (photo database).
9. Present information on MTNHP botanical services and data products, and Montana's plant resources at professional and public meetings.	<p>Ongoing</p> <ul style="list-style-type: none"> - Presented the 2015 botany program tasks / accomplishments and some 2016 objectives at the 2015 MTNHP Partner's Meeting.
10. Create and maintain information on vascular plants related to their taxonomy, biology, ecology, status, identification and management.	<p>Ongoing</p> <p>See #12 under Core Botany Program Services.</p>
11. Compile photographic images of vascular plants, bryophytes and lichens.	<p>Ongoing</p> <ul style="list-style-type: none"> - Trained Botany Assistant in organizing, annotating, captioning, and posting photos on the Field Guide and using Thumb's Plus Photo Database. Compiled and captioned multiple photos for each of 58 moss species and 10 "Status Under Review" vascular plants. - Receiving and verifying vascular plant photos from numerous sources and adding them to Thumb's-Plus photo database for future posting.
12. Compile literature on vascular plants, bryophytes and lichens.	<p>Ongoing</p> <ul style="list-style-type: none"> - Through Interlibrary Loan actively acquiring numerous articles and books on vascular plant, moss, and lichen taxonomy, ecology, and management. - Through the "botany network" received and read many peer-reviewed articles on particular vascular plants from agency and consulting botanists

	- Acquired the Grass and Sedge Family treatments by Flora of North America to be used in developing 2017 classes and specimen verification.
Supplemental Core Botany Program Services	
	1st & 2nd Quarter FY 16 (July 1, 2015 – December 31, 2015)
1. Create associations between vascular plant Species of Concern and the Ecological Systems/habitats in which they occur.	On hold pending funding and staff time.
2. Create associations between vascular plant Species of Concern and the National Wetland and Riparian wetland and riparian map classes in which they occur.	On hold pending funding and staff time.
3. Compile and maintain a database of bryophyte and lichen taxa occurring in Montana.	Ongoing <ul style="list-style-type: none"> - Working with Dr. Joe Elliott to revise the 1993 Montana Moss Checklist and to find moss specimen data for future acquisition. - Met with Dr. Bruce McCune and MTNHP volunteer to develop a process and timeline to update the Montana Lichen List based on McCune's 2014 Montana Lichens: An Annotated List.
4. Review the status of bryophytes and lichens, assign state ranks and, where appropriate, assign global ranks, and document these status ranks	On hold pending funding and staff time. <ul style="list-style-type: none"> - One exception was to get an SOC moss verified by Dr. Dale Vitt. The identification led to the removal of this species from the SOC list and revised the listing in the State Checklist.
5. Collect, evaluate, and manage observation data for bryophytes and lichens.	Ongoing <ul style="list-style-type: none"> - Revised the locations of two lichen SOC species. - Added a few moss observations to the database. - Added a few lichen observations to the database.
6. Create and maintain information on bryophytes and lichens related to their taxonomy, biology, ecology, status, identification, and management.	See #12 under Core Botany Program Service
7. Maintain a subject guide of authoritative web resources relevant to vascular plants, bryophytes, and lichens.	See #12 under Core Botany Program Service
8. Develop and maintain a geodatabase of unique habitats such as fens that are of special importance for Montana's botanical resources.	Ongoing <ul style="list-style-type: none"> - Database is populated, but no new data entries have occurred.
Project Supported Botany Program Services	
	1st & 2nd Quarter FY 16 (July 1, 2015 – December 31, 2015)
1. Conduct training sessions on the identification and ecology of Montana's vascular plants, bryophytes, and lichens.	Not Active due to lack of funding.
2. Monitor populations of ESA-listed and globally rare vascular plants.	Ongoing <p>Spalding's Catchfly (<i>Silene spaldingii</i>) for USFWS</p> <ul style="list-style-type: none"> - Monitoring: Collected Year-1 data from 10 transects on the Confederated Salish Kootenai Tribe's (CKST) land. The pilot study served to test the design for collecting demographic data. Demographic studies track individual plants through time and collect data on presence/absence (dormancy rate), plant height, reproductive characteristics, herbivory, and habitat cover (vascular, rock, bare soil, non-vascular), and disturbance (animal, weeds, physical). - Surveys: Visited 11 known SOs (sub-populations) on CSKT land to get updated

	<p>information.</p> <p>Water Howellia (<i>Howellia aquatilis</i>) for USFWS</p> <ul style="list-style-type: none"> - Monitoring: Surveyed 3 SOs that had burned and 3 unburned SOs to determine plant's status. Collected data using the USFS Monitoring protocol. <p>Ute Ladies'-tresses for MDT</p> <ul style="list-style-type: none"> - Verified species and surveyed project area for an MDT highway re-alignment project with MDT District Biologist and the consultant. Also re-visited two SOs to determine current status.
3. Conduct field surveys for vascular plants, bryophytes and lichens, focusing on Species of Concern and under-surveyed geographic areas.	<p>Ongoing</p> <p>BLM Sensitive Species Surveys</p> <ul style="list-style-type: none"> - Re-visited several SOs of known BLM Sensitive plants to collect updated information. - Trained BLM Botanist and Range Technician how to find and identify Idaho Sedge (<i>Carex idahoensis</i>) in the field - Shoshonea (<i>Shoshonea pulvinata</i>). Collected Year-7 data on a study spanning 25-years. Collected demographic data on 3 permanent transects installed in 1991. <p>Italian Peaks Survey for USFS</p> <ul style="list-style-type: none"> - Assisted expert Botanist and USFS in surveying a portion of the Italian Peaks to map 8 vascular plant SOCs and 1 potential vascular plant SOC. One of these species was the first known occurrence for Montana.
4. Develop reports and peer-reviewed publications on the distribution, taxonomy, biology, ecology, status, identification and management of Montana's vascular plants, bryophytes and lichens.	<p>Ongoing</p> <ul style="list-style-type: none"> - Completed Spalding's Catchfly report which summarized monitoring and survey data for CSKT and USFWS. - Working on Water Howellia report to Swan Eco Center to summarize and analyze monitoring data-sets collected by 2 USFS, 1 TNC, and 1 MTNHP studies. Also analyzing timber prescription, landowner, and climate data-sets relative to Water Howellia populations. - Working on Shoshonea report to BLM to statistically summarize and analyze all data collected from 1991-2015. - Reviewed draft survey report for the Italian Peaks rare plant survey.
5. Create predicted distribution maps for vascular plant, bryophyte and lichen Species of Concern.	<p>Ongoing</p> <ul style="list-style-type: none"> - Reviewed draft maps and variables used to predict distribution for federally-threatened plants (Spalding's catchfly, Water Howellia, and Ute ladies'-tresses) for the USFWS IPAC effort.
6. Compile and maintain data on other taxonomic groups: Fungi, Algae, Diatoms.	<p>Ongoing</p> <ul style="list-style-type: none"> - Obtained MTDEQ database on diatoms (150,000 observations identified by diatom experts). - Obtained database on <i>Didymosphenia</i> diatom that has been developed by MFWP and university researchers.

Core Ecology Program Services

1st & 2nd Quarter FY 16 (July 1, 2015 – December 31, 2015)	
1. Respond to user requests for information on the distribution, composition, successional dynamics, conservation status, management, and appropriate survey methods for terrestrial and wetland communities	Ongoing <ul style="list-style-type: none"> - Respond to ~ 10 requests per month for vegetation community information, esp. wetlands, sagebrush, whitebark pine, and Russian olive - Respond to ~ 1 request per month about wetland survey methods
2. Respond to user requests for assistance using or interpreting wetland and land cover map products	Ongoing <ul style="list-style-type: none"> - Respond to ~ 2 requests per month for updated Land Cover mapping - Respond to ~ 6 requests per month for clipped or provisional wetland mapping - Respond to ~ 4 requests per month for help interpreting wetland mapping
3. Compile photographic images of wetland and terrestrial habitats representative of those found in Montana and make them available on MTNHP websites	Ongoing <ul style="list-style-type: none"> - Photographs from 2015 whitebark pine surveys entered into Thumbs Plus - Photographs from 2015 forested wetland ecosystems compiled and ready for entry into Thumbs plus
4. Create and maintain accounts for terrestrial and wetland land cover classes and/or ecological systems in the Montana Field Guide that describe the composition, distribution, status, successional dynamics, and management/restoration needs of each.	Ongoing <ul style="list-style-type: none"> - All forested ecosystem descriptions have been updated with new information on disturbance and dynamics; new references to support info all entered into Vitalis - In process of updating National Vegetation Classification (NVC) crosswalks in Ecological Systems Database so that updated ecosystem descriptions can be added to field guide. - Have developed new Ecological System description for Intermontane Prairie Potholes, a previously undescribed system in Montana
5. Work with Information Services staff to maintain and improve content of ecological information on Heritage websites, including wetland mapping and assessments, land cover mapping, ecological community accounts, and georeferenced photos.	Ongoing <ul style="list-style-type: none"> - Worked with Info Services staff to identify changes required to databases before assessment data can be integrated into MapViewer - Worked with Information Services staff to update wetland mapping status map
6. Collaborate with other Heritage Program and NatureServe ecologists from the Rocky Mountain Region to ensure compatibility of ecological mapping and classification systems	Ongoing <ul style="list-style-type: none"> - Continue to work with NatureServe to update the NVC. - Reviewed all NVC groups for Montana for next iteration of NVC
7. Update information on ecological communities and systems to reflect the 2015 National Vegetation Classification Standard mandated for use by all agencies receiving federal funds for vegetation classification activities.	In Progress <ul style="list-style-type: none"> - See number 4, second bullet point, and number 6 above.
8. Maintain a subject guide of authoritative web resources relevant to terrestrial and wetland communities	On hold pending staff time.

Supplemental Core Ecology Program Services

1st & 2nd Quarter FY 16 (July 1, 2015 – December 31, 2015)	
1. Assess the status of terrestrial and wetland communities and ecosystems, assign state ranks, and document the justification behind status ranks	Ongoing <ul style="list-style-type: none"> - Have developed the databases necessary to assign status rankings to individual wetlands - Continue to work with National Assessment and Monitoring workgroups to refine wetland assessment methods and create cross-state compatibility
2. Identify ecological sites of particular conservation concern that should be included in MTNHP information provided for environmental assessments	Ongoing <ul style="list-style-type: none"> - Creating new value-added wetland mapping geodatabase intended to support identification of “Wetlands of Special Significance”
3. Compile literature on terrestrial, and wetland communities with emphasis on those of conservation concern	Ongoing <ul style="list-style-type: none"> - References on forested ecosystem disturbance and dynamics were added to Vitalis - Current focus is on forested wetlands
4. Maintain crosswalks between different vegetation classification schemes to facilitate use of MTNHP products and products created by others	Ongoing <ul style="list-style-type: none"> - Have completed NVC-Ecological system crosswalk for wetlands
5. Work with Information Services to make wetland assessments available on the MTNHP website	On-Hold <ul style="list-style-type: none"> - Pending database revision to address incompatibly between different project databases
6. Compile vegetation data collected by others to support current and future vegetation classification and mapping efforts	Ongoing <ul style="list-style-type: none"> - Integrated forest service survey data into whitebark pine mapping - Worked with partners to prepare Landsat 8 imagery from 2014 and 2015 for further analysis
7. Present results of surveys or status assessments of terrestrial and wetland communities at professional and public meetings	Ongoing <ul style="list-style-type: none"> - Presented results of surveys and status assessments of Headwater wetlands at Montana Wetland Council October 29, 2015

Project Supported Ecology Program Services

1st & 2nd Quarter FY 16 (July 1, 2015 – December 31, 2015)	
1. Conduct field surveys for underrepresented or uncommon ecological communities in under-surveyed geographic areas	Ongoing <ul style="list-style-type: none"> - Continuing to map the distribution and extent of whitebark pine with 2015 surveys on the Bitterroot and Lolo NFs for the USFS - Surveyed and assessed the condition of 9 uncommon forested wetlands in northwestern Montana
2. Develop reports and peer-reviewed publications on the composition, distribution, and status of Montana's wetland and terrestrial communities.	Ongoing <ul style="list-style-type: none"> - Completed reports on Headwater wetlands in the Missouri Headwaters HUC and on results of assessments in the Blackfoot-Swan area
3. Evaluate the status of wetland and terrestrial communities with field surveys	Ongoing <ul style="list-style-type: none"> - Continued whitebark pine and forested wetland ecosystem surveys
4. Collaborate with partner agencies to develop ecological site descriptions when funding allows	Not Active - No current funding for this activity

Core Zoology Program Services

1 st & 2 nd Quarter FY 16 (July 1, 2015 – December 31, 2015)	
1. Respond to requests for information on the identification, biology, ecology, conservation status, management, and appropriate survey methods for vertebrate and invertebrate species.	Ongoing <ul style="list-style-type: none"> - Responded to just over four hundred requests from federal, state, and tribal personnel as well as consultants and members of the public.
2. Continue to gather, manage, and review animal point observation data in a statewide point observation database (POD) for all animal species.	Ongoing <ul style="list-style-type: none"> - 20,359 observations were added to the animal point observation database for 474 animal species. 23,670 observation records for 414 species were reviewed for final acceptance into the point observation database with a focus on Montana Species of Concern. - 1,331 structured survey locations for 12 different formal animal survey protocols were added to the structured survey database. - An additional 277,000 observation records (16% of all records in the database) still need to be reviewed for final acceptance into the database.
3. Work with Information Services staff to maintain and improve content of zoological information on Heritage websites.	Ongoing <ul style="list-style-type: none"> - Reviewed range maps shown on the Montana Field Guide and MapViewer web pages relative to observation data for 309 Montana SOC and PSOC and updated or created range maps where necessary for 63 species. - Worked with information services staff to revise the charts and data sections of the MapViewer web application. - Worked with information services staff to create additional spatial filters for display on the Species Snapshot web application so that custom Field Guides can be created for a variety of spatial boundaries across the state.
4. Collect and manage observational data on animal SOC that has been gathered by others.	Ongoing <ul style="list-style-type: none"> - 3,740 observations were added to the animal point observation databases for 109 Montana Animal Species of Concern and Potential Species of Concern.
5. Maintain animal species occurrences for existing SOC species from high value observations of animal SOC that can be used in environmental assessments.	Ongoing <ul style="list-style-type: none"> - Reviewed and/or updated 28,500+ observation records for animal Species of Concern in preparation for constructing species occurrences. All Species of Concern observation data that was pending a final review was reviewed. - Updated 9,500 species occurrences and created >700 new species occurrences for 37 vertebrate and 31 invertebrate species.
6. Maintain a complete taxonomic list of vertebrate animal species for Montana.	Ongoing <ul style="list-style-type: none"> - Updated taxonomy and four-codes for birds to correspond with the changes made in the American Ornithologists' Union 56th supplement to the Check-list of North American Birds. - Updated taxonomy for mammals to correspond with the Revised Checklist of North American Mammals North of Mexico, 2014.
7. Work with other Heritage staff to regularly exchange information with NatureServe.	Not Active <ul style="list-style-type: none"> - Scheduled for fall of 2016.

Supplemental Core Zoology Program Services

1 st & 2 nd Quarter FY 16 (July 1, 2015 – December 31, 2015)	
1. Review the status of vertebrate and invertebrate animal taxa, assign state ranks, assist NatureServe with assigning global ranks when appropriate, and document these status ranks.	Ongoing - Reviewed the inventory and monitoring status of winter-breeding owls and Harlequin Ducks in conjunction with the Montana Animal Species of Concern Committee and removed Eastern Screech-Owl, Short-eared Owl, Great Horned Owl, Long-eared Owl, Northern Saw-whet Owl, and Harlequin Duck from the list of Species of Greatest Inventory Needs.
2. Create animal species occurrences for newly designated SOC species from high value observations of animal SOC that can be used in environmental assessments.	Not Active - No species were newly designated as Species of Concern during the reporting period.
3. Maintain species accounts, including state and Western Hemisphere range maps and observational maps, in the Montana Field Guide for all animal SOC.	Ongoing - See Core Zoology Program Services Task 3 above - Added literature to references section of the Montana Field Guide for Harlequin Duck, Evening Grosbeak, Sage Thrasher, Long-billed Curlew, Brewer's Sparrow, and Sage Sparrow.
4. Create predicted distribution models for animal SOC.	Ongoing - Examined potential to use coding to run models for numerous species at once. We think we can do this sometime in 2016, but it is likely to take the equivalent of one month of one staff members time to get this up and running.
5. Work toward a complete taxonomic list of invertebrate animal species for Montana.	Not active due to lack of funding and/or staff time.
6. Create and maintain species accounts, including state and Western Hemisphere range maps and observational maps, in the Montana Field Guide for animal species that are not SOC.	In Progress - See Core Zoology Program Services Task 3 above
7. Maintain a subject guide of authoritative web resources relevant to vertebrates and invertebrates.	Not active due to lack of funding and/or staff time.
8. Create predicted distribution models for animal species that are not SOC.	Ongoing - Examined potential to use coding to run models for numerous species at once. We think we can do this sometime in 2016, but it is likely to take the equivalent of one month of one staff members time to get this up and running.
9. Create associations between animal SOC and the Ecological Systems in which they are known to occur.	Not active due to lack of funding and/or staff time.
10. Create associations between animal species that are not Species of Concern and the Ecological Systems in which they are known to occur.	Not active due to lack of funding and/or staff time.
11. Create associations between animal SOC and the National Wetland and Riparian wetland and riparian map classes in which they occur.	Not active due to lack of funding and/or staff time.
12. Create associations between animals that are not SOC and the National Wetland and Riparian wetland and riparian map classes in which they occur.	Not active due to lack of funding and/or staff time.
13. Compile literature on vertebrate and invertebrate animal species with an emphasis on SOC and use it to update references and content in the Montana Field Guide.	Ongoing - See Supplemental Core Zoology Program Services Task 3 above - Compiled over 750 articles on Montana bat species which have not yet been added to the References section of the Montana Field Guide
14. Compile photographic images of vertebrate and invertebrate animal species and	Ongoing

locations where animal surveys have been conducted for Montana SOC.	<ul style="list-style-type: none"> - Loaded bat acoustic survey, mist net survey, and roost survey photos from MTNHP, FWP, USFS, and BLM surveys conducted in 2015 into the Thumbs Plus photo database. - Loaded Harlequin Duck survey photos from 2015 into the Thumbs Plus photo database.
15. Compile photographic images of vertebrate and invertebrate animal species and locations where animal surveys have been conducted for Montana non-SOC.	<p>Ongoing</p> <ul style="list-style-type: none"> - Loaded bat acoustic survey, mist-net survey, and roost survey photos from MTNHP, FWP, USFS, and BLM surveys conducted in 2015 to the Thumbs Plus photo database.
16. Scan animal species element files into optical character recognized PDF files so that they can be more readily shared with patrons, digitally archived, and serve as the basis for moving forward with a digital element file system; prioritize animal SOC over non animal SOC and prioritize field observation forms and notes over published articles. NHP staff will consult with MSL staff before providing the public access to copyrighted material.	<p>Ongoing</p> <ul style="list-style-type: none"> - While optical character recognized scans proved to be impossible, approximately 90% of the hard copy zoology files have been scanned into digital .pdf documents so that all files can be managed digitally moving forward and to allow for offsite backups to protect against catastrophic loss.
17. Work with Information Services staff to build the element reference files through automated literature database searches for individual species; prioritize animal SOC over non animal SOC.	Not active due to lack of funding and/or staff time.
Project Supported Zoology Program Services	
1st & 2nd Quarter FY 16 (July 1, 2015 – December 31, 2015)	
1. Conduct field surveys for vertebrate and invertebrate species with a focus on SOC and under-surveyed geographic areas and habitats.	<p>Ongoing</p> <ul style="list-style-type: none"> - Conducted acoustic and mist net surveys for bats in conjunction with USFS, BLM, and FWP across Montana and on USFS lands in the western Dakotas. - Conducted Harlequin Duck surveys across western Montana in conjunction with FWP and the USFS.
2. Develop reports, posters, books, web pages and peer-reviewed publications on the distribution, status, biology of, and human impacts on Montana's animal species.	<p>Ongoing</p> <ul style="list-style-type: none"> - Developed PowerPoint summaries of some of the bat acoustic and roost surveys for USFS, BLM, FWP, and Northwestern Energy
3. Present results of surveys or status assessments of animals at professional and public meetings.	<p>Ongoing - Gave the following presentations:</p> <ul style="list-style-type: none"> - Approximately 25 teachers at the Montana Education Association and Montana Federation of Teachers annual meeting on Amphibians, Reptiles, and Bats: an overview, in Billings on October 15th. - A general update on the Zoology Program to MTNHP partners at the annual MTNHP partners meeting in Helena on December 7th. - BLM, USFWS, FWP, MDT, USFS and Northern Rocky Mountain Grotto representatives on the status of bat and White-Nose Syndrome surveillance efforts in Montana via webinar on December 15th.

APPENDIX 2: SCOPE OF WORK
For FY16
Wetlands and Land Cover MSDI Framework Services

Core Wetlands and Land Cover Services

1st & 2nd Quarter FY 16 (July 1, 2015 – December 31, 2015)	
1. Provide coordination and stewardship of the Wetlands MSDI GIS database if funding is available	Ongoing <ul style="list-style-type: none"> - Updated status maps and partners' maps for web page - Acquired additional "historic" NWI mapping for review
2. Participate in a work group with NRIS to develop a new workflow for hydrologic data creation, maintenance, and dissemination that includes the wetlands/riparian database	Ongoing <ul style="list-style-type: none"> - Attended meetings of the Hydrology workgroup
3. Provide coordination and stewardship of the MSDI Land Cover GIS database if funding is available	Ongoing <ul style="list-style-type: none"> - Added updates to structures and agriculture - "Burned in" Russian olive mapping completed in a different project
4. Working with NRIS, provide data and assist with maintaining map services and metadata for Wetlands and Land Cover data sets as part of the MSDI map services, and GIS Portal downloads	Ongoing <ul style="list-style-type: none"> - Worked with MSL to archive earlier wetland GDBs - Updated metadata and added current wetland mapping GDB to MSDI web services
5. If funding is available from MLIAC and other sources, maintain and update the 2013 statewide Land Cover data set based on the annual work plan included in the overall Land Information Plan submitted to MLIAC	Ongoing <ul style="list-style-type: none"> - Provided a partially updated Land Cover data set, without full metadata, to partners on request - Reviewed and provided input to MSDI Land Plan
6. Revise, add and delete map classification units as necessary to improve map usability, if funding is available	Ongoing <ul style="list-style-type: none"> - Reviewed ecological systems classification to determine whether it can be cross walked to NVC

Project Supported Wetlands and Land Cover Services

1st & 2nd Quarter FY 16 (July 1, 2015 – December 31, 2015)	
1. With outside project funding, develop a statewide data layer of wetland and riparian mapping information from NAIP imagery. Interpret and map wetlands and riparian areas for approximately 100 USGS Quads	Ongoing <ul style="list-style-type: none"> - Initiated discussions with tribal partners (Crow and Blackfeet) about additional wetland mapping - Continued to map wetlands with outside funding, completing ~ 50 quads
2. With outside project funding, conduct field surveys to improve land cover classification accuracy	Ongoing <ul style="list-style-type: none"> - Used EPA funding to evaluate forested ecosystems in NW Montana - Used Forest Service funding to map whitebark pine in Bitterroot and Lolo NFs
3. With outside project funding, conduct field surveys to improve wetland mapping accuracy	Ongoing <ul style="list-style-type: none"> - Used EPA funding to survey forested wetlands
4. With outside project funding, add attributes to wetland mapping to improve usability and transferability	Ongoing <ul style="list-style-type: none"> - With DEQ funding, began work on an "NWI++" product

Statewide Library Resources- Library Development Report February and March 2016

Prepared for the April 6, 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.

SLR Work Objectives:

- 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.
(Originally reported 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.

(Update: April 2016) The Executive Committee met on February 26 and discussed the RFI responses and product trials. The consensus was that the competing services are similar to OverDrive, but do not offer some formats and device compatibility that the consortium currently enjoys with OverDrive. Lacking any perceived superior value in competing services, the committee agreed that the cost (in staff time and in content potentially lost through seeking publisher permissions) of moving to another service would not be justifiable at this time, and that the Executive Committee recommends continuing with the OverDrive renewal for FY17.

(Update: April 2016) Orban led a review of RFI materials specifically for schools on January 28, facilitated a follow-up discussion for interested k-12 librarians on February 18, and spoke in person with the Helena school district librarians group on March 2 in support of organizing a group to explore the possibility of forming an independently hosted e-content consortium (the State will not contribute funds or manage a contract). Working with teacher-librarians Joanne Didriksen from Helena and Kendra Hartman from Broadus, Orban collected school enrollment and annual circulation numbers from 53 school libraries that expressed interest in pursuing a group contract, and sent this information to three vendors who are amenable to k-12 consortia. The vendors have been asked to submit pricing estimates to Didriksen and Hartman before March 25. Orban will lead a discussion on consortium organization and responsibilities with this group on April 8 at the Montana Library Association conference in Missoula, with an online option for remote participants.

- 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)*

(Update: April 2016) Orban shared plans with the Executive Committee to form two or three different cost sharing scenarios to discuss at the membership meeting. All of these options will be goal-oriented, with a specific figure in mind in order to meet the coming fiscal year contract obligations as well as to plan for the future. These options are to be posted in meeting materials on the MontanaLibrary2Go governance web page by March 23.

- 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.

(Update: April 2016) SLR-LD staff has initiated discussions with the New York Public Library regarding its IMLS-funded initiative, LEAP (Library E-Content Access Project). LEAP is a two-year IMLS funded federal grant project that advances work begun at the New York Public Library in conjunction with 19 partner libraries across the US and is coordinated through national strategic conversations led by DPLA.

The outcomes expected through this project expand upon the desired outcomes that had been stated in the local e-content pilot:

- Expanded access to e-content that libraries want
- New avenues to distribute content of state and regional interest
- Affordable and manageable service that is advantageous for consortia
- Content ownership for libraries
- Mutually agreeable terms for publishers and libraries

The concept behind LEAP is to build the capacity to host and distribute ebooks on a national, library-driven platform and to launch a library-owned ebook marketplace

through which libraries can purchase titles without vendor markup. The State Library may build upon its experience through the e-content pilot by making use of the Adobe Content Server to become a regional content hosting hub. State Library staff or consortium leaders in MontanaLibrary2Go may also have the opportunity to help shape policy and procedure as the LEAP marketplace develops; serve as a liaison to support publisher on-boarding to the LEAP Marketplace; serve as a liaison to support libraries as they wish to purchase from the Marketplace; and assist with metadata needs. In March, NYPL staff drafted a Memorandum of Understanding to codify MSL's interest in providing staff time and possibly infrastructure to this project. The MOU had not yet been delivered at the time of writing this report.

- 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)*

(Originally reported 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.

(Update: April 2016) The evaluation guide has been drafted and during the drafting process the scope was expanded to address project evaluation standards for all Library Development projects and services regardless of funding source. The draft guide includes assistance with:

- Creating an initial data road map for a project or service

- Resources to utilize when creating the data road map that include the recent Library Development Study Task Force recommendations and the forthcoming individual project benchmarks anticipated from the Network Advisory Council
- Identifying potential audiences to anticipate reporting needs
- Questions to monitor successful ongoing evaluation throughout a project or service

The guide will be shared with the Network Advisory Council at their May meeting.

- 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)*

(Update: April 2016) The SLR Portal session at the April MLA Conference will include an opportunity for initial feedback from our end users. Following that session, the first usability survey will be launched.

- 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.

(Update April 2016) McMullen and Reymer presented training on community engagement to the board of trustees at Lewis & Clark Public Library so they can develop new community partnerships aligned with community aspirations and library goals.

- 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.

(Originally reported 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](#)

(Update: April 2016) The Content Priority Working group felt that focusing on Oral Histories for a year would be nice way for the Montana History Foundation, the Montana Historical Society, The Montana Digital Academy and Montana PBS to work together to encourage new contributions to the MMP and to encourage use of the existing materials. The Montana Historical Society has offered some consultation time to help a history teacher from the Montana Digital Academy create a lesson plan prototype for other teachers to use. PBS has produced video oral histories and can see a role in this process. The Montana History Foundation provides funding for oral history projects and will continue to ask grant applicants to contribute their projects to the MMP.

- 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. A committee was developed to further explore options.

(Originally reported February 2016) The 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 group will meet again in February to discuss next steps.

(Update: April 2016) The committee met in February and reviewed the use of a centrally hosted instance of REPOX. Birnel has written a draft Memorandum of Agreement for the partner institutions, which is currently being reviewed. DPLA Content Manager, Emily Gore, has been invited to Montana to speak to the partner about the application process. A save the date has been sent for May 2, 2016.
- Continue to seek a solution for individuals to share Montana related content through the Montana Memory Project, acting as a portal of discovery. *(Birnel)*

(Update: April 2016) The MMP Advisory Council Content Priorities group will collaborate on creating a possible work flow for accepting and uploading content within CONTENTdm that is provided by individuals. An application for a new collection of materials held by an individual has been submitted to the MSC Director. This application will give the MMP Advisory Council a starting point to explore more seriously the option of enabling individuals to share Montana related content in the MMP.
- 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 Resource Description and Access (RDA) metadata standards. The RDA standards are the new, unified, international cataloging 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.

(Originally reported February 2016) SirsiDynix performed the RDA update process in the Shared Catalog, January 15-18, to add RDA fields to all Shared Catalog bibliographic records. 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.

SLR Work Objectives:

- 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.

(Originally reported 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.

(Update: April 2016) Orban created a cost sharing formula for the courier after evaluating responses from the courier user and potential user surveys distributed in December and studying annual statistics from the courier contract, OCLC interlibrary loan, and Montana Shared Catalog holds reports. The purpose of this proposal is:

- To help fulfill the MSC's mission of encouraging resource sharing and collaboration
- To help libraries that are currently struggling or unable to participate see a benefit to taking part in the courier
- To help remote MSC libraries who do not have access to the courier network to take part in resource sharing by providing a shipping discount

MSC libraries are responsible for 91% of courier activity. This is an essential service to support resource sharing groups. Sharing group libraries could not support resource

sharing at their current volume without a reliable courier. The formula also sustains the existing network by benefitting academic courier partners and public courier partners who are not yet part of the MSC. This proposal was shared with the MSC Executive Board at their March 2 meeting, with the Courier Advisory Board at their March 4 meeting, with the Network Advisory Council at their March 8 meeting, and with the MSC Partners resource sharing group at their March 15 meeting. Orban will collaborate with MSC Director Goodwin to incorporate the courier budget request into the MSC annual budget proposal in advance of the April deadline for MSC Spring meeting materials.

- 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. *(McHugh, Orban, McMullen, Groves)*

(Update: April 2016) An MSL Project Proposal Form detailing the outcomes, implementation, maintenance, evaluation and funding needs for this project was submitted to the MSL management team in March. An anticipated timeline includes

identifying FY 17 funding for the anticipated cost of navigational templates for the redesigned site in July, implementation of the new site in July-August and promotion of the resource through the Fall.

- 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)*

(Update: April 2016) McMullen is conducting an inventory of existing websites.

(Update: April 2016) McMullen, Henley and Reymer are planning to meet with MSC staff to learn more about the website creation opportunities for MSC libraries within the MSC Enterprise tools used to create and customize the MSC catalog’s user front end interface, in order to expand MSL support for this website creation option.

- 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 Library Development Study Task Force have been made to the Commission and action taken.

(Update: April 2016) This item is not being pursued at this time, due to funding considerations. The MMP Advisory Council has created a working group to study the current MMP budget and to suggest long term options for the MMP software platform.

- 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.

(Originally reported 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 Business 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.

(Update: April 2016) Activity on developing Discover It has been suspended, pending Commission action on the recommendation of the Network Advisory Council to cancel the EBSCO Discovery Service contract as part of the proposed FY 17 Statewide Library Resources Library Development budget.
- 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.

(Update: April 2016) MSC Library staff and member libraries continue to test and evaluate BLUEcloud Analytics functionality. McHugh and Goodwin will meet with a SirsiDynix representative on March 21 to negotiate FY 17 pricing to continue utilizing a hosted instance of Director's Station, given the difficulties in the current BLUEcloud Analytics functionality for large consortia such as the MSC.

- 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.

(Update: April 2016) Discontinuation of eLibrary has been temporarily postponed pending resolution of the length of time Enterprise takes to load the "Place Hold" button for member libraries as well as the On Order item display for libraries using the Acquisitions module.

- 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.

(Update: April 2016) Following a training in February, a variety of additional MSC libraries activated MobileCirc and learned to assist patrons in the use of BookMyne, the SirsiDynix patron discovery app.

- 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.
(Originally reported 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.

(Originally reported 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.

(Update: April 2016) Following the January meeting, the Agile process of work "sprints" organized by task commenced. The initial sprint has included McHugh and Price who receive daily progress updates on the creation of the underlying access structure for the new Directory. The next sprint will focus on the process of creating library records in the new Directory.

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.

SLR Work Objectives:

- 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.

(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.

(Originally reported 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 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.

(Update: April 2016) Terry Profota of Sage Solutions presented her Succession Planning to 20 attendees at the Sagebrush Federation meeting at Miles City Public City on March 5, 2016. Terry will also present at the Pathfinders Federation on May 19 and will host a noontime webinar series on March 23, 30 and April 13. Online self-paced tutorials are under production to provide new library directors with Montana-specific essential, need-to-know information. An additional training has been added for May 14 in at the Best Western GranTree in Bozeman focused on performance evaluation with Pat Wagner of Siera Consulting.

- 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.

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

(Update: April 2016) Flick has created a brief tutorial on how to apply for certification online using Camtasia.

(Update: April 2016) Goodwin and Hazen created cataloging tutorial on adding RDA fields in WorkFlows. Goodwin created a short tutorial explaining a change to WorkFlows display columns to assist in searches with new RDA cataloging fields.

- 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.

(Update: April 2016) Henley delivered the final makerspace trunk to a library in the South Central federation in March, and all makerspace trunks are now circulating in their respective federations.

- 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.

(Originally reported 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.

(Update: April 2016) McMullen provided board basics and strategic planning assistance at Valier Public Library and Harlem Public Library, so new board members can participate in an informed way, in continued strategic planning at these libraries.

- 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)*

(Update: April 2016) McMullen presented training on the Montana Public Library Statistics gathering and reporting for library directors at the Broad Valleys Federation retreat. Librarians learned how to use the Montana Statistics Center to identify trends and demonstrate value to stakeholders. These trainings identify elements that will be used as models when creating on-demand webinar trainings.

- 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. *Please refer to the April 2016 update below for additional information on the administrative tool and the Shared Catalog user front end.*

(Update: April 2016) MSC member library staff continue to meet and train with MSL staff on BLUEcloud Analytics, and have created training exercises that will be made available to member libraries at upcoming MSC trainings planned for April-July 2016.

(Update: April 2016) The Enterprise catalog for all MSC libraries is managed using an administrative login that allows staff to make changes to library catalog landing pages for libraries using SirsiDynix's Enterprise content management system. The ability to limit login access to a particular library's profile was put into place by SirsiDynix in a recent software update, and Goodwin and Hazen took part in a SirsiDynix instructor-led training in December in order to be able to effectively teach MSC librarians how to use the Enterprise Administrative console. Two MSC libraries have been assigned administrative logins and SirsiDynix training in order to edit, maintain, and update their library catalog home pages using the Enterprise interface. These two beta test libraries will then be assisting with training the next group of libraries on how to manage their Enterprise catalog home pages. Additional Enterprise admin access is planned to be created for several more MSC library sites within the next three months. This will allow member libraries to locally customize colors, links, and logos on their catalog landing page.

- 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.

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

(Update: April 2016) Sara Groves presented a five-hour training on March 9 for MSL staff who regularly provide training. Her presentation evolved from the Mind in the Making training which she attended in November. Sara took the brain research approach to how children learn and extrapolated that information to apply to how to better train adult learners.

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.

SLR Work Objectives:

- 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.

(Originally reported 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)*

(Update: April 2016) District directors have indicated that new resources are not needed at this time.

- 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.

(Update: April 2016) Henley presented a mentor program proposal to the MLA board at their January meeting. The committee has developed guidelines and application forms which will be added to the MLA website prior to the April conference. A session at the MLA conference and an article in the April issue of the Focus newsletter will introduce the program and seek participants.

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.

SLR Work Objectives

- 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.

(Update: April 2016) Final phases of the system policies reorganization project are currently in progress by Goodwin, Hazen and Marchwick with completion on track for the end of June, 2016. MSC libraries are currently working on simplifying the shelving location policies in the system.

- 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.

(Update: April 2016). A "Technical Services Futures Online Summit" will be held April 29. There are several factors driving the need for the summit:

- Growing interest in increasing collaborative cataloging and collection development efforts
- Need for training and consulting, including how to successfully repurpose funding, staff, physical space
- Digital collections continue to grow, not requiring physical processing
- A need for the State Library to evaluate opportunities to direct resources in an impactful way to support scalable infrastructure for libraries statewide
- A continuing need for an improved Montana Shared Catalog with more local content and fewer issues with bibliographic records
- More efficiency within MSC libraries that reduce the number of technical services staff hours required for collection processing
- Have initial discussions about the future of technical services work within the MSC as this relates to the MSL Library Development Study Task Force Recommendations related to Collaboration, Library Infrastructure and Staff

Outcomes planned for this online discussion are to:

- Come to a mutual understanding of the roles of MSL and Montana Shared Catalog libraries within the area of the future of technical services, based around MSL Library Development services and platforms
- Create an initial set of benchmarks based on the current MSL Library Development Study Task Force Recommendations that will guide MSL and MSC libraries as they drive changes within both training curriculum and software platforms
- Share the benchmarks with the MSL Network Advisory Council for them to consider as they continue to evaluate opportunities and necessary resources to implement the larger LD Study task force recommendations

MSC library directors will share their experiences and planning efforts related to the future of technical services processing and MSL staff will provide information on areas

for improvement within the MSC platform. Following discussion, the participants will collaborate on an initial set of benchmarks as a next step in this process. Outcomes will also be shared with the MSC membership at its May meeting.

- 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)*

(Update: April 2016) Henley is currently collecting documents from libraries that have gone through the process of creating a branch library and visiting with directors who have been involved in this process as a first step in producing resources in this area.

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.

SLR Work Objectives:

- 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.

(Originally reported 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.

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

(Update: April 2016) Reymer's move is now scheduled for March, to test a new server environment that includes the ability for remote staff to access their virtual desktop on mobile devices. Reymer will participate in this testing process.
- 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.
(Originally reported 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.
- (Update: April 2016)** At its May meeting, the MSC membership will be informed about the costs of a future move of MSC hardware to the State Data Center as one option for hardware location in the future. The upcoming fiscal year is the time for the consortium to investigate both this option and a move to a SirsiDynix fully hosted environment. Costs, transaction speed around the state, back up reliability and access are some of the considerations the consortium members and MSC staff will be exploring.
- 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, April 2016:

- McMullen presented a webinar on New Directions for Collections – a discussion of library collections of the future in Montana. This is the short version of a well-received Fall Workshops session of the same title. Librarians who attended were encouraged to think about new opportunities for collaboration with other libraries and new ways to serve their communities through collections. Because of high demand, the session will be offered again.
- McMullen announced recognition of Montana libraries who participated in programs and public assistance relating to the 2016 Affordable Care Act Open Enrollment. This public

recognition helps other libraries understand how they can help with this effort in their own communities.

- The E-rate program has undergone another significant change with the addition of the E-rate Productivity Center (EPC) and a complete revision of forms and some procedures. Reymer has been working with other state E-rate coordinators and the ALA E-rate Task Force to attempt to stay on top of these changes. Reymer has been helping Montana public librarians learn the new process, correct mistakes and complete their E-rate forms in a timely manner.

Montana Talking Book Library Report February and March 2016

Prepared for the April 6, 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.

(Originally reported 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.

(Update: March 2016) Rinderle and volunteers completed the listing and shipping of the November, 2015 NLS XESS cassette books. MTBL is now back on schedule to begin listing the March, 2016 NLS XESS cassette books. This process is important to MTBL and our patrons because it systematically recycles outdated cassette books back to NLS in an orderly manner and makes space for incoming new digital books to be circulated to patrons immediately upon receipt.

- 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.

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

(Update: March 2016) Landry and Crepeau set up, tested, and have completed this objective. A weekly KLAS database report now alerts staff to patron on-demand books that are in high-demand. Staff then assesses whether to order additional permanent copies and/or duplicate additional in-house copies from NLS. We received positive

patron and staff feedback.

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.

(Originally reported 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.

(Update: March 2016) General Services Division upgraded the electrical capacity in the machine room to meet safety standards. deMontigny completed reorganization of the machine room and trained key volunteers on the daily work flow process of checking returned patron machines in, and circulating machines out, to new and existing patrons. A staff in-service was completed in February. Improvement in the machine room workflow has been accomplished. Feedback of its success from volunteers and staff show that machines and supplies are easier to locate; machine battery charging is more efficient so machines are immediately ready for patron use; there is now an instant visual assessment available for the Telephone Pioneers to plan their weekly workload; Bobbi, the Machine Lending Agent, is now able to catch machines with re-occurring problems more quickly through the new battery charging process.

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.

(Update: March 2016) Additional volunteer training and staff cross-training by deMontigny on the machine workflow successfully completed this objective.

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.

(Update: March 2016) deMontigny placed MTBL equipment, applications and given training to the Lewis and Clark County Library book mobile staff. In February, contact was made with, and letters were sent to, four other libraries who either have a mobile unit or are planning one. This included Missoula, Billings, Sanders County (Thompson Falls), and Bozeman.

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.

(Update: March 2016) Rinderle has successfully completed his basic MSL and MTBL orientation, position responsibilities training. He is in the process of being cross-trained on circulation related duplication-on-demand of locally recorded books and magazines. Rinderle is in the process of developing his work plan, and has already identified some short and long term objectives to accomplish.

- 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.

(Update: March 2016) Mr. Carbo plans to return to MTBL to assist in testing the recording equipment for a new commercial sound booth. Initial plans were presented to the Commission in December, 2015. Briggs will submit final plans for approval at the June, 2016, Commission meeting.

Additional Activities Accomplished in February and March

Briggs initiated an RFP (Request for Proposal) to purchase and have installed a commercial sound booth in September, 2016. It will be placed next to the existing MTBL sound booth. Initial planning and development meetings are being conducted with General Service Division (GSD) on materials and labor estimates for project support from GSD. deMontigny and Harris completed a volunteer instruction video on cleaning returned patron machines. Harris

interviewed, evaluated and placed a new Experience Works trainee in MTBL to start on March 14th. Landry completed duplication-on-demand training of Rinderle for circulation of BARD books to non-BARD patrons. Harris completed initial training of Rinderle on post-production preparation of newly completed local recordings for patron circulation. Landry completed a new comprehensive list of available patron magazines. Harris completed an update to the MTBL website on BARD Demonstration accounts. Crepeau added thirty-five new patrons in February and twenty-six as of March 16th to talking book library services. Crepeau completed editing the MTBL Winter Bits of Gold newsletter. It will soon be in audio and large print production for distribution by the end of March. deMontigny attended a training in March on "Engaging Learners".



PO Box 201800 • Helena, Montana 59620-1800 • 406-444-3115
FAX: 406-444-0266 • <http://msl.mt.gov>

TO: Jennie Stapp
State Librarian

TO: Montana State Library
Commission

FROM: Kris Schmitz
Central Services Manager

FROM: Jennie Stapp
State Librarian

SUBJECT: FY 16 THIRD QUARTER FINANCIAL REPORT

DATE: April 4, 2016

Attached to this memo is the third 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.

LSTA 14 projects have now been closed and all projects are running on LSTA 15 funding.

Montana Shared Catalog enterprise budget authority of \$10,000 was moved from personal services budget generated by vacancy savings into operations. An additional \$11,500 authority was increased to this fund. This authority was established as an estimate and I am aligning the budget to what has been approved by the membership.

The amount of \$1,100 was spent this quarter out of the Montana State Library Trust to pay for additional marketing materials to support the Ready 2 Read texting program. This was approved at your December 09, 2015 meeting.

Please let me know if I can answer any questions.

MONTANA STATE LIBRARY FINANCIAL REPORT

Program 01 - OPERATIONS

FISCAL YEAR: 16
 REPORT PERIOD: 01/1-03/31/16
 YEAR EXPENDED: 75%
 PAYROLL EXPENDED: 73%

	Budgeted	Revised Budget	Expended To Date	Projected Year-End Expenditures	Balance Over/Under	% Expd.
PERSONAL SERVICES	3,172,809	3,061,202	2,042,936	2,993,575	67,627	98%
OPERATIONS:						
Contracted Services	1,305,954	1,240,916	765,146	1,240,746	170	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-MSL	98,886	98,886	98,886	98,886	0	100%
Supplies and Materials	147,272	123,392	35,148	123,419	(27)	100%
Communications	119,310	118,246	55,157	117,995	251	100%
Travel	132,772	131,906	75,404	131,849	57	100%
Rent	376,492	376,192	277,709	376,048	144	100%
Repair and Maintenance	66,012	81,937	64,464	81,933	4	100%
Other Expenses	148,222	166,560	114,927	166,746	(186)	100%
TOTAL OPERATIONS	2,734,745	2,677,861	1,826,667	2,677,448	413	100%
EQUIPMENT:						
Library Books	4,066	4,066	1,817	4,066	0	100%
Equipment	9,600	9,600		9,600	0	0%
TOTAL EQUIPMENT	13,666	13,666	1,817	13,666	0	100%
SUB-TOTALS	\$5,921,220	\$5,752,729	\$3,871,420	\$5,684,689	\$68,040	99%
GRANTS:						
Federation Grants (CST)	176,122	176,122	176,122	176,122	0	100%
State Aid Grants-Area/Pop	395,766	395,766	395,766	395,766	0	100%
LSTA - FY 14 Grants	0	181,091	181,091	181,091	0	100%
LSTA - FY 15 Grants	5,000	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	157,534	157,534	32,904	157,534	0	100%
TOTAL GRANTS	1,228,422	1,409,513	785,883	1,409,513	0	100%
TOTALS	\$7,149,642	\$7,162,242	\$4,657,303	\$7,094,204	\$68,040	99%
FUNDING:						
General Fund	3,458,504	3,458,504	2,409,933	3,410,049	48,455	99%
Coal Sev. Tax	473,247	473,247	449,598	473,247	0	100%
LSTA	390,127	390,127	219,353	390,127	0	100%
LSTA Grants	1,281,091	1,281,091	588,300	1,281,091	0	100%
State Agency Contracts	283,523	283,523	189,142	283,523	0	100%
Montana Land Information Account	740,214	740,214	411,146	720,629	19,585	97%
Montana Shared Catalog	343,985	355,485	302,946	355,485	0	100%
MT State Library Trust Acct.	8,457	9,557	9,557	9,557	0	100%
BA-NRCS-FOREST	57,492	57,492	33,131	57,492	0	100%
DNRC- MSDI (AA)	22,185	22,185	654	22,185	0	100%
DNRC- WRQS (AA)	3,562	3,562	410	3,562	0	100%
USGS NHD (BA)	24,984	24,984	7,009	24,984	0	100%
SITSD PCB FIRSTNET (AA)	17,173	17,173	7,429	17,173	0	100%

**MONTANA STATE LIBRARY
FINANCIAL REPORT**

Program 01 - OPERATIONS

FISCAL YEAR: 16
 REPORT PERIOD: 01/1-03/31/16
 YEAR EXPENDED: 75%
 PAYROLL EXPENDED: 73%

	Budgeted	Revised Budget	Expended To Date	Projected Year-End Expenditures	Balance Over/Under	% Expd.
CADSDI (NB)	25,000	25,000	22,494	25,000	0	100%
USACE Yellowstone	18,000	18,000	4,101	18,000	0	100%
Ready2Read private grant	2,100	2,100	2,100	2,100	0	100%
TOTALS	7,149,642	7,162,242	4,657,303	7,094,204	68,040	99%

Montana State Library Trust Acct.

Balance as of Jan 1, 2016	118,671
Expenditures	(1,100)
Donations from 01/1 - 03/31/16	420
STIP Earnings (Avg. .5096%)	125
	<u>118,116</u>

**MONTANA STATE LIBRARY
FINANCIAL REPORT**

MONTANA DIGITAL LIBRARY
FUNCTION: 1000

FISCAL YEAR: 16
REPORT PERIOD: 01/1-03/31/16
YEAR EXPENDED: 75%
PAYROLL EXPENDED: 73%

	Budgeted	Revised Budget	Expended To Date	Projected Year-End Expenditures	Balance Over/Under	% Expd.
PERSONAL SERVICES	1,277,258	1,279,858	833,085	1,227,273	52,585	96%
OPERATIONS:						
Contracted Services	795,624	795,624	407,283	795,283	341	100%
Supplies and Materials	26,217	25,652	7,343	25,652	0	100%
Communications	50,944	50,553	18,729	50,553	0	100%
Travel	31,243	31,243	18,275	31,243	0	100%
Rent	180,080	180,080	135,809	180,080	0	100%
Repair and Maintenance	10,361	10,361	1,097	10,357	4	100%
Other Expenses	25,942	24,298	12,389	24,298	0	100%
TOTAL OPERATIONS	1,120,411	1,117,811	600,925	1,117,466	345	100%
EQUIPMENT:						
Library Books	4,066	4,066	1,817	4,066	0	100%
Equipment	0				0	0%
TOTAL EQUIPMENT	4,066	4,066	1,817	4,066	0	0%
SUB-TOTALS	\$2,401,735	\$2,401,735	\$1,435,827	\$2,348,805	\$52,930	98%
Montana Land Information Grants	157,534	157,534	32,904	157,534	0	0%
TOTAL GRANTS	157,534	157,534	32,904	157,534	0	0%
TOTALS	\$2,559,269	\$2,559,269	\$1,468,730	\$2,506,339	\$52,930	98%
FUNDING:						
General Fund:	1,330,105	1,330,105	774,400	1,296,760	33,345	97%
Coal Sev. Tax:	53,184	53,184	29,535	53,184	0	100%
Montana Land Information Acct	724,062	724,062	400,424	704,477	19,585	97%
Fish Wildlife and Parks (FW&P)	69,342	69,342	69,342	69,342	0	100%
Dept. of Environmental Quality (DE)	88,928	88,928	66,205	88,928	0	100%
Mt. Depart. Of Transportation (DOT)	31,845	31,845	31,845	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	654	22,185	0	100%
USACE Yellowstone	18,000	18,000	4,101	18,000	0	100%
NRCS-FOREST-BA	57,492	57,492	33,131	57,492	0	100%
CADNSDI - NB	25,000	25,000	22,494	25,000	0	100%
USGS-NHD - BA	24,984	24,984	7,009	24,984	0	100%
TOTALS	2,559,269	2,559,269	1,468,730	2,506,340	52,930	98%

Montana Land Information Account

Balance as of July 1, 2015	784,511
Expenditures	(411,147)
Prior year adjustments	626
Revenue from 07/1 - 03/31/16	582,163
STIP Earnings (Avg. 0.3302%)	1,897
	<u>958,050</u>

**MONTANA STATE LIBRARY
FINANCIAL REPORT**

FUNCTION: 20-LIBRARY DEVELOPMENT DEPARTMENT

FISCAL YEAR: 16
REPORT PERIOD: 01/1-03/31/16
YEAR EXPENDED: 75%
PAYROLL EXPENDED: 73%

	Budgeted	Revised Budget	Expended To Date	Projected Year-End Expenditures	Balance Over/Under	% Expd.
PERSONAL SERVICES	434,609	424,609	304,307	437,591	(12,982)	103%
OPERATIONS:						
Contracted Services	398,866	334,820	291,166	334,766	54	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	45,975	22,715	15,737	22,715	0	100%
Communications	13,050	13,150	10,144	13,150	0	100%
Travel	53,709	59,403	40,232	59,403	0	100%
Rent	71,405	70,905	47,967	70,905	0	100%
Repair and Maintenance	17,275	33,200	33,112	33,200	0	100%
Other Expenses	50,850	71,850	65,652	71,850	0	100%
TOTAL OPERATIONS	1,089,842	1,044,755	942,722	1,044,701	54	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	\$1,524,451	\$1,469,364	\$1,247,029	\$1,482,292	(\$12,928)	101%
GRANTS:						
Federation Grants (CST)	176,122	176,122	176,122	176,122	0	100%
State Aid Grants	395,766	395,766	395,766	395,766	0	100%
LSTA - FY 14 Grants	0	181,091	181,091	181,091	0	100%
LSTA - FY 15 Grants	5,000	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%
TOTAL GRANTS	1,070,888	1,251,979	752,979	1,251,979	0	100%
TOTALS	\$2,595,339	\$2,721,343	\$2,000,008	\$2,734,271	(\$12,928)	100%
FUNDING:						
General Fund:	856,160	856,160	785,021	869,088	(12,928)	102%
Coal Sev. Tax:	420,063	420,063	420,063	420,063	0	100%
LSTA	135,094	135,094	97,149	135,094	0	100%
LSTA - GRANTS	832,937	946,341	386,632	946,341	0	100%
Proprietary - Montana Shared Catalog	343,985	355,485	302,946	355,485	0	100%
Montana State Library Trust	5,000	6,100	6,100	6,100	0	100%
Ready2Read - private grant	2,100	2,100	2,100	2,100	0	100%
TOTALS	2,595,339	2,721,343	2,000,008	2,734,271	(12,928)	100%
Montana Shared Catalog						
Balance from 3rd Quarter	142,457					
Incoming new revenue	9,305					
Accts Receivable	(40)					
Expenditures - 3rd Quarter	(64,290)					
Cash Balance	87,432					

**MONTANA STATE LIBRARY
FINANCIAL REPORT**

FUNCTION: 40-Talking Book Library

FISCAL YEAR: 16
REPORT PERIOD: 01/1-03/31/16
YEAR EXPENDED: 75%
PAYROLL EXPENDED: 73%

	Budgeted	Revised Budget	Expended To Date	Year-End Expenditures	Balance Over/Under	% Expd.
PERSONAL SERVICES	299,269	299,269	195,970	281,499	17,770	94%
OPERATIONS:						
Contracted Services	16,767	16,767	10,525	16,725	42	100%
Supplies and Materials	13,500	13,500	2,022	13,500	0	100%
Communications	17,600	17,600	7,152	17,600	0	100%
Travel	3,685	3,685	800	3,685	0	100%
Rent	124,857	124,857	93,643	124,713	144	100%
Repair and Maintenance	9,200	9,200	8,961	9,200	0	100%
Other Expenses	3,814	3,814	4,000	4,000	(186)	105%
TOTAL OPERATIONS	189,423	189,423	127,103	189,423	0	100%
EQUIPMENT:						
Library Books	0				0	0%
Equipment	0				0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	\$488,692	\$488,692	\$323,073	\$470,922	\$17,770	96%
GRANTS:						
Federation Grants (CST)	0	0				
State Aid Grants	0	0			0	0%
LSTA - FY 14 Grants	0	0			0	0%
LSTA - FY 15 Grants	0	0			0	0%
TOTAL GRANTS	0	0	0	0	0	0%
TOTALS	\$488,692	\$488,692	\$323,073	\$470,922	\$17,770	96%
FUNDING:						
General Fund:	287,896	287,896	227,077	270,126	17,770	94%
Coal Sev. Tax:	0				0	0%
LSTA	197,339	197,339	92,539	197,339	0	100%
Misc. Revenue:	0				0	0%
Talking Book Trust Acct.	3,457	3,457	3,457	3,457	0	100%
TOTALS	488,692	488,692	323,073	470,922	17,770	96%

**MONTANA STATE LIBRARY
FINANCIAL REPORT**

FUNCTION: 05- Administration

FISCAL YEAR: 16
REPORT PERIOD: 01/1-03/31/16
YEAR EXPENDED: 75%
PAYROLL EXPENDED: 73%

	Budgeted	Revised Budget	Expended To Date	Year-End Expenditures	Balance Over/Under	% Expd.
PERSONAL SERVICES	743,466	743,466	516,525	733,212	10,254	99%
OPERATIONS:						
Contracted Services	93,705	93,705	55,891	93,691	14	100%
Supplies and Materials	61,500	61,525	10,019	61,525	0	100%
Communications	33,943	34,043	17,438	34,043	0	100%
Travel	23,100	22,775	10,854	22,775	0	100%
Rent	150	350	290	350	0	100%
Repair and Maintenance	29,176	29,176	21,294	29,176	0	100%
Other Expenses	63,548	63,548	31,513	63,548	0	100%
TOTAL OPERATIONS	305,122	305,122	147,299	305,108	14	100%
EQUIPMENT:						
Library Books	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	\$1,058,188	\$1,058,188	\$663,824	\$1,047,920	\$10,268	99%
GRANTS:						
Federation Grants (CST)	0	0	0	0	0	0%
State Aid Grants	0	0	0	0	0	0%
LSTA - FY 15 Grants	0	0	0	0	0	0%
LSTA - FY 16 Grants	0					
TOTAL GRANTS	0	0	0	0	0	0%
TOTALS	\$1,058,188	\$1,058,188	\$663,823	\$1,047,920	\$10,268	99%
FUNDING:						
General Fund:	984,343	984,343	623,436	974,075	10,268	99%
Montana Land Information Acct	16,152	16,152	10,723	16,152	0	0%
LSTA	57,694	57,694	29,664	57,694	0	100%
LSTA - Grants	0				0	0%
Misc. Revenue:	0				0	0%
Montana State Library Trust Acct	0	0	0	0	0	0%
TOTALS	1,058,188	1,058,188	663,823	1,047,921	10,268	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	800	3,350	0
TOTAL PERSONAL SERVICES	3,350	800	3,350	0
OPERATIONS:				
Contracted Services	0	0	0	0
Supplies and Materials	111	111	111	0
Communications	50	48	50	0
Travel	13,800	7,546	13,800	0
Rent	200	190	200	0
Repair and Maintenance	0		0	0
Other Expenses	1,839	858	1,839	0
TOTAL OPERATIONS	16,000	8,753	16,000	0
TOTAL BUDGET	\$19,350	\$9,553	\$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: 01/01/2016 - 03/31/2016
YEAR EXPENDED: 50%
PAYROLL EXPENDED: 48%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	51,737	51,737	31,903	51,743	(6)	100%
OPERATIONS:						
Contracted Services	224	224	224	224	0	100%
Supplies and Materials	0	0	0	0	0	0%
Communications	426	426	397	426	0	100%
Travel	3,500	3,500	1,511	3,500	0	100%
Rent	0	0	0	0	0	0%
Repair and Maintenance	0	0	0	0	0	0%
Other Expenses	850	850	308	850	0	0%
TOTAL OPERATIONS	5,000	5,000	2,440	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	\$56,737	\$56,737	\$34,343	\$56,743	(\$6)	100%
TOTALS	\$56,737	\$56,737	\$34,343	\$56,743	(\$6)	100%
FUNDING:						
LSTA:	56,737	56,737	34,343	56,743	(6)	100%
TOTALS	56,737	56,737	34,343	56,743	(6)	100%

**LSTA - NETWORKING CONSULTANTS - BILLINGS
GRANT RUNS - 10/01/14 - 09/30/16**

FISCAL YEAR: 16
REPORT PERIOD: 01/01/2016 - 03/31/2016
YEAR EXPENDED: 50%
PAYROLL EXPENDED: 48%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	61,456	61,456	37,885	61,403	53	100%
OPERATIONS:						
Contracted Services	0	0	0	0	0	0%
Supplies and Materials	0	0	0	0	0	0%
Communications	650	650	384	650	0	100%
Travel	3,500	3,500	1,498	3,500	0	100%
Rent	0	0	0	0	0	0%
Repair and Maintenance	0	0	0	0	0	0%
Other Expenses	850	850	304	850	0	100%
TOTAL OPERATIONS	5,000	5,000	2,186	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	\$66,456	\$66,456	\$40,071	\$66,403	\$53	100%
TOTALS	\$66,456	\$66,456	\$40,071	\$66,403	\$53	100%
FUNDING:						
LSTA:	66,456	66,456	40,071	66,403	53	100%
TOTALS	66,456	66,456	40,071	66,403	53	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: 01/01/2016 - 03/31/2016
YEAR EXPENDED: 50%
PAYROLL EXPENDED: 48%

	Budgeted	Revised Budget	Expended to Date	Final Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	46,477	45,599	28,184	45,856	(257)	101%
OPERATIONS:						
Contracted Services	0	0	0	0	0	0%
Supplies and Materials	27	27	27	27	0	0%
Communications	623	623	365	623	0	100%
Travel	3,500	3,500	697	3,500	0	100%
Rent	0	0		0	0	0%
Repair and Maintenance	0	0		0	0	0%
Other Expenses	850	850	304	850	0	100%
TOTAL OPERATIONS	5,000	5,000	1,393	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	\$51,477	\$50,599	\$29,577	\$50,856	(\$257)	101%
TOTALS	\$51,477	\$50,599	\$29,577	\$50,856	(\$257)	101%
FUNDING:						
LSTA:	51,477	50,599	29,577	50,856	(257)	101%
TOTALS	51,477	50,599	29,577	50,856	(257)	101%

**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: 01/01/16 - 03/31/16
YEAR EXPENDED: 25%
PAYROLL EXPENDED: 23%

	Budgeted	Revised Budget	Expended to Date	Projected Year-End Expenditures	Projected Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	83,797	83,797	51,565	83,701	96	100%
OPERATIONS:						
Contracted Services				0	0	0%
Supplies and Materials				0	0	0%
Communications	750	750	400	750	0	100%
Travel				0	0	0%
Rent				0	0	0%
Repair and Maintenance				0	0	0%
Other Expenses				0	0	0%
TOTAL OPERATIONS	750	750	400	750	0	100%
EQUIPMENT:						
Equipment					0	
Automation					0	
TOTAL EQUIPMENT	0	0	0	0	0	
SUB-TOTALS	\$84,547	\$84,547	\$51,965	\$84,451	\$96	100%
TOTALS	\$84,547	\$84,547	\$51,965	\$84,451	\$96	100%
FUNDING:						
LSTA:	\$84,547	\$84,547	\$51,965	\$84,451	\$96	100%
TOTALS	\$84,547	\$84,547	\$51,965	\$84,451	\$96	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: 01/01/16 -03/31/16
YEAR EXPENDED: 50%
PAYROLL EXPENDED: 48%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	46,108	46,986	27,976	45,926	1,060	98%
OPERATIONS:						
Contracted Services				0	0	0%
Supplies and Materials				0	0	0%
Communications	200	200	147	200	0	103%
Travel	3,500	3,500	1,430	3,500	0	0%
Rent				0	0	0%
Repair and Maintenance				0	0	0%
Other Expenses	300	300	310	300	0	103%
TOTAL OPERATIONS	4,000	4,000	1,887	4,000	0	103%
EQUIPMENT:						
Equipment					0	0%
Automation					0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	\$50,108	\$50,986	\$29,863	\$49,926	\$1,060	98%
TOTALS	\$50,108	\$50,986	\$29,863	\$49,926	\$1,060	98%
FUNDING:						
LSTA:	50,108	50,986	29,863	49,926	1,060	98%
TOTALS	50,108	50,986	29,863	49,926	1,060	98%

**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: 01/01/16 - 03/31/16
YEAR EXPENDED: 50%
PAYROLL EXPENDED: 48%

	Budgeted	Revised Budget	Expended to Date	Year-End Expenditures	Balance Over/Under	Proj. % Expd.
PERSONAL SERVICES	24,425	24,425	15,535	24,197	228	99%
OPERATIONS:						
Contracted Services		57	57	57	0	0%
Supplies and Materials					0	0%
Communications	0	0	0	0	0	0%
Travel	800	743	108	743	0	100%
Rent				0	0	0%
Repair and Maintenance				0	0	0%
Other Expenses	200	200	148	200	0	0%
TOTAL OPERATIONS	1,000	1,000	313	1,000	0	100%
EQUIPMENT:						
Equipment					0	0%
Automation					0	0%
TOTAL EQUIPMENT	0	0	0	0	0	0%
SUB-TOTALS	\$25,425	\$25,425	\$15,848	\$25,197	\$228	99%
TOTALS	\$25,425	\$25,425	\$15,848	\$25,197	\$228	99%
FUNDING:						
LSTA:	25,425	25,425	15,848	25,197	228	99%
TOTALS	25,425	25,425	15,848	25,197	228	99%

Memo

To: Jennie Stapp, State Librarian **To:** Montana State Library Commission

From: Sarah McHugh, Director
Statewide Library Resources **From:** Jennie Stapp, State Librarian

Date: March 18, 2016

Re: **MSC new libraries recommendation from the Network Advisory
Council meeting of March 8, 2016**

The Network Advisory Council at its March 8, 2016 meeting approved the following recommendation to be forwarded to the State Library Commission:

Council recommends acceptance of the Livingston-Park County Public Library, and the Richey Public Library, a branch of the Glendive Public Library, into the Montana Shared Catalog. The recommended FY 17 Library Development Budget includes the necessary funding for startup costs, in the amount of \$10,443 from Coal Severance Tax monies.

Memo

To: Jennie Stapp, State Librarian **To:** Montana State Library Commission

From: Sarah McHugh, Director
Statewide Library Resources **From:** Jennie Stapp, State Librarian

Date: March 18, 2016

Re: **Recommendation from the Network Advisory Council meeting of
March 8, 2016**

The Network Advisory Council at its March 8, 2016 meeting approved the following recommendation to be forwarded to the State Library Commission:

The Network Advisory Council recommends adoption of the proposed FY 2017 “Library Development Budget” in order to meet the needs of libraries as defined through the Library Development Study Task Force (LDSTF) final recommendations.

This budget combines the traditional “Above the Line” Library Services Technology Act budget and the “Statewide Projects Budget” recommended in the past. Previous budgets considered, current year federally awarded LSTA funding for staff and operations and LSTA funding for new and existing pilots, projects and programs separately. The FY 17 proposed budget addresses the full scope of Library Development services, including staffing needs. Recommendations in this budget proposal are funded from federal FY 16 LSTA and state FY 17 Coal Severance Tax monies.

The House Bill 2 funding amounts in the proposed budget are not part of the Council’s budget recommendations to the Commission. Rather, these costs are informational, referencing funding that was approved last August as part of our HB 2 startup budget. This detail is provided in order to give the Commission an overall view of the SLR budget details.

The proposed budget is organized by the LDSTF recommendations that were approved by the Commission at its February meeting. Within each section, individual projects and services are color coded to reflect the level of priority recommended by the LDSTF

to the Council, to be taken into consideration as the Council considered each item. The Council proposes the FY 17 budget based on these rankings as well as the overall LDSTF recommendations and related outcome statements.

It should be noted that specific training and programs, historically included in the Statewide Projects Budget, such as Fall Workshop, Summer Institute and Ready2Read Rendezvous, are not identified. This change also reflects the new approach to library development planning. Following Commission action, planning for specific programs and trainings will be carried out by Library Development staff, in collaboration with the Council; that planning will be guided by the LDSTF prioritized outcomes within each of the task force recommendations.

Historical budget information covering the previous five years of Library Development staffing, services and projects is included in Commission materials. Usage statistics for the statewide databases and online subscription services are also available as informational sources for the Commission, when deliberating on the proposed budget.

Memo

To: Jennie Stapp, State Librarian **To:** Montana State Library Commission

From: Sarah McHugh, Director
Statewide Library Resources **From:** Jennie Stapp, State Librarian

Date: March 18, 2016

Re: Proposed changes to use of Coal Severance Tax monies

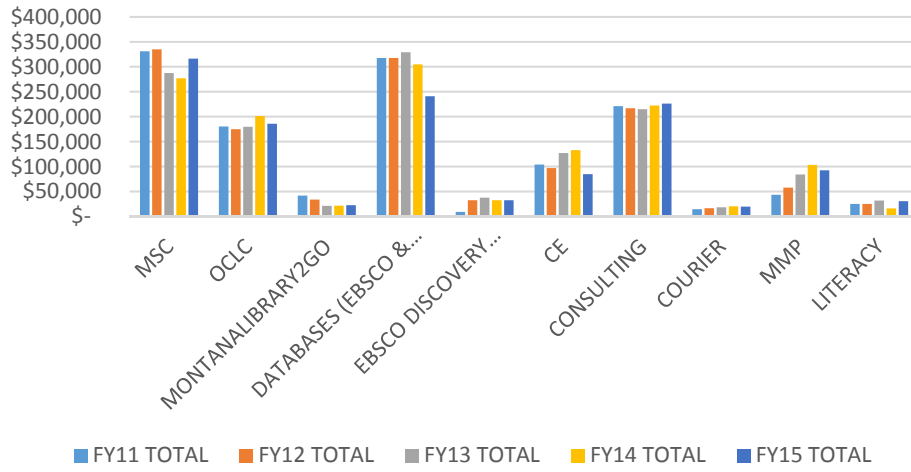
The Network Advisory Council has proposed overall changes to the use of Coal Severance Tax monies as part of their recommended FY 2017 Library Development budget. The recommended shift in approach to the funding of library development services, resources, staffing and projects is a response to volatility we continue to face in our appropriation of these monies. The recommendations reflect the work of the Library Development Study Task Force. That work included listening sessions held around the state, deliberations by the task force and ultimately the creation of recommendations to assist MSL in delivering library development services that meet the needs of 21st century libraries.

The statewide databases historically have been the largest purchase made with the CST monies administered by the State Library. Proposed funding changes will impact that statewide suite, should the Commission approve the proposed FY 17 Library Development budget. Some points to consider as the Commission deliberates this particular piece of the budget include:

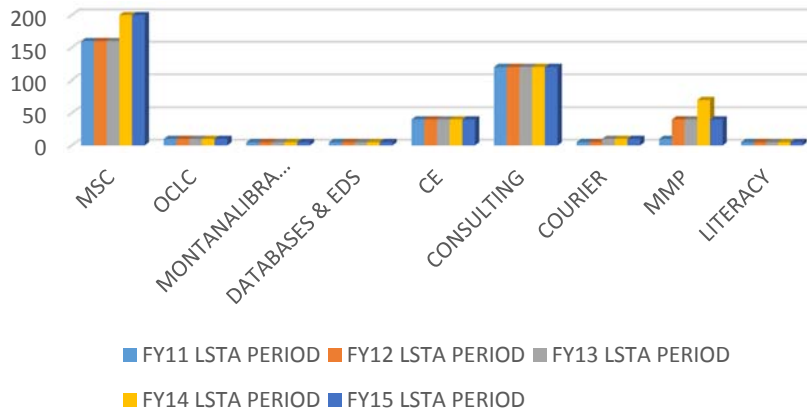
- Due to declining funds, no longer does MSL have the luxury of the one-size-fits all approach afforded by statewide funding, to procure and administer the current statewide databases contract model. MSL must make careful use of the resources it has available, now and into the future. As CST monies grow even more volatile and continue to decline, and as federal LSTA dollars remain stagnant or are reduced, it is imperative that MSL meet this challenge now in order to fund Library Development services in a stable and responsible manner.

- MSL is already facing a reduction in the amount of FY 17 CST monies available for our existing EBSCO contract and has been preparing to scale down that contract and consider alternative funding scenarios. CST monies available for statewide databases in FY 17 declined by \$26,402 from FY 16. This amount is in addition to the approximately \$90,000 reduction from the previous biennium. All indications are that this decline will continue. Regardless of usage or where these resources fit within the LDSTF recommendations, we no longer have the financial resources necessary to sustain the current statewide contract model completely on CST, and so this discussion with the NAC was imminent.
- There is much opportunity for MSL to collaborate with Montana libraries to procure the databases library patrons rely on the most. The funding situation creates more incentive to collaborate with the Treasure State Academic Information and Library Services consortium, and others, bringing us together, and showing that we all have “skin in the game” to make the most use of the resources we fund.
- Regardless of the amount of funding available and the size of a statewide database contract, it is advisable, and MSL is prepared to continue to procure and administer a statewide contract for all types of libraries because, as we well know, it is far more efficient and effective to collaborate than to divide our purchasing efforts.
- Should plans for a collaborative legislative request to fund statewide databases be considered, this kind of approach to meeting our collective resource needs would be significantly more convincing in any Legislative request than MSL explaining why it needs continued statewide funding in an amount that has historically represented 25-30% of our total Library Development budget-- to be spent on resources where only a select few databases are used by a select group of libraries.
- The NAC was directed to consider funding recommendations for CST monies that can more readily absorb the volatility of the CST appropriation. To that end, the NAC recommends funding one-time-only expenses for Montana Memory Project digitization projects, implementation costs for the new MSC libraries, and training and programming costs, that can be adjusted mid-year in response to budget changes.
- The recommendation to fund a portion of the OCLC Group Services contract from CST monies is based on discussion that, as an essential resource for all libraries (unlike the statewide databases), MSL would be more successful arguing to shift the funding source for this service from CST to another funding source should the need arise in the future.

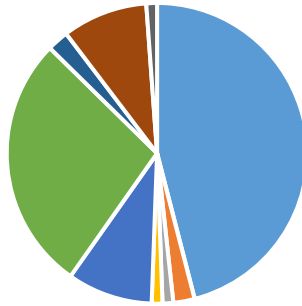
MSL FUNDING BY PROGRAM FY11-FY15



PROGRAM STAFF HOURS PER WEEK FY11-FY15 LSTA AWARD PERIODS

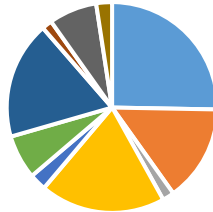


FY15 LSTA PERIOD STAFF HOURS PER WEEK



- MSC
- OCLC
- MONTANALIBRARY2GO
- DATABASES & EDS
- CE
- CONSULTING
- COURIER
- MMP
- LITERACY

MSL FUNDING FY15 PERIOD



- MSC
- OCLC
- MONTANALIBRARY2GO
- DATABASES (EBSCO)
- EBSCO DISCOVERY SERVICE
- CE
- CONSULTING
- COURIER
- MMP
- LITERACY

Memo

To: Montana State Library Commission

From: Jennie Stapp, State Librarian

Date: March 18, 2016

Re: Executive Planning Process legislative priority

The State Library, with support from the Montana Library Association, recommends approval of draft legislation to extend the statutory sunset date for Montana public libraries per capita/per square mile state aid.

Budget Director Villa directed the State Library to prioritize this legislative request along with other legislative priorities for the 2017 session. This legislation is the only legislation the State Library plans to introduce. The State Library must submit our legislative priorities to the Governor’s Budget Office on April 15, 2016.

Per capita/per square mile state aid is a statutory appropriation contained in 22-1-327 Montana Code Annotated. It is currently scheduled to sunset on July 1, 2017. Without extension, beginning in FY '18 the State Library would have authority to distribute state aid grants to public libraries but no funding appropriation to do so. When evaluating options to extend the date of the sunset period MLA and the State Library evaluated the following criteria to settle a proposed sunset extension of July 1, 2023.

Pros:	<ul style="list-style-type: none"> Libraries would see a state aid increase in 2021. Though there is little consistency in sunset dates for other statutory appropriations six years appears to be a good average.
Considerations:	<ul style="list-style-type: none"> Fiscal note would show a budget increase in 2021 (based on 2015 census estimates, the increase would be from \$395,766 to \$413,179.60 or \$17,413.60) The fiscal note would show no additional increases after 2021.
Cons:	<ul style="list-style-type: none"> Legislation would not be aligned with the release of census data.

22-1-327. (Temporary) State aid -- per capita -- per square mile. (1) The commission shall distribute grants to public libraries and public library districts on a per capita and per square mile basis.

(2) The total amount of annual per capita and per square mile funding to public libraries for each fiscal year is the base amount of 40 cents multiplied by the total number of residents of the state as determined by the most recent decennial census of the population produced by the U.S. bureau of the census.

(3) The amount determined under subsection (2) is statutorily appropriated, as provided in [17-7-502](#), from the general fund to the commission for distribution as state aid to public libraries. (*Terminates July 1, 2017-2023 -sec. 5, Ch. 244, L. 2013.*)

22-1-327. (Effective July 2, 2017 2023). State aid -- per capita -- per square mile. The commission shall distribute grants to public libraries and public library districts on a per capita and per square mile basis.

Memo

To: Montana State Library Commission

From: Jennie Stapp, State Librarian

Date: March 22, 2016

Re: Draft Executive Planning Process budget priorities

The following information represents the current State Library priorities for budget requests for the 2017 Legislative Session. Staff welcomes input on priorities from the Commission. Formal action to approve a final list of priorities will be requested at a May teleconference meeting (date to be determined). The State Library must submit our budget priorities to the Governor's Budget Office on May 30, 2016.

Tier One		FTE	Operations Costs	Total Annual Cost	Percentage of total General Fund budget
1 – New Proposal	Montana Land Information Grant Program Funding	0	\$300,000	\$300,000	10%
Governor’s Priority Alignment: Efficiency in Government; Economic Development; Infrastructure	<p>Since 2006 the State has funded a grant program described in 90-1-404 MCA to address the priorities of the Montana Land Information Plan with funding from the Montana Land Information Account (MLIA) which collects funds from a \$1/page recordation fee on land transactions. In many ways, MLIA collections mirror the overall state economy and have therefore proven incredibly volatile in recent years. In order to provide a more secure and stable degree of funding the State Library proposes an EPP request to fund the grant program from state general fund dollars in the amount of \$300,000 annually. As a restricted appropriation, these monies would ensure that the State Library could encourage and plan for grants with confidence in the funding that would be available. This request also recognizes the value that GIS technology brings to local government services and the essential role local governments play to provide foundational data for much of the state and federal spatial data infrastructure.</p> <p>While local stakeholders would benefit most directly from funds that are granted to local governments, ensuring a source of funds for grants would also alleviate some of the pressure on the MLIA account which is currently stretched thin and must be supplemented, when possible, through grants and contracts, to support statewide GIS coordination, Montana Spatial Data Infrastructure development and a grant program.</p>				
2 – Contract Rate Change	Montana Natural Heritage Program Contract Increase	0	\$100,000	\$100,000	3%
Governor’s Priority Alignment: Efficiency in Government	<p>Since FY08, the MSL contract has provided approximately \$440,000 per year for the core services of the MTNHP under contract with the University of Montana. Additional funding required to support full FTEs of core positions has come from state, federal, tribal, and private sector entities. The contract does not include inflationary cost increases so MTNHP has received no increase in core funding from FY08 to FY17 to cover inflation, rising health care costs, mandated but unfunded salary increases, and the increases in the costs of Biotics software required to meet our statutory to manage information in a compatible manner with Heritage Programs in other states (MCA 90-15-302). This funding situation has effectively reduced the buying power of core funding by at least \$100,000 over this 9-year period. In addition, in order to meet increasing demands for internet delivery of services, it was necessary for MTNHP to create a full-time web programmer position. As a result, core funding for the Botany, Ecology, and Zoology Program Managers’ positions has fallen from over 50% in FY08 to 30% in FY16. The State Library proposes a \$100,000 annual increase in the core funding contract to raise the Botany, Ecology, and Zoology Program Managers’ positions from 0.3 to 0.65 FTE (see chart) and cover the increased costs of the Biotics software to keep Species Occurrence data compatible with Heritage Programs in other states.</p>				
Total tier one:		0	\$400,000	\$400,000	13%

OTO		FTE	Operations	Total Annual Cost	Percentage of total budget
3 - OTO	Talking Book Library Audio Book Digital Conversion	0	\$120,000	\$120,000	4%
Governor's Priority Alignment: Education/ Efficiency in Government	<p>The 2013 Legislature approved \$25,000 (OTO) funds from July 1, 2013-June 30, 2014, to support a part-time temporary hire to convert Montana analog cassette titles to digital format. During that time 25%, or 265, of the cassette collection was converted, leaving 75%, 795 titles, yet to be converted. Of the 265 books converted, 80-100 still needed final editing before receiving approval from the National Library Service (NLS) for patron circulation. It was necessary to spend significant time initially providing the necessary training on existing and necessary new software, hardware and duplication resources, ultimately reducing the overall time converting titles.</p> <p>Funding from this EPP request would be used to:</p> <ol style="list-style-type: none"> 1) Fund digital conversion and final editing of Montana audio books and magazines from analog to audio digital. 2) Assure that MTBL digital titles meet the National Library Service (NLS) audio digital standards requirements and quality assurance review process. 3) Apply the NLS security standards for acceptance of Montana recordings to be uploaded to the NLS Braille and Audio Reading Download (BARD) service. 4) Convert existing audio analog masters to digital audio cartridges and edit the digital masters for patron circulation and BARD upload. This work will provide all nationwide talking book library patrons with direct free download access of Montana recordings, regardless of which state in which the local material was recorded. <p>The work would be completed in one fiscal year by outsourcing the process to a private vendor.</p>				
Total OTO:			\$120,000	\$120,000	4%

Tier two		FTE	Operations	Total Annual Cost	Percentage of total budget
4 – New Proposal	Library Broadband Affordability Grant Program	0	\$1.15M	\$1.15M	38%
Governor’s Priority Alignment: Education; Economic Development; Infrastructure	<p>If funded, this grant program would fund a statewide contract for broadband services to public library administered by the State Library. The program would assume that libraries that participate in statewide broadband consortium make use of E-rate to maximize federal funding. Pending contract negotiations with providers, participating libraries would receive a minimum of 10 Mbps/internal connection or 100 Mbps of broadband, whichever is greater. Internal connections are defined as the total number of public access computers, staff computers, and the average hour wireless connections as reported by libraries in their public library statistics. Libraries desiring higher rates of bandwidth would fund additional bandwidth locally.</p> <p>In addition, the grant program would fund a hardware replacement account. Libraries would receive grant funds on a five-year cycle to replace computers, network hardware, and other related technology. Administrative rules would be created to allocate funds appropriately.</p> <p>Administrative costs would also be funded from the grant appropriation.</p>				
Total Tier two:		0	\$1.15M	\$1.15M	38%

DRAFT



2017 Legislation & Budget Request Form

Please use this form to submit proposed budget requests for the 2017 Legislature. Please submit forms to Jennie by end of day, Friday, March 11, 2016.

Date: March 4, 2016

Staff Person: Evan Hammer

Proposal Name: Montana Land Information Grants Fund

Brief description of proposal:

This request is for an appropriation of state general fund monies to support the grant program described in 90-1-404, MCA.

How will the proposal positively impact the communities we serve?

In order to provide a more secure and stable degree of funding the State Library proposes an EPP request to fund the GIS grant program described in 90-1-404 MCA from state general fund dollars in the amount of \$300,000 annually. As a restricted appropriation, these monies would ensure that the State Library could encourage and plan for grants with confidence in the funds that would be available. This request also recognizes the value that GIS technology brings to local government services and the essential role local governments play to provide foundational data for much of the state and federal spatial data infrastructure.

While local stakeholders would benefit most directly from funds that are granted to local governments, ensuring a source of funds for grants would also alleviate some of the pressure on the MLIA account which is currently stretched thin and must be supplemented, when possible, through grants and contracts, to support statewide GIS Coordination, Montana Spatial Data Infrastructure development, and a grant program.

How does this proposal support MSL's [long range plan](#) and/or other planning documents such as the Library Development Study Task Force recommendations?

This proposal supports every goal of the long range plan as is evidenced by past grants. Over the years grants have been used to:

- develop and improve data that significantly improves the overall MSDI data collection;
- develop tools and applications that make GIS data more accessible to a wide variety of stakeholders;
- train GIS and non GIS practitioners in the use of various GIS technologies to both build capacity to grow GIS programs and to encourage the use of GIS maps and other data;

- collaborate with partners both locally and statewide to support the goals of annual land plans;
- ensure the State Library's ability to meet the needs of our users and to development sustainable GIS programs around Montana.

FTE Required? Yes No
Estimated Number?

Cost of proposal and proposed source of funding:

\$300,000 from the State General Fund

Please list other entities involved in developing the proposal:

- Montana Land Information Advisory Council
- Montana Association of Counties

Please identify interested constituencies or persons who may be called upon to testify in support of this proposal:

- Harold Blattie, Montana Association of Counties
- Past grant recipients
- MLIA council members

Other relevant information to consider when evaluating this proposal:

The State Library has tried for years, without success, to fund support for MSDI by making requests for operational funding and FTE. We believe we are likely to be more successful if we pursue funds for the grant program which supports local governments primarily and the demonstrates the importance of local GIS data development to supporting infrastructure initiatives around Montana.

MLIA Grant Request History

Non-Steward Grants		
Year	Requests	Approved
FY08		\$ 358,023.00
FY09		\$ 222,067.00
FY10		\$ 201,165.40
FY11		\$ 182,208.00
FY12		\$ 162,014.00
FY13	\$ 428,482.50	\$ 252,342.00
FY14	\$ 665,081.18	\$ 259,138.38
FY15	\$ 347,687.00	\$ 302,993.00
FY16	\$ 157,534.00	\$ 157,534.00
FY17	\$ 879,385.38	

FY08-FY12
Avg - \$225K

FY13-FY16
Avg - \$243K

FY17 MLIA Grant Applications

Grant Name	MLIA Share	Leverage Amt	Project Total	Total Funded	Leverage %
MLIA 2017 BELGRADE COMPREHENSIVEGIS	\$12,720	\$7,665	\$20,385		60%
MLIA 2017 BLAINE NG911	\$18,420	\$9,530	\$27,950		52%
MLIA 2017 BROADUS WEBGIS	\$10,000	\$3,000	\$13,000		30%
MLIA 2017 CARBON NG911	\$18,407	\$8,450	\$26,857		46%
MLIA 2017 CEIC CDP	\$14,275	\$16,582	\$30,857		116%
MLIA 2017 CHOUTEAU NG911	\$47,812	\$6,892	\$54,704		14%
MLIA 2017 CONRAD PUBUTILGIS	\$41,693	\$31,080	\$72,773		75%
MLIA 2017 DNRC URBANFORESTRY	\$50,000	\$28,000	\$78,000		56%
MLIA 2017 GALLATIN NG911	\$2,100	\$2,234	\$4,334		106%
MLIA 2017 HAMILTON WATERUTILITYGIS	\$42,179	\$30,085	\$72,264		71%
MLIA 2017 HARDIN COMPREHENSIVEGIS	\$12,661	\$9,745	\$22,406		77%
MLIA 2017 HELENAVALLEY IRRDATA	\$9,000	\$4,500	\$13,500		50%
MLIA 2017 HILL NG911	\$4,164	\$4,500	\$8,664		108%
MLIA 2017 LAKE PLSS	\$20,000	\$9,500	\$29,500		48%
MLIA 2017 LEWISCLARK PLSS	\$27,000	\$10,500	\$37,500		39%
MLIA 2017 LEWISTOWN COMPREHENSIVEGIS	\$10,740	\$8,665	\$19,405		81%
MLIA 2017 MANHATTAN COMPREHENSIVEGIS	\$18,060	\$5,470	\$23,530		30%
MLIA 2017 MCCONE ROADINVENTORY	\$24,965	\$13,010	\$37,975		52%
MLIA 2017 MILESCITY CORS	\$13,700	\$33,767	\$47,467		246%
MLIA 2017 MISSOULA CLIMATE	\$38,857	\$36,350	\$75,207		94%
MLIA 2017 MISSOULA LANDRECORDS	\$289,000	\$14,693	\$303,693		5%
MLIA 2017 MUSSELSHELL WATERINFO	\$25,725	\$44,732	\$70,457		174%
MLIA 2017 PARK PLSS	\$20,000	\$10,000	\$30,000		50%
MLIA 2017 PONDERA NG911	\$42,661	\$7,482	\$50,143		18%
MLIA 2017 POWELL PLSS	\$37,622	\$37,102	\$74,724		99%
MLIA 2017 TETON NG911	\$27,624	\$16,900	\$44,524		61%
Total B1 and B2 Grants	\$879,385	\$410,433	\$1,289,819		47%

Monthly Montana Land Information Account Collection, July 2005 – January 2016

FY	July	August	September	October	November	December	January	February	March	April	May	June
2006	\$186.75	\$94,734.25	\$101,757.95	\$86,971.75	\$110,715.65	\$87,397.23	\$74,854.84	\$61,894.50	\$93,024.25	\$76,060.08	\$89,005.83	\$92,104.30
2007	\$96,066.10	\$91,043.40	\$87,426.80	\$90,567.85	\$87,189.90	\$75,056.27	\$79,332.36	\$80,318.50	\$73,204.75	\$76,215.00	\$100,460.75	\$78,500.88
2008	\$102,870.04	\$74,003.15	\$67,989.66	\$72,273.11	\$61,426.68	\$107,753.05	\$73,164.90	\$59,208.11	\$86,376.38	\$72,304.25	\$80,222.50	\$86,915.75
2009	\$65,619.70	\$76,219.29	\$55,957.00	\$70,764.50	\$47,268.75	\$53,224.71	\$58,438.75	\$72,614.50	\$96,440.50	\$104,998.00	\$89,098.87	\$95,861.25
2010	\$87,064.99	\$63,428.04	\$66,952.51	\$65,706.75	\$66,067.25	\$62,406.50	\$56,376.75	\$49,360.24	\$48,962.30	\$65,392.25	\$56,670.00	\$63,987.50
2011	\$116,146.75	\$75,171.00	\$72,756.50	\$76,629.00	\$78,091.75	\$78,420.25	\$65,494.25	\$60,648.75	\$65,224.75	\$57,641.75	\$74,614.89	\$42,882.36
2012	\$52,617.50	\$75,821.50	\$58,882.05	\$74,654.70	\$70,150.25	\$71,643.75	\$66,819.50	\$64,547.75	\$67,542.49	\$60,201.00	\$72,621.00	\$77,411.25
2013	\$72,326.25	\$79,700.39	\$73,778.50	\$79,521.00	\$90,469.57	\$80,012.50	\$75,142.25	\$71,497.00	\$73,428.50	\$77,704.00	\$82,504.75	\$69,983.00
2014	\$91,105.75	\$77,270.50	\$68,938.75	\$62,017.75	\$56,809.00	\$55,629.00	\$49,288.25	\$41,399.50	\$44,905.25	\$54,412.25	\$57,658.76	\$62,572.61
2015	\$59,146.00	\$58,994.75	\$62,662.75	\$65,765.00	\$59,857.00	\$63,228.87	\$54,838.25	\$54,696.75	\$66,151.75	\$66,848.00	\$69,618.25	\$80,100.75
2016	\$75,598.75	\$76,165.00	\$70,514.35	\$68,696.25	\$61,837.00	\$66,816.25	\$56,786.75					
2007-2015 Ave	\$81,856.18	\$74,781.70	\$68,585.89	\$72,659.59	\$67,916.72	\$71,419.12	\$64,321.70	\$61,587.90	\$69,137.41	\$70,635.17	\$75,941.09	\$73,135.04



2017 Legislation & Budget Request Form

Date: March 23, 2016

Staff Person: Bryce Maxell, Program Coordinator, Montana Natural Heritage Program

Proposal Name: Montana Natural Heritage Program Core Funding Increase

Brief description of proposal:

The Montana Natural Heritage Program (MTNHP) was created by the Montana legislature in 1983 to be "a program of information acquisition, storage, and retrieval for data relating to the flora, fauna, and biological community types of Montana." (MCA 90-15-102). The MTNHP is the primary source for animal, plant, wetland, and land cover information used in environmental reviews conducted by local, state, federal, and tribal governments and private consulting firms. Having this information centralized and made readily available on MTNHP websites such as the Montana Field Guide, Species Snapshot, and Map Viewer provides our user communities with a common set of information, allows environmental and species status reviews to proceed quickly, and saves untold dollars to the private and public sectors. The enabling legislation for MTNHP (MCA 90-15) provides the Montana State Library (MSL) with the option to run the program directly or contract for its operation and make available state resources and facilities as part of the contract for services. Since 2006, MTNHP has been operated by the University of Montana (UM) through a renewable 2-year contract with MSL. Since FY08, the MSL contract has provided approximately \$440,000 per year for the core services of the program; additional funding required to support full FTEs of core positions has come from state, federal, tribal, and private sector entities. Because MTNHP is operated as a contract with UM, the program has received no increase in core funding from FY08 to FY17 to cover inflation, rising health care costs, mandated but unfunded salary increases, and the increases in the costs of Biotics software required to meet our statutory to manage information in a compatible manner with Heritage Programs in other states (MCA 90-15-302). This funding situation has effectively reduced the buying power of core funding by at least \$100,000 over this 9-year period. In addition, in order to meet increasing demands for internet delivery of services, it was necessary for MTNHP to create a full-time web programmer position. As a result, core funding for the Botany, Ecology, and Zoology Program Managers' positions has fallen from over 50% in FY08 to 30% in FY16. This reduction in core funds has required science staff to spend time and effort raising project funds to support their positions and has diverted their time and effort away from core tasks to completing project deliverables. Less time for core tasks has resulted in reductions in currency and accuracy of species and community information, outdated evaluations and updates of species conservation status ranks, reductions in maintenance and updates of accounts on the Montana Field Guide, loss of the Aquatic Ecology program component, reduced ability to answer data requests at the desired level, and reduced ability to review and process observation data and make it available for environmental reviews. The stress of inadequate funding has also had demonstrable adverse impacts on staff morale, retention, and recruitment.

This EPP request would fund a \$100,000 annual increase the core funding contract to increase the Botany, Ecology, and Zoology Program Managers' positions from 0.3 to 0.65 FTE and to cover the increased costs of the Biotics software to keep Species Occurrence data compatible with Heritage Programs in other states.

How will the proposal positively impact the communities we serve?

Communities served by MTNHP include federal, state, local, and tribal government, private businesses, non-profit organizations, K-12 and higher education, and the general public. The core funding the program receives is critical to keep MTNHP information current, accurate, and complete, to ensure web applications effectively deliver information, and that expert staff are available for consultation. Providing our patrons with up-to-date and accurate information and feedback from science staff on appropriate uses of the data allows them to avoid conflicts and delays in environmental review processes and reduce or eliminate unnecessary impacts to plant and animal species. Maintaining complete and accurate databases and up-to-date conservation status ranks for species allows staff to focus efforts on species that are truly rare rather than just poorly documented. For example, fourteen plant species were dropped as candidates for Federal listing under the Endangered Species Act when data showed they were more widespread than previously thought and MTNHP data were widely used to defend against listing several animal species recently proposed for Federal listing. Likewise, maintaining accurate data on listed species is essential to determine when they can be de-listed. Other

examples of the importance of maintaining complete and accurate information with adequate core funding include: weed management consultants use of the data to avoid unnecessary impacts to Species of Concern when spraying for weeds; the wood products industries use of the data in local forest management plans to meet requirements under the Sustainable Forestry Initiative audit program; private consultants, county planning boards, and surveying offices use of the data while planning a variety of infrastructure development projects; use of the data by the BLM and USFS to develop resource management and forest management plans; and use of the data by federal land management planners to prepare environmental assessments for timber sales, grazing leases, and oil and gas leases.

How does this proposal support MSL’s [long range plan](#) and/or other planning documents such as the Library Development Study Task Force recommendations?

Adequate funding of MTNHP’s core science positions and database software requirements is essential to achieving the Content, Access, Training, Consultation and Leadership, Collaboration, and Sustainable Success goals of MSL’s long range plan. As Montana’s primary source for information on Montana’s plants, animals, and biological communities, MTNHP science staff need appropriate funding to keep information content current and accurate and make it easily accessible to libraries, agencies, partners, and patrons via web interfaces and applications. Staff also need adequate funding to respond to patron requests, provide trainings to patrons and partners on information availability and appropriate uses, and collaborate with partners on data centralization and development of additional information sources and means of access. Finally, in order for MTNHP to ensure sustainable success, adequate funding is needed to retain and recruit highly skilled staff.

FTE Required? Yes No

Cost of proposal and proposed source of funding:

\$100,000 per fiscal year State General Fund

Please list other entities involved in developing the proposal:

The MTNHP Partners Committee (USFS, BLM, NRCS, DNRC, DEQ, USFWS, MALT, TNC, FWP, MDT, MT Audubon, USGS, Ducks Unlimited, and UM) provided invaluable input during the 2013, 2014, and 2015 annual MTNHP Partners meetings. Many of these organizations also provided input and comment during numerous follow-up personal meetings and phone conversations.

Please identify interested constituencies or persons who may be called upon to testify in support of this proposal:

Testimony on the value of MTNHP:

- Weyerhaeuser
- Montana Wood Products Association
- Montana Contractors Association
- Pyramid Lumber
- Ranch Resources
- Montana Association of Land Trusts
- University of Montana
- Northwest Energy Corporation
- The Nature Conservancy
- Celestine Duncan
- F.H. Stoltze Land & Lumber Co

Letters of support on the value of the MTNHP:

- Regional Forester, US Forest Service Region 1, Missoula, MT
- State Director, US Bureau of Land Management, Montana/Dakotas Office, Billings, MT
- Field Supervisor, US Fish and Wildlife Ecological Services Field Office, Helena, MT
- State Conservationist, Natural Resource Conservation Service, Bozeman, MT

Others potentially willing to provide letters of support or testimony on the value of MTNHP:

- Montana Coal Council
- Montana Association of Conservation Districts
- Montana Association of Planners
- Montana Petroleum Association

Other relevant information to consider when evaluating this proposal:

Even prior to FY08 the Botany, Ecology, and Zoology Program Manager positions were not fully funded for core work under the biennial MSL core contract. This request does not address partial funding of other essential core positions or enable the restoration of the Aquatic Ecologist position. Furthermore, it does not address the ongoing issue that inflation, rising health care costs, and mandated but unfunded salary increases are not automatically included in the core contract with MSL.



2017 Legislation & Budget Request Form

Please use this form to submit proposed budget requests for the 2017 Legislature. Please submit forms to Jennie by end of day, Monday, March 21, 2016.

Date: March 30, 2016

Staff Person: Christie Briggs & Sarah McHugh

Proposal Name: Montana Talking Book Library Audio Digital Conversion and Editing

Brief description of proposal:

The 2013 Legislature approved \$25,000 (OTO) funds from July 1, 2013-June 30, 2014, to support a part-time temporary hire to convert Montana analog cassette titles to digital format. During that time 25%, or 265, of the cassette collection was converted, leaving 75%, 795 titles, yet to be converted. Of the 265 books converted, 80-100 still needed final editing before receiving approval from the National Library Service (NLS) for patron circulation. It was necessary to spend significant time initially providing the necessary training on existing and necessary new software, hardware and duplication resources, ultimately reducing the overall time converting titles.

Funding from this EPP request would be used to:

- 1) Fund digital conversion and final editing of Montana audio books and magazines from analog to audio digital.
- 2) Assure that MTBL digital titles meet the National Library Service (NLS) audio digital standards requirements and quality assurance review process.
- 3) Apply the NLS security standards for acceptance of Montana recordings to be uploaded to the NLS Braille and Audio Reading Download (BARD) service.
- 4) Convert existing audio analog masters to digital audio cartridges and edit the digital masters for patron circulation and BARD upload. This work will provide all nationwide talking book library patrons with direct free download access of Montana recordings, regardless of which state in which the local material was recorded.

The work would be completed in one fiscal year by outsourcing the process to a private vendor.

How will the proposal positively impact the communities we serve?

MTBL patrons who are blind, low vision, or who face physical and reading limitations expect and have a right to access Montana information using current technologies. To this end, MTBL strives to meet the accessibility requirements of the Americans with Disabilities Act (ADA) by making all MTBL materials accessible. The MTBL recording program stays current with digital automation capabilities and standards for patrons, as set forth by the NLS and the American Library Association (ALA). MTBL recently upgraded in-house digital recording software to the highest NLS quality standards for use in our local recording program. Through this program trained MTBL volunteers record Montana books and magazines. The focus of the program is Montana history plus special projects that directly affect our patrons such as the Montana Constitution, the Montana Voters Information Pamphlet and the Montana Driver's Manual (for physically impaired drivers).

Approximately 900 MTBL titles previously recorded in analog format are not available for use on current digital technology and are therefore all but inaccessible to today's patrons. MTBL lacks the resources to complete the conversion process. Through this proposal, over 4,000 MTBL patrons, and nationwide patrons with disabilities, will have access for the first time to more than 900 additional audio digital titles from the highest quality recording booth available in accordance with the NLS standards.

How does this proposal support MSL's draft [long range plan](#)?

Goal 1. Content: MSL acquires and manages relevant quality content that meets the needs of Montana library partners and patrons. **1.4.** Manage the Montana Talking Book Library (MTBL) and serve eligible patrons (with free talking books, Montana recorded books, Braille books, etc.) according to federal and state mandates.

Goal 2. Access: MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services. **2.9.** Provide appropriate specialized access for the programs and resources available to MTBL patrons.

Goal 5. Collaboration: MSL promotes partnerships and encourages collaboration among its users. **5.5.** Assist partners in developing web-accessible Montana-related digital content, and provide Montanans (having disabilities) with free 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.

FTE Required? Yes X No
Estimated Number? 0

Cost of proposal and proposed source of funding:

\$120,000 OTO, State General Fund

Please list other entities involved in developing the proposal:

Please identify interested constituencies or persons who may be called upon to testify in support this proposal: Jennie Stapp, Christie Briggs, Sarah McHugh. Written testimonies by NLS recording specialists.

DRAFT



2017 Legislation & Budget Request Form

Please use this form to submit proposed budget requests for the 2017 Legislature. Please submit forms to Jennie by end of day, Friday, March 11, 2016.

Date: March 14, 2016

Staff Person: Jennie Stapp & Sarah McHugh

Proposal Name: Broadband grant program to public libraries

Brief description of proposal:

If funded, this grant program would fund a statewide contract for broadband services to public library administered by the State Library. The program would assume that libraries that participate in statewide broadband consortium make use of E-rate to maximize federal funding. Pending contract negotiations with providers, participating libraries would receive a minimum of 10 Mbps/internal connection or 100 Mbps of broadband, whichever is greater. Internal connections are defined as the total number of public access computers, staff computers, and the average hour wireless connections as reported by libraries in their public library statistics. Libraries desiring higher rates of bandwidth would fund additional bandwidth locally.

In addition, the grant program would fund a hardware replacement account. Libraries would receive grant funds on a five-year cycle to replace computers, network hardware, and other related technology. Administrative rules would be created to allocate funds appropriately.

Administrative costs would also be funded from the grant appropriation.

How will the proposal positively impact the communities we serve?

The State Library hears on a regular basis that access to sufficient, affordable broadband continues to be a significant barrier for many libraries. Additionally, the ability for libraries to afford to update computers and other technology remains a significant funding challenge. For example, several libraries in Montana still make use of PCs with Windows XP which is an unsupported operating system that leaves them vulnerable to hardware failure and/or malicious activity. Many libraries rely on grant funds such as Gates Foundation funds to fund hardware replacement. The Gates Foundation announced that they are phasing out support to libraries meaning that regular grants for hardware replacement will no longer be forthcoming. When the State Library had broadband technology

opportunity program funds, approximately 42 libraries benefited from funding for increased broadband as well as hardware and networking. The ending of this program was a significant loss for those libraries that benefited from it for the three years it existed as was evidenced by data collected by the Library Development Study Task Force.

For many libraries whose broadband is insufficient to begin with, more, and more affordable, broadband would mean that libraries and their patrons could work and make use of the Internet in a more efficient and effective manner. For example, the Fort Peck Tribal Library, a branch of the Roosevelt County Library, would be able to use the Montana Shared Catalog to circulate materials during afterschool hours without worrying about the network impact from public computer users.

Beyond everyday efficiencies, access to adequate high speed broadband creates possibilities for online opportunities that we can only begin to imagine: entrepreneurs using libraries as small business centers to engage in e-commerce around the globe; students collaborating with one another around the state to create and share learning objectives; young musicians practicing with band members in real time from hundreds of miles away. The possibilities are truly limitless.

How does this proposal support MSL's [long range plan](#) and/or other planning documents such as the Library Development Study Task Force recommendations?

With more adequate, affordable broadband, libraries would have improved capacity to:

- Create new content such as digital collections of local and historic resources that can be shared through the Montana Memory Project;
- Provide improved access for their patrons to e-content provided by the State Library including MontanaLibrary2Go and the MMP. Additionally, this proposal would ensure that libraries have adequate broadband capacity to support rich lifelong learning programs and opportunities without broadband constraints;
- Make use of online continuing education opportunities as an efficient way to improve skills and library development services;
- Collaborate with libraries around the state to improve resource sharing, library programming, and opportunities for community partnerships.

FTE Required? Yes No

Estimated Number?

Cost of proposal and proposed source of funding:

- \$1.15M state general fund
- (\$1.5M federal e-rate funds)

Please list other entities involved in developing the proposal:

- Montana Telecommunications Association

Please identify interested constituencies or persons who may be called upon to testify in support this proposal:

- Montana Library Association
- Montana Association of Counties
- Montana Telecommunications Association
- Other telecommunications providers

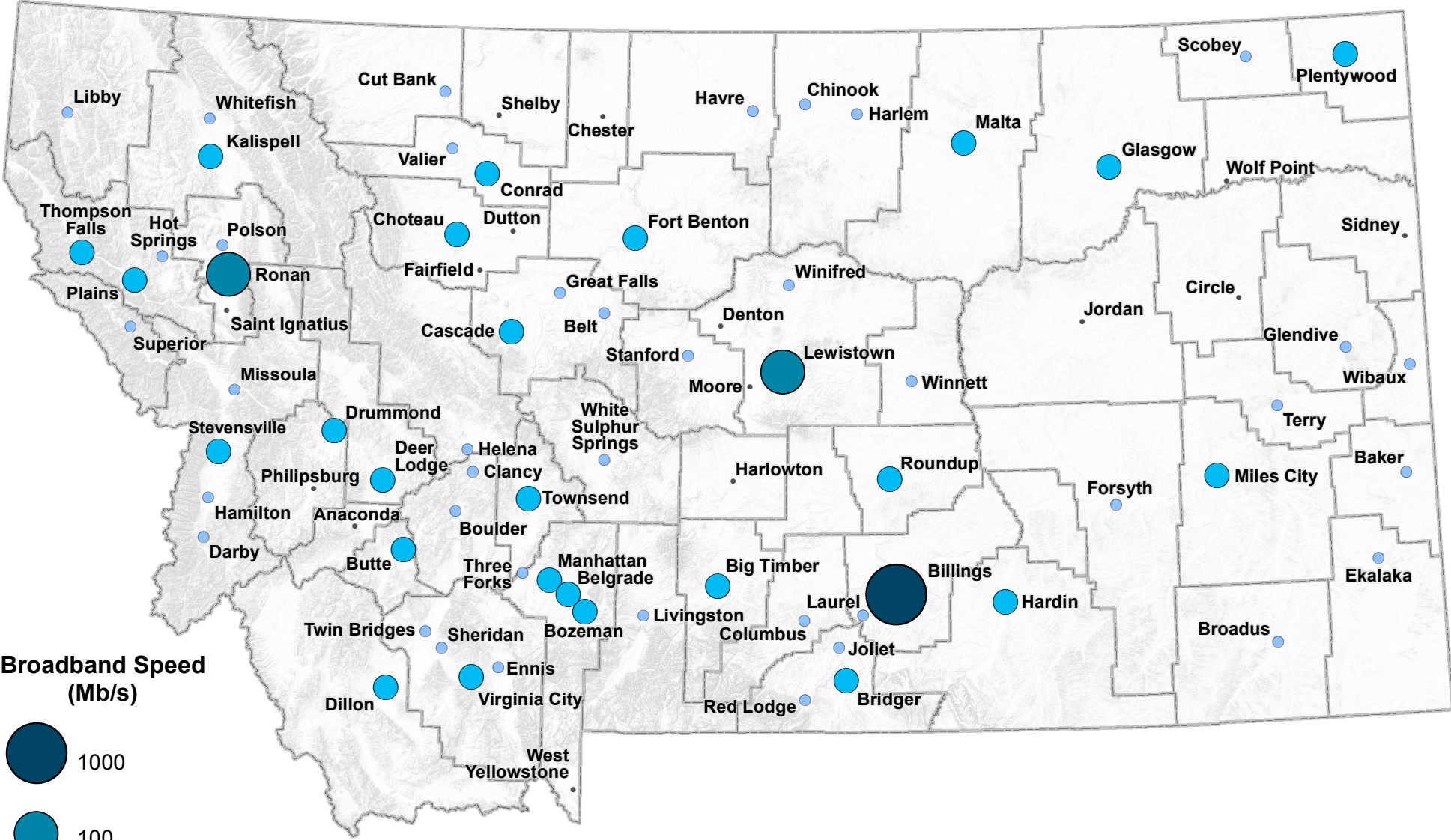
Other relevant information to consider when evaluating this proposal:

There are different ways to scale this proposal:

- An option to bring all libraries 100 Mbps or 1 Gbps of broadband depending on population served, an option which aligns with the recommendations from the FCC's Erate Modernization order, would cost approximately \$850,00;
- The cost to fund our initial discussion about of 5 Mbps per internal connection or 25 Mbps would be \$755,000.

It is likely that the Governor's Office will support legislation for a broadband grant program. Initial conversations with their office indicate support to include library broadband affordability funding in that proposal.

Montana Public Libraries: Subscribed Broadband Speed (2014)



Public libraries in Billings, Lewistown and Ronan are currently the only public libraries in Montana that meet the bandwidth target adopted by the Federal Communication Commission. These targets are 100 Mb/s for libraries that serve populations less than 50,000 and 1 Gb/s for libraries that serve populations greater than 50,000.



Memo

To: Montana State Library Commission

From: Jennie Stapp, State Librarian

Date: April 1, 2016

Re: Strategic planning facilitators limited solicitation responses

Following this memo are the responses received to the limited solicitation issued by the State Library to select a facilitator to guide the State Library Commission's strategic planning process. Responses were received from Ned Cooney and Carson Block. Commissioners are asked to either select a facilitator or to make recommendations to further guide the selection process.

USE FOR WRITTEN QUOTES

State of Montana
LIMITED SOLICITATION FORM

Montana State Library

Solicitation Number: 2016_01

Solicitation Title: State Library Strategic Plan Facilitation

Agency Contact: Jennie Stapp, State Librarian

Limited Solicitation is an informal procurement method for purchases between \$5,001 and \$25,000. This process is authorized by section 18-4-305, MCA, and ARM 2.5.603.

Company Name: CARSON BLOCK CONSULTING, INC.

Address: 2913 MICHENER CT.
FORT COLLINS, CO 80526

Phone Number: (970)673-7475 Fax Number: NONE

Federal Tax ID Number: 45-5527654

Responses to this solicitation will be accepted by the Montana State Library via email to jstapp2@mt.gov until **Thursday, March 31 at 5:00 p.m.**

The Montana State Library is an executive branch agency established by 22-1-101, MCA. The State Library is further authorized to give assistance and advice to all tax-supported or public libraries in the state, to provide library services for the blind and for individuals with physical disabilities, and to furnish, by contract or otherwise, library assistance and information services to state officials, state departments, and residents of those parts of the state inadequately serviced by libraries (22-1-103, MCA); to administer the State Depository Program to provide permanent public access to state government information (22-1-212, MCA); to develop a standardized, sustainable method to collect, maintain, and disseminate information in digital formats about the natural and artificial land characteristics of Montana as required under the Montana Land Information Act (90-1-401, MCA); and to establish a planning framework for the implementation of a natural resource information system to include the operations of a natural heritage program (90-15-101, MCA). The State Library consists of two divisions, the Statewide Library Resources Division which supports library development across Montana and operates the Montana Talking Book Library which provides library services to individuals who cannot read traditional print materials; and the Montana State Digital Library which collects, organizes, maintains and disseminates information about Montana state government, and geospatial data, and natural resources information about Montana. These divisions are supported by the Central Services program which manages the administrative, fiscal, human resources, and information technology services of the State Library. State Library employees 44 FTE. Employees include professional librarians, library techs, geographers, information technology professionals and administrative staff. The State Library is governed by a seven-member commission (22-1-101, MCA).

The Montana State Library Commission seeks professional assistance to prepare a strategic business plan. A new strategic plan will replace the existing library long range plan. Preference may be given to respondents who demonstrate experience with, or knowledge about, strategic planning for libraries.

Montana State Library
Solicitation Number 2016_01
Montana State Library
Strategic Plan Facilitation



<http://www.carsonblock.com>



Solicitation Number 2016_01 Montana State Library Strategic Plan Facilitation

Carson Block
Carson Block Consulting Inc.
2913 Michener Court
Fort Collins CO 80526
Federal Tax ID Number: 45-5527654

Montana State Library
Solicitation Number 2016_01
Montana State Library
Strategic Plan Facilitation



<http://www.carsonblock.com>

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Letter of Interest

Carson Block Consulting Inc. is honored to propose this Limited Solicitation Response for the Montana State Library.

My company specializes in services that are custom-tailored to the needs of the library & communities served, and emphasize positive transformation within people and organizations. This is especially key in strategic planning: no one needs another “to do” list, but instead a deliberate path to the transformation necessary for libraries to remain agile in a changing world.

Although the majority of my direct planning experience is related to library technology efforts (including Pierce County Libraries in Washington, Santa Cruz Public Library, the eiNetwork in Pittsburgh and others), I’ve also been involved as an integrated team member for overall library strategic planning for clients including the Johnson County Libraries (KS), Los Angeles Public Library, and others. I don’t consider technology an end in of itself, but one (albeit important) element of all of the resources libraries should harness to fulfill our missions of public service.

Please see the section entitled “Sample Planning Process” for one example of my approach to strategic planning. I anticipate our process would include three (3) in-person meetings in Helena or alternate location with the rest of our work performed via video/teleconference methods.

In terms of your needs at the Montana State Library, it’s my understanding that I would collaborate with the State Library Commission and staff to create the process, plan framework and other items as specified in the Limited Solicitation Number 2016_01. As part of that process, I would like to learn the greatest elements of success and challenges in past planning efforts and plan execution to help us build a new plan that makes the best use of your experiences – as well as help us steer around any obstacles that have held you back in the past. As a technologist, I will be especially interested in the data and metrics that you feel are the best measures of your success – whether they be national library efforts (such as Project Outcome and others) or more localized efforts. Many libraries are using data to only look backwards, and I believe we should all transition to using data to anticipate future needs and efforts.

I have a heart for the needs of rural libraries in the US, and in my work as an independent consultant I have struck a balance between working with the largest

Montana State Library
Solicitation Number 2016_01
Montana State Library
Strategic Plan Facilitation



<http://www.carsonblock.com>

and smallest libraries in the country. I started my consulting career as a staff technology consultant (working for a regional system in Colorado) and have a deep understanding of the challenges faced by a State Library balancing the needs of several larger anchor libraries – and many smaller libraries separated by distances. As well as recent large clients (including Pittsburgh PA; the RAILS system in IL; and the Central Arkansas Library System in Little Rock) I’m also working with small libraries or agencies serving small libraries (including the Texas State Libraries and Archives commission for rural technology training; the Delaware Division of Libraries; a project with Internet2 called “Toward Gigabit Libraries” to create a connectivity toolkit and solutions for rural and tribal libraries; and individual clients such as Red Feather Lakes CO, Gloversville NY and Seguin TX).

With 21 years of library technology experience and clients from coast to coast, Carson Block Consulting Inc. brings you current and caring expertise. I greatly look forward to the opportunity to help, and welcome any questions you might have.

Thank you!

The point of contact for this bid is:
Carson Block
2913 Michener Court
Fort Collins, CO 80526
Voice: (970) 673-7475
Fax: (970) 266-0818
Email: librarylandtech@gmail.com
Web: <http://www.carsonblock.com>

Quote

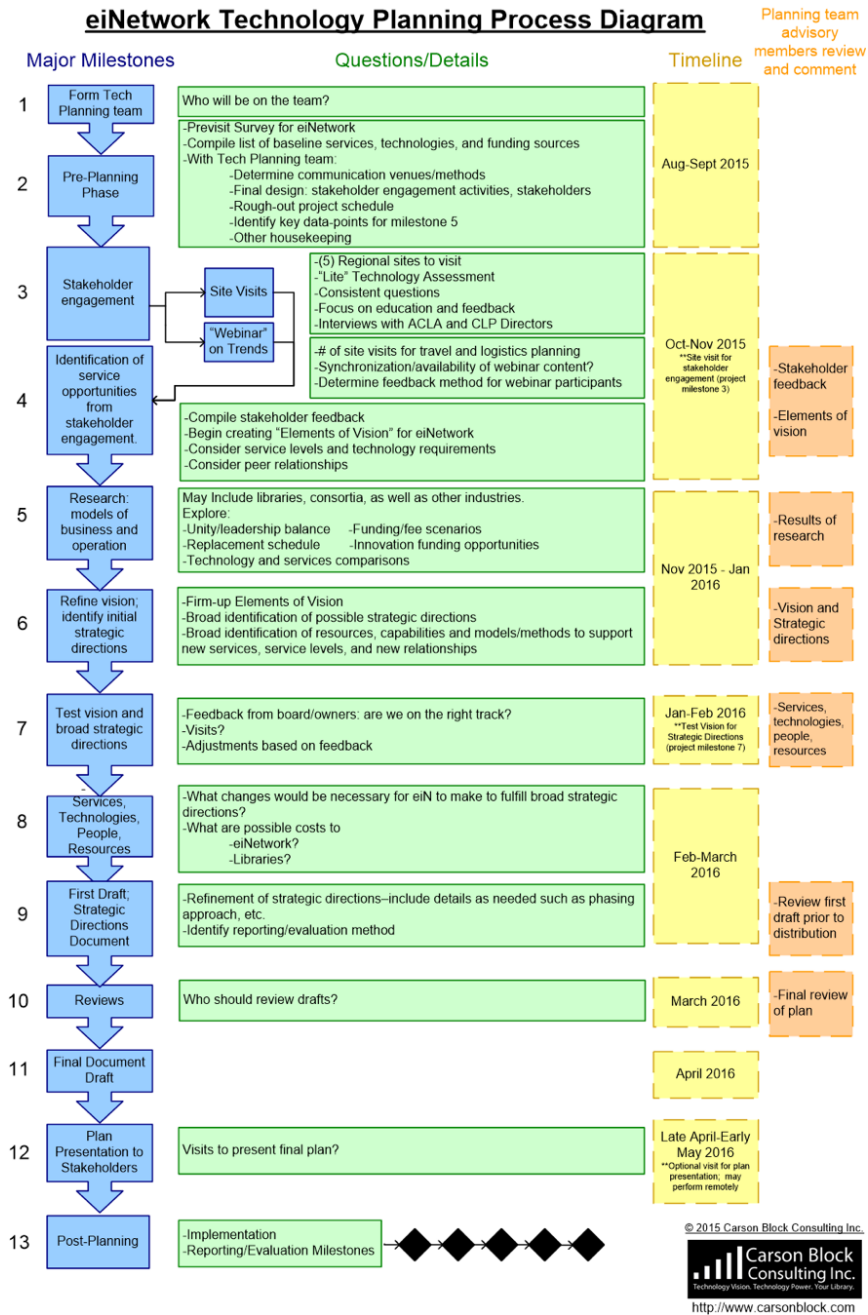
Fees for this bid are \$24,750.00 and includes travel expenses for three visits to the Montana State Library in Helena, MT (or other appropriate location) to perform the work.

The consultant’s rate is \$200/hour.

Sample Planning Process

This graphic shows a **sample** planning process for a current client. The consultant will work with the Montana State Library to create a process customized to its unique needs.

eiNetwork Technology Planning Process Diagram



Montana State Library
Solicitation Number 2016_01
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References

(Additional/More Specific References are available upon request)

Anne E.C. Norman, Director / State Librarian
Delaware Division of Libraries / State Library
43 S DuPont Hwy Dover DE 19901
302-739-4748 / fax 302-739-6787
annie.norman@state.de.us

Sharon Morris
Director, Library Development
Colorado State Library
P 303.866.6730
201 East Colfax Avenue, Room 309, Denver, CO 80203
[Morris S@cde.state.co.us](mailto:Morris_S@cde.state.co.us) | www.cde.state.co.us

Sara Dallas
Director, Southern Adirondack Library System
22 Whitney Place
Saratoga Springs, NY 12866
ph: 518-584-7300 ext 205
sdallas@sals.edu

Profile

Business Background and Qualifications

Carson Block Consulting Inc. is a full-service library technology-consulting firm established as Carson Block LLC in 2010, and incorporated as Carson Block Consulting Inc. in 2012. Primary areas of consulting including library technology planning; facilities and services master planning; IT Department audits, assessments, and improvement plans; and teaching, training, facilitation and public speaking on library technology and general library advocacy topics.

Personnel

Carson Block is the company principal and will perform the work proposed in this bid.

Brief Bio:

Carson Block has led, managed and supported library technology efforts for more than 20 years. He has been called “a geek who speaks English” and enjoys acting as a bridge between the worlds of librarians and hard-core technologists. He has a passion for demystifying technology for the uninitiated, and help IT professionals understand and support the goals of libraries.



Recent projects include technology planning in Anchorage AK, Tacoma WA, Santa Cruz CA, Los Angeles CA and the Delaware Division of Libraries, facilities master planning in Texas, New Mexico, New York, Alaska and more; library technology architectural programming and budgeting for new library construction; facilities master planning; analysis of IT structure and staffing; IT staff search services; and more.

Carson is an energetic and engaging facilitator, and is a frequent speaker at library events and beyond – including bringing messages of library advocacy to South by Southwest Interactive (SXSWi) In 2012-2015 (covered by Time magazine at <http://techland.time.com/2012/03/11/sxsw-the-fate-of-libraries/>).

Carson is past chair of the Colorado division of the Public Library Association and ALA's Library Consultant's Interest Group (a division of ASCLA). Currently he is a member of ALA's 21st Century Libraries Committee (established by the Office of

Information Technology Policy) and the ringmeister of a group called lib*interactive that invades the SXSW conference annually for the good of all libraries.

Longer Bio:

About Carson

Carson Block has led, managed, and supported library technology efforts for more than 20 years. His efforts at his first library position at the Loveland, Colorado Public Library (beginning in 1994) resulted in the first broadband Internet connection and public access computers for the library. The line was also the first major Internet connection for the city government complex of Loveland!

Carson brings a user-centered technological perspective, with an emphasis on solutions that are both transparent and powerful, with some “gee whiz” thrown into the mix. Carson Block has been called “a geek who speaks English” and enjoys acting as a bridge between the worlds of librarians and hard-core technologists. He has a passion to de-mystify technology for the uninitiated, and to help IT professionals understand and support the goals of libraries.

Carson’s passions include leading technology visioning and planning, creating highly-functional work groups, technical design (including infrastructure, RFID, points of self-service, and more), and project management with a focus on technology solutions that powerfully serve the impacts each library has in the community it serves.

Current consulting projects include library construction projects; technology program planning and budgeting; facilities master planning; IT department gap analysis; executive coaching; IT Manager search services; workshops for organizational technology visioning; and more. Carson is also teaching a library technology management class accredited by the American Library Association. Carson is an energetic and engaging facilitator, and is a frequent speaker at library conferences. Current presentations include a 2012 [solo panel](#) at South by Southwest Interactive (SXSW) (covered by Time magazine [here](#)); a series of eBook webinars for the Public Library Association, and an American Library Association-accredited class on Technology Management for library administrators. Other presentations include RFID; security best practices; project management, and library technology management issues including leadership and technology planning.

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As a staff technology consultant for a regional Library Service System in Colorado, Carson worked with public, school, academic, and special libraries of all sizes on a wide variety of efforts ranging from direct technology support to large-scale projects, and was co-director of a statewide, LSTA grant-funded project to automate a consortium of 40 small and mid-sized libraries throughout the state. The project involved securing reliable connectivity, retro-conversion, ILS and database configuration, and support.

Carson served in multiple capacities as a consultant to the Colorado State Library. His consultation with the State Library began with helping libraries understand and comply with the Children's Internet Protection Act through an informational Web site and public speaking. He has also contributed library technology standards established by the Colorado State Library, and digitization best practices for the Collaborative Digitization Program. Most recently, Carson began on a BTOP-funded network assessment project through the State Library, taking him to 11 libraries in rural Colorado to develop recommendations tailored to each library's unique broadband and networking needs.

In his role as IT Director for the Poudre River Public Library District, Carson managed multiple technology projects and project teams (including network infrastructure overhauls, a comprehensive conversion to RFID, creation of patron self-service kiosks, and technology design and project management for new library construction projects (including the first LEED platinum for interior and second platinum LEED library in the nation), and contributed to the successful effort to form a library district. He led the District's mobile strategy and studied automated materials handling (AMH) systems. Carson also co-chaired a committee with Colorado State University concerning eBooks and eReaders.

Carson is past chair of the Colorado division of the Public Library Association and ALA's Library Consultant's Interest Group (a division of ASCLA). Currently he is a member of ALA's 21st Century Libraries Committee (established by the Office of Information Technology Policy) and the ringmeister of a group called lib*interactive that invades the SXSW conference annually for the good of all libraries.

Clients and Organizations Served

Facilities Master Planning

- | | |
|------------------------------------|--------------------|
| • Johnson County Libraries | Johnson County, KS |
| • Anchorage Public Library | Anchorage, AK |
| • New Braunfels Public Library | New Braunfels, TX |
| • Round Rock Public Library | Round Rock, TX |
| • Seguin Public Library | Seguin, TX |
| • Lyons Public Library | Lyons, CO |
| • Poudre River Public Lib District | Ft. Collins, CO |

Facilities Design

- | | |
|--|------------------|
| • Poudre River Public Library District | Fort Collins, CO |
| • Rt. 9 Library | Wilmington, DE |
| • Dayton Metro Libraries | Dayton OH |
| • Seguin Public Library | Seguin, TX |
| • Gloversville Public Library | Gloversville, NY |
| • Hewitt Public Library | Hewitt, TX |

Technology Planning

- | | |
|------------------------------------|-----------------|
| • Central Arkansas Library System | Little Rock, AR |
| • Tacoma Public Library | Tacoma, WA |
| • Anchorage Public Library | Anchorage, AK |
| • Pierce County Libraries | Tacoma, WA |
| • Santa Cruz Public Library | Santa Cruz, CA |
| • Delaware Department of Libraries | Dover, DE |
| • Poudre River Public Lib District | Ft. Collins, CO |

Strategic Planning

- | | |
|---|--------------------|
| • eiNetwork | Pittsburgh, PA |
| • Johnson County Libraries | Johnson County, KS |
| • Los Angeles Public Library | Los Angeles, CA |
| • Muskingum County Libraries | Zanesville. OH |
| • Iowa City Public Library | Iowa City, IA |
| • Provo City Library (for Google Fiber) | Provo, UT |
| • Vigo County Libraries | Terra Haute, IN |

New Public Service Model Design

- | | |
|--|---------------|
| • Oakland Public Library | Oakland, CA |
| • Flathead County Libraries (workshop) | Kalispell, MT |



Technology Design for Library Construction and Remodeling

- Dayton Metro Libraries Dayton, OH
- Route 9 Library Wilmington, DE
- Seguin Public Library Seguin, TX
- Artesia Public Library Artesia, NM
- Larry J. Ringer Library College Station, TX

Technology Assessment/Documentation for Construction Projects

- Route 9 Library Wilmington, DE
- Hewitt Public Library Hewitt, TX
- Seguin Public Library Seguin, TX
- Claverack Public Library Claverack, NY
- Cairo Public Library Cairo, NY
- Artesia Public Library Artesia, NM
- Poudre River Public Lib District Ft. Collins, CO

Analysis for Technology

- Tacoma Public Library Tacoma, WA
- Iowa City Public Library Iowa City, IA
- Muskingum County Libraries Zanesville, OH
- Dayton Metro Libraries Dayton, OH
- Denver Public Library Denver, CO
- Pierce County Libraries Tacoma, WA
- Davies Public Library Owensboro, KY
- East Bonner Library District Sand Point, ID
- Broomfield Public Library Broomfield, CO
- Front Range Community College Library Westminster, CO
- Sterling Public Library Sterling, CO
- Clearview Library District Windsor, CO
- Red Feather Lakes Public Library Red Feather Lakes, CO
- Lyons Public Library Lyons, CO
- Bucks County Free Library Assoc. Doylestown, PA

Library IT Staffing – Position Design & Recruitment

- Cooperative Computer Services Chicago, IL
- Houston Public Library Houston, TX
- Bucks County Free Library Assoc. Doylestown, PA
- Toledo-Lucas County Library Toledo, OH



- Tacoma Public Library Tacoma, WA
- Pierce County Libraries Pierce County, WA
- Anchorage Public Library Anchorage, AK

Workflow Assessments

- Poudre River Public Library District (AMH) Fort Collins, CO
- Dayton Metro Libraries (AMH, Courier & Tech Svs) Dayton, OH

RFID

- Poudre River Public Library District Fort Collins, CO
- Artesia Public Library Artesia, NM

ILS - Selection and Consortiums

- Artesia Public Library (ILS Selection) Artesia, NM
- SALS and MVLS Consortium (Fees discussion) New York

Analysis for Library E-Book Publishing Models

- DAZL-Digital Arizona Library State of Arizona Phoenix, AZ
- Advisor for private e-publishing firm Montreal, Canada

Infrastructure Assessments & Recommendations

(BTOP Grant via CO State Library – Colorado 2013)

- 11 libraries throughout the state of Colorado.

LSTA (Library Services Technology Act) Grant Evaluation

- State of Oklahoma Woodward & Oklahoma City, OK

Technology Visioning

- Provo City Library (for Google Fiber Project) Provo, UT
- Hatch Public Library Mauston WI
- SALS Southern Adirondack Library System Saratoga Springs, NY
- SMRLA Southern Maryland Library Association Waldorf, ME
- ...and all tech planning & master planning clients (please see above)

Cultural Heritage/Digitization Projects – Assessment and Technology Strategy

- Boulder Public Library Boulder, CO
- Maine Memory Network Portland, ME
- New Hampshire Historical Society Concord, NH



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Teaching

- Management of Technology - Certified Public Library Administrator Program ALA (National Class)
- You Can Do I.T. - Networks TX (16 sites)
- You Can Do I.T. - Hardware & Software TX (12 sites)

Keynotes/Presentations/Advocacy speaking

- Digital Public Library of America (DPLA) Washington DC
- LITA National Forum (Keynote) Minneapolis, MN
- American Library Association San Francisco, CA
 - LITA Top Tech Trends
 - SXSW and Libraries
- LACONI Chicago, IL
- Texas Library Association Conference Austin, TX
- Library Futures Los Angeles County Libraries, CA
- Make Your Own Makerspace (National) - Demco
- Library IT Disaster Planning & Preparedness Columbia, MO (3-day workshop)
- Speaker: Library Journal Design Institute Seattle 2013
- NYLA New York Library Association Saratoga Springs, NY
- UT State Library – Social Media Series Salt Lake City, UT
- WILS Wisconsin Library System Madison, WI
- SXSW (2012, 2013, 2015, 2016) Austin, TX
- INCOL Inland Northwest Council of Libraries Spokane, WA
- CLiC Colorado Library Consortium Grand Junction, Ft. Morgan, Pueblo
- Marmot Library Network Grand Junction, CO
- Aurora Public Library Aurora, CO
- Jefferson County Public Library Golden, CO
- New Castle Libraries New Castle, DE
- Cedar Rapid Public Library Cedar Rapid, IA
- Colorado State University Housing IT Dept. Ft. Collins, CO
- Frequent speaker annually at conferences:
 - CAL Colorado Association of Libraries
 - ALA American Library Association
 - PLA Public Library Association

DPLA: Member, Audience and Participation workstream:

- Digital Public Library of America Chicago, Boston, NYC

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CoPLA Colorado Public Library Association	President 2011-2012 Past president 2013
ALA ASCLA: Library Consultant's Interest Group	LCIG Chair Elect - Chair (2013 - 2015) Coordinator, Consultant's Giving Back (2013 - present)
Advisory Committee: Center for the Future of Libraries	Member (2015-present)
21 st Century Libraries Committee	(2013 - present) American Library Association's Office of Information Technology Policy (ALA OITP)
Organizer: lib*interactive (formerly #sxswLAM)	Library Impact group participating at the annual SXSW Interactive conference in Austin, TX

Writing

- Appendix to Start a Revolution: Stop Acting Like a Library (Bizzle/Flora; ALA Editions, 2015)
- Reviewer for Video Librarian Magazine since 1998
- Articles for American Libraries Magazine
- Articles on technology strategy, workflow mapping and professional development for Strategic Libraries newsletter, Library Resources Group.

PROPOSAL FOR SERVICES

Ned Cooney, Facilitator/Consultant

A division of Echo Ventures, Inc.

mail: PO Box 2202
Bigfork, MT 59911
voice: 406/212-7242
web: www.NedCooney.com
e-mail: ned@nedcooney.com

March 30, 2016

To: Jennie Stapp, Montana State Librarian
From: Ned Cooney, Facilitator/Consultant
Re: **Proposal for Strategic Plan Facilitation Services**

Thank you for the opportunity to propose facilitation services to the Montana State Library, and to outline the proposed investment in this work.

Proposed Services

1. **Formulate the strategic planning design** (1/2 day) collaboratively with the State Librarian and others as appropriate, to prepare the planning process, agree on deliverables, and define the stakeholder input process. Included in this planning will be a means to design specific tools that address the Commission's desire for ongoing monitoring of implementation, evaluation of goal attainment, and evaluation of existing programs, projects and practices.
2. **Review background documents** (1/2 day) as identified in the Limited Solicitation and others deemed relevant, to integrate into the facilitated sessions (items 4 and 5, below).
3. **Input from stakeholders** (2 full days) in cooperation with the State Librarian and others as appropriate, determine the preferred methodology to collect and analyze observations and recommendations from identified key stakeholders. Options include individual interviews, surveys and facilitated meetings/focus groups.
4. **Facilitated meetings- Planning session with Commissioners and State Library staff as deemed appropriate** (2 full days) to develop components of a strategic plan, including:
 - analysis of background materials and stakeholder input;
 - analysis of current strengths, challenges and operating environment of the State Library;
 - visioning of desired results of the State Library for the next 5 years;
 - formation of key strategic initiatives/goals to support the vision;
 - planning for implementation to formulate a staff work plan for the coming year (to be annually updated), with specific tasks, timelines, and people assigned.
 - a tool to help the Commission and staff to examine each existing programs, project and practice so that each can be validated or "strategically abandoned".
5. **Document the results of stakeholder input and planning sessions and suggested stakeholder communication strategies** (1 full day) in a mutually agreeable format, with accountability and timelines assigned, delivered electronically within 14 days of the planning sessions.

Investment in Strategic Planning

Billable Days in the above Scope of Work:	6
Daily Rate for this project:	\$1,200
Total Investment by the State Library:	\$7,200

Inclusive of travel expenses, workshop materials, and other reasonable costs

Relevant Work Experience

Highlights of my qualifications include:

- I have worked as a consultant and facilitator in independent practice in Montana and the region since 2005. Since establishing my practice, I have engaged with over 75 clients, providing strategic planning services, organizational assessment, meeting facilitation, fund development strategies, management support, and board/staff development. Client organizations have ranged from public libraries to electric co-ops, human services to arts & culture, and conservation organizations to health departments. I have also worked extensively with facilitation of community collaborations and leadership/governance education. My experience and approach allows me to quickly learn about the unique challenges and assets of each organization and form a strong working relationship with organizational stakeholders to engage in an effective participatory process.
- I have extensive experience and a deep understanding of Montana's libraries, and the role of libraries in the modern world. As technology changes, community needs evolve, and support from the public depends more and more on relevance to people's everyday experience. Because of previous engagements with libraries, I believe I would have a valuable perspective about how the State Library can fulfill its legislative mandates to provide both direct services to the public, and to libraries across the state. Prior engagements with libraries include:
 - Imagine If Libraries in Flathead County, frequently since 2007: I have worked in a variety of capacities with staff, board of trustees, and the Foundation. Services provided include strategic and operational planning, evaluation and outcome measurement, organizational development, and professional skill development. In this capacity I learned about the Public Library Association process for planning and outcome evaluation, and also helped Imagine If implement a modified form of strategic planning in line with their recent rebranding.
 - Montana Library Association 2011-2012: I facilitated strategic planning and implementation planning. I have also presented at an MLA conference on evaluation of impact.
 - Tamarack Library Federation: Presenter at training sessions on organizational change, planning, and board development.
 - Lincoln County Library, 2011: I facilitated planning and director transition activities.
- Prior to establishing an independent practice, I served as the executive director of a nonprofit resource center in California, providing information, training and consulting to

other nonprofits to improve their operations and governance. This experience provided me with a broad perspective and deep experience with a variety of service organizations, ranging from small to large at various stages of organizational development.

- My educational background in social work and psychology provided grounding in systems thinking, group dynamics, and organizational development.

References

The following organizations have previously engaged my services for strategic planning and organizational development and would be willing to provide a reference:

Kim Crowley, Director
Imagine IF Libraries, Kalispell
406/758-5826
kcrowley@imagineiflibraries.org

Alan Satterlee, Executive Director
Glacier Symphony and Chorale, Kalispell
406/407-7000
alansatterlee@gscmusic.org

Sydney Blair, Executive Director
Center for Mental Health, Great Falls
406/761-2600
sydneyb@center4mh.org

Thank you again for your consideration of this proposal.



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, Imaginelf Library Lunch & Learn	12		FY '15 4 th 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				



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 1 st 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		31		2016 Commission meeting dates selection



JANUARY		FEBRUARY		MARCH		NOTES
1		1		1		Regular February meeting agenda items: FY '16 2 nd quarter financial report; Conversations w/ Commission planning NSGIC Midyear Meeting Annapolis, MD Commissioner: Wall Staff: Hammer, Fashoway Sagebrush Federation Meeting Miles City Public Library Commissioner: Eissinger Staff: McHugh Broad Valleys Federation Retreat Finlen Hotel, Butte, MT Commissioner: Bartow/Newell Staff: Stapp South Central Federation Meeting Roundup, MT Commissioner: Roberts Staff: McHugh Golden Plains Federation Meeting Roosevelt County Library, Wolf Point Commissioner: Eissinger Staff: Stapp (Remote)
2		2		2		
3		3		3		
4		4		4		
5		5		5	Sagebrush Federation Meeting	
6		6		6		
7		7		7		
8		8		8	Network Advisory Council Meeting	
9		9		9		
10		10	Commission Meeting	10	MLIAC Meeting	
11		11		11	March 11 & 12 Broad Valleys Federation Retreat	
12		12		12	South Central Federation Meeting	
13		13		13		
14	ELG Interim Committee	14		14		
15	LD Study Task Force Meeting	15		15		
16		16		16		
17		17		17		
18		18		18		
19		19		19		
20		20		20		
21		21		21		
22		22	National States Geographic	22		
23		23	Information Council Meeting	23		
24		24	February 22-25, 2016	24		
25		25		25		
26		26		26		
27		27		27		
28		28		28		
29		29		29		
30				30		
31				31		



APRIL		MAY		JUNE		NOTES
1		1		1		<p>Regular April meeting agenda items:</p> <p>LSTA award and budget;</p> <p>Network Advisory Council Report;</p> <p>FY '16 3rd quarter financial report;</p> <p>EPP discussion</p> <p>Montana Library Assn. Conference</p> <p>Missoula, MT; Including annual Conversations w/ the Commission</p> <p>All Commissioners invited to attend</p> <p>National Library Legislative Day</p> <p>Washington, DC</p> <p>Commissioner: Eissinger</p> <p>Staff: Stapp</p> <p>Pathfinder Federation Meeting</p> <p>Chouteau County Public Library, Ft. Benton</p> <p>Commissioner: LaFromboise</p> <p>Staff: Stapp</p> <p>Tamarack Federation Retreat</p> <p>Marina Kay, Big Fork, MT</p> <p>Commissioner: Wall</p> <p>Staff: McHugh</p> <p>Regular June meeting agenda items:</p> <p>FY '17 MLIA grant approval</p> <p>FY '17 Federation Plans of Service</p> <p>State Librarian evaluation</p>
2		2	National Library Legislative Day	2		
3		3	May 1-3, 2016	3		
4		4		4		
5		5		5		
6	Commission Meeting	6		6		
7	Montana Library Assn. Conference;	7		7		
8	Conversations w/ the Commission	8		8	Commission Meeting	
9	April 6-9, 2016	9		9		
10		10		10		
11		11		11		
12		12	MLIAC Meeting	12		
13		13		13		
14		14		14		
15		15		15		
16		16		16		
17		17	Network Advisory Council Meeting	17		
18		18		18		
19		19	Pathfinder Federation Meeting	19		
20		20	Tamarack Federation Retreat	20		
21	Golden Plains Federation Meeting	21	May 20 & 21	21		
22		22		22		
23		23		23		
24		24		24		
25		25		25	ELG Interim Committee	
26		26		26	June 23 & 24	
27		27		27		
28	SHLB Conference	28		28		
29	April 28 & 29, 2016	29		29		
30		30		30		
		31				



JULY		AUGUST		SEPTEMBER		NOTES
1		1		1		
2		2		2		Regular August meeting agenda items:
3		3		3		Glacier County Library, Cut Bank
4		4		4		FY '16 4 th quarter financial report;
5		5		5		FY '17 opening budget;
6		6		6		Discuss programs & Commission work plans
7		7		7		
8		8		8	MLIAC Meeting & ELG Interim Committee	Fall Federation meeting dates TBD
9		9	Medicine Spring Library Reception, Browning	9	September 8 & 9, 2016	
10		10	Commission Meeting, Glacier County Library, Cut Bank	10		RIPL Conference
11		11		11		Denver, Colorado
12	Network Advisory Council Meeting	12		12		Commissioner: Roberts
13		13		13		Staff: Orban
14		14		14		Online information: http://ripl.lrs.org/
15		15		15		
16		16		16		
17		17		17		
18		18		18		
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21		21		21		
22		22		22		
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OCTOBER		NOVEMBER		DECEMBER		NOTES
1		1		1		
2		2		2		Regular October meeting agenda items:
3		3		3		FY '17 1 st 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		
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14		14		14	Commission Meeting	
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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 meet 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 Forsyth.

(Update December 2015): Commissioner Wall attended the Tamarack Federation meeting teleconference on October 22, 2015.

Commissioner LaFromboise attended the Pathfinder Federation meeting on October 22, 2015 in Ft. Benton.

(Update April 2016): Commissioner Eissinger attended the Sagebrush Federation meeting on March 5, 2016 in Miles City.

Commissioner Roberts attended the South Central Federation meeting on March 5, in Roundup.

Commissioner Roberts attended the South Central Federation meeting on September 26, 2015, in Miles City.

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.

(Update April 2016): The Commission began the strategic planning process during a work session at their February meeting. The Commission agreed to seek the expertise of an outside facilitator to guide the planning process. The State Librarian, with input from the Commission, issued a limited solicitation to identify a facilitator. Responses to the solicitation will be evaluated at the April meeting.

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.

(Update April 2016): Commissioner Wall joined Evan Hammer and Michael Fashoway at the National States Geographic Information Council midyear meeting in Annapolis, Maryland. The trip included meetings with our congressional delegation in Washington, DC.

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.