

MONTANA STATE LIBRARY

STRATEGIC PLAN 2006-2011

DRAFT

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VISION

The Montana State Library's information resources are supported by professional librarians, content specialists and information technology professionals. We efficiently and effectively provide high-quality user-centric library services and content. We are funded at a level commensurate with our patrons' needs. We work collaboratively, partnering with other regional, national, and international organizations.

MISSION

The Montana State Library meets the information needs of Montana government agency management and staff, ensures all Montana citizens' have access to information created by their government, supports the role of all Montana libraries in delivering quality library content and services to their patrons, works to strengthen local community public libraries, and ensures that Montanans who are blind and physically handicapped are provided access to library resources.

VALUES

We believe that:

Quality information leads to quality decisions.

- Knowledge is a critical resource for the future economic development of Montana and Montanans.
- Information produced by government should be easily accessible, widely distributed, and free to citizens.
- Montanans need and value convenient access to quality knowledge resources.
- The State Library adds value to data and information by integrating it with other data and information, in context with patrons' needs
- Citizens must be able to privately seek information without fear of scrutiny.
- Libraries play a vital role in providing Montana with access to knowledge and new information.
- Libraries are critical for the just, efficient, and effective collection, management, and distribution of quality information in a digital age, and vital in a democracy founded on the principle of an educated and inquisitive citizenry.
- Information about natural resources, the land which is central to our quality of life and economy, is especially critical to Montana citizens and government.

PREFERRED FUTURE

The Montana State Library (MSL) is user-centric. Our patrons (including individuals, public agencies, businesses, organizations, and libraries) come first. Our success is measured against patron satisfaction and outcomes. The State Library is one library, working closely within the various programs, and with other libraries and other partners, satisfying our communities' needs.

Collaboration is the tide that raises our services for all our patrons. We collaborate with other libraries, state agencies, archives, and museums; both in Montana, regionally, nationally, and at times, internationally. We communicate effectively within the Montana State Library, with our patrons, and with other libraries.

Montana State Library supports Montana libraries' efforts to stay relevant to their communities and to improve the ability of libraries to provide quality library services.

We are valued by our patrons and partners, and perceived as a premier source for quality knowledge content and services. Our collections mirror and meet our communities' needs. Our services are timely, relevant, efficiently provided, and effective.

Our staff is extraordinarily good at what it does. We are nimble, living in a rapidly evolving environment and thriving on change. We recognize that we are one of many sources for data, information, and knowledge resources. We look outside the library world for promising technologies and practices, and select strategies and resources based on the degree to which they support our mission.

We connect patrons to quality information resources and providing value-added library services—turning data and information into knowledge.

Montana State Library is funded at a level commensurate with our patrons' needs.

FIVE AGENCY-WIDE GOALS

Goal One—Content

Montana State Library acquires and manages relevant quality content that meets the needs of Montana library partners and patrons.

Goal Two—Access

Montana State Library provides libraries, agencies, and our partners and patrons with convenient, high quality, and cost-effective access to library content and services.

Goal Three—Consultation and Leadership

Montana State Library provides consultation and leadership to enable our patrons and partners to reach their goals.

Goal Four—Collaboration

Montana State Library promotes partnerships and encourages collaboration among our partners and patrons so that their information needs can be met.

Goal Five—Organizational Health

Montana State Library is a healthy and vibrant organization.

About the Montana State Library

The Montana State Library is composed of programs that serve the information needs of all branches of state government, its agencies, local counterparts and individuals seeking information and materials that are not found in their local libraries. Its charge includes effecting statewide planning for library development in all communities.

The mission of the Montana State Library is to help all Montana citizens receive the information they need in order to improve and enhance their lives by:

- Providing comprehensive information about Montana's natural resources and heritage;
- Fulfilling the information needs of state agency employees;
- Preserving state publications;
- Improving public library services;
- Promoting cooperation among all Montana libraries of all types;
- And providing reading materials to those with physical disabilities.

The Montana State Library maintains a professionally catalogued and supported collection, brokered by highly trained information science and content specialists. The State Publications Center maintains a comprehensive collection of state agency publications safeguarding one of our state's most critical traditions - the public's right to know.

A program of MSL, the Natural Resource Information System (NRIS), provides comprehensive access to information about Montana's natural resources through

the acquisition, storage and dissemination of that information in meaningful form. The Water Information System, a program of NRIS, provides a starting point for access to information relating to Montana's water resources.

The Natural Heritage Program is the state's source for information on the status and distribution of our native animals and plants, emphasizing species of concern and high quality habitats.

Talking Book Library (MTBL) provides a broad range of materials to those individuals who are not able to read traditional print. MTBL also houses its own recording studio, and records a number of Montana-related publications, including books and magazines, every year. This service is free to qualified Montanans.

Library Development Department (LDD) provides leadership and guidance related to library programs, services, and facilities. A professional staff plans, develops, and implements programs and administers funds for new and improved library services throughout the state, including the Montana Library Network.¹

¹ From <http://msl.mt.gov/about/overview.asp>

Goal One—Content—Discussion

1. Montana State Library acquires and manages relevant quality content that meets the needs of Montana library partners and patrons.
 - 1.1. Identify, acquire, catalog, and preserve Montana State agencies' publications for permanent public access. MSL, MLN²
 - 1.2. Collect library material to serve the professional development needs of Montana's librarians and public library trustees. MSL, LDD
 - 1.3. Acquire, catalog, and maintain information relating to the natural resources³ of Montana, for permanent access, produced by public agencies and their partners. MSL
 - 1.4. Supply and maintain a Machine Lending Agency within Montana Talking Book Library for distribution for eligible Montana patrons of quality playback equipment and accessories. MTBL
 - 1.5. Manage the Montana Talking Book Library and serve eligible patrons according to federal and state mandates. MTBL
 - 1.6. Continue and extend our statewide e-content purchase programs. MLN, LDD
 - 1.7. Work collaboratively toward developing, managing, presenting, and preserving Montana-relevant digital content. MSL, MLN

² MSL departments are abbreviated: Library Development—LDD, Montana Talking Book Library—MTBL, and MSL (including Library and Information Services, Montana Library Network—MLN, and the Natural Resources Information System (NRIS))—MSL. Each objective includes the abbreviated name of the department who will play a role in causing this objective to be accomplished.

³ With special emphasis on water information and biological information

Goal Two—Access—Discussion

2. Montana State Library provides libraries, agencies, and our partners and patrons with convenient, high quality, and cost-effective access to library content and services.
 - 2.1. Improve the usability of MSL’s Web sites and service to meet changing user needs. LDD, MLN, MTBL, MSL
 - 2.2. Improve Montanans’ access to library materials (including discovery, request, and delivery), providing more materials to chose from, and making it self-service, more convenient, and increasingly efficient. MSL, LDD, MTBL, MLN
 - 2.3. Make reference and interlibrary loan services available to state agency employees. MSL, MLN
 - 2.4. Assist Montana libraries with ‘fulfillment’⁴, that is, getting the right library content into our patrons’ hands quickly, efficiently, and at a price libraries can afford, regardless of whether the item is owned by the patron’s local library. LDD, MLN
 - 2.5. Publicize Montana State Library’s services and resources within MSL partner and patron communities. LDD, MLN, MTBL, MSL
 - 2.6. Work to ensure that Montanans continue to have free access to the Internet provided through their local public libraries. LDD

⁴ Fulfillment may include a variety of tools and processes, including but not limited to: acquisitions, courier services, shared collections or jointly purchased content, floating collections, collection development, reference, interlibrary loans, and et cetera, development, reference, interlibrary loans, and et cetera.⁴

Goal Three—Consultation and Leadership—Discussion

3. Montana State Library provides consultation and leadership to enable our patrons and partners to reach their goals.
 - 3.1. Represent the interests of Montana’s public libraries, specifically, and all Montana libraries generally, in appropriate legislative, community, regional, and national forums. LDD
 - 3.2. Advise Montana libraries with administrative concerns, such as funding, budgeting, policies, and personnel. LDD
 - 3.3. Provide patrons and partners with training and assistance regarding the use of Montana State Library resources. MSL, LDD, MLN, MTBL
 - 3.4. Establish and maintain a frequent level of contact with public librarians and public library trustees in order to remain cognizant of their needs and the challenges they face. LDD, MLN
 - 3.5. Help partners tell their story and market their content and services to their patrons and partners. LDD, MLN
 - 3.6. Provide leadership and agency support in identifying and addressing key information gaps and providing stewardship of Montana state publications, geospatial data, natural resource information and electronic datasets. MSL
 - 3.7. Provide leadership, training and assistance in the creation of accurate library catalog records and geo-spatial metadata records. MSL, MLN
 - 3.8. Design, deliver, and evaluate training with client-learning as our goal. LDD, MLN

Goal Four—Collaboration—Discussion

4. Montana State Library promotes partnerships and encourages collaboration among our partners and patrons so that their information needs can be met.
 - 4.1. Encourage and facilitate information-sharing partnerships among federal, state and local governments, tribes, businesses and citizens. LDD, MLN, MTBL, MSL
 - 4.2. Collaborate with state and federal agencies in order to improve access to public information. MSL
 - 4.3. Encourage the perception that the Montana Library Network is a thriving consortium of which Montana libraries are a member, not a program of the Montana State Library. LDD, MSL, MTBL, MLN
 - 4.4. Foster the development and growth of a vibrant Montana Shared Catalog, providing any Montana library interested in joining with a quality, state-of-the-art integrated library system, membership in a statewide, multi-library consortium and the opportunity for user initiated resource sharing. MLN, LDD, MSL
 - 4.5. Coordinate partnerships with public, private and non-profit organizations to help meet mutual goals. MSL, MTBL, LDD, MLN
 - 4.6. Provide a means by which patrons in participating libraries have convenient lawful access to library content and services in every participating library in the state. LDD, MLN
 - 4.7. Help partners develop 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, governmental agencies, the business community, et cetera). LDD, MLN, MTBL, MSL
 - 4.8. Encourage and support the development of information stewardship capabilities within all agencies to improve access to public information. MLN, MSL

- 4.9. Participate in the Montana Library Network consortia. MSL, LDD, MTBL, MLN
- 4.10. As a member of the Montana Library Network, the Montana State Library assists and participates in statewide consortia projects such as the Ask-a-Montana-Librarian online reference cooperative, the Montana Memories Project, et cetera. LDD, MSL, MLN
- 4.11. Help provide libraries with a means of making Web-accessible Montana-related digital content, and provide Montanans with access to digital collections and items relating to Montana's cultural heritage. LDD, MSL, MLN
- 4.12. Promote and promulgate library-related automation, data, and networking standards. LDD, MLN, MTBL, MSL

Goal Five—Organizational Health—Discussion

5. Montana State Library is a healthy and vibrant organization.
 - 5.1. Achieve and maintain funding at a level commensurate with MSL patrons' needs. LDD, MTBL, MSL, MLN
 - 5.2. Sustain administrative resources sufficient to support mission-critical content and services. LDD, MTBL, MSL, MLN
 - 5.3. Evaluate content and services against user outcomes. LDD, MTBL, MSL, MLN
 - 5.4. The Montana Talking Book Library will meet the American Library Association standards for staffing as recommended by the National Library Service. This will require additional staff. MTBL
 - 5.5. Use Federal Library Services and Technology Act moneys to support new MSL projects; and support ongoing projects by State funds. LDD, MTBL, MSL, MLN
 - 5.6. Recruit and retain the staff resources necessary to meet the responsibilities of its statutes and mission. MLN, LDD, MSL, MTBL
 - 5.7. Foster staff members' sense of accountability, value and satisfaction in their achievements and their contributions to the MSL's mission.
 - 5.8. Diversify the knowledge, skills and abilities of the workforce to meet MSL's changing environment, and the challenges inherent in managing knowledge in the twenty-first century.
 - 5.9. Develop the leadership and management skills of the workforce in anticipation of significant turnover at upper management levels in the next five years.
 - 5.10. Market MSL content and services effectively. LDD, MTBL, MSL, MLN

- 5.11. Provide for an information technology (IT) infrastructure which insures industrial-strength capacity, throughput, and reliability. MLN, MSL
- 5.12. Use advisory groups to provide guidance. LDD, MTBL, MSL, MLN

Goals and Strategic Initiatives

What MSL intends to do.

Goal One—Content—Strategic Initiatives

1. Montana State Library acquires and manages relevant quality content that meets the needs of Montana library partners and patrons.

Strategic Initiatives

- 1.1. Focus MSL's collection in three areas: Montana state publications, professional development materials for librarians, and information about the natural resources of Montana.
- 1.2. Broaden the focus of MSL's Natural Resource Information System, which has previously been focused on geospatial data, to provide natural resource-related information in a variety of formats, building linkages between textual sources and geographic datasets.
- 1.3. Participate in Montana's federated GIS community by serving as Montana's Geographic Information Clearinghouse. This includes hosting a GIS catalog portal for the state, hosting and providing access to the layers of the Montana Spatial Data Infrastructure and preserving periodic snapshots of statewide and regional geospatial datasets.
- 1.4. Reference and interlibrary loan services, in support of state agencies, are contracted out to a Montana university--providing state agency employees with more convenient access to specialized licensed database articles.
- 1.5. Focus MSL's reference expertise on the materials in the collection. Make provisions to contract for or otherwise outsource general reference services requested by state agency staff.
- 1.6. Work to make the World Wide Web the primary means by which Montana State Library patrons and partners discover, request, and obtain information for which MSL is the primary steward (MSL's

print collection remains important, but there is an emphasis on discovery, request, and delivery using the Web—for both print and electronic publications and information.)

- 1.7. ‘Capture’ state publications intended for public distribution which are born digital, which includes most reports, maps, and other state publications, and all Web pages, and make them available in a digital repository and maintained for permanent public access.
- 1.8. Work with other state agencies to identify, acquire, catalogue, preserve and provide permanent public access to state publications. MSL staff focuses on serving this content to users at their desktop.
- 1.9. Digitize, as appropriate, the current print collection of state publications to make them more accessible.
- 1.10. Digitize selected state publications, those which exist only in print format, to make them easier to manage and more easily accessible via the digital repository.
- 1.11. State publications which are born digital will be captured in a digital repository and maintained for permanent public access.
- 1.12. Improve State publication distribution practices to increase these publications usefulness, and to reduce systemic per item management costs.
- 1.13. Increasingly migrate (as appropriate) the State Depository Library Program toward digital formats for discovery, request, and delivery.
- 1.14. Work with depository libraries to provide access to digital state publications. Implement a LOCKSS (Lots Of Copies Keeps Stuff Safe) program to provide persistent access to digital publications.
- 1.15. Discontinue MSL’s participation in the Federal Depository Library Program. Rely instead upon the regional and nearby federal depositories to provide federal government information. MSL will

focus on making Montana state publications easier to find, request, and obtain.

- 1.16. Work with the federal regional depository librarian to develop a plan regarding the dispersal of MSL's federal documents collection, in a manner that will best benefit Montanans. Consider how to keep and eventually digitize non-digitized high-value portions of the federal documents collections.
- 1.17. Identify, acquire, catalog, and manage a professional development collection to support the needs of Montana librarians and public library trustees.
- 1.18. Discontinue the acquisition of 'trade' books, magazines, and databases; except as in support of MSL's professional development collection.
- 1.19. Acquire, catalog, and maintain for permanent access snapshots of the geospatial data layers comprising the Montana Spatial Data Infrastructure as well as other important statewide and regional geographic datasets.
- 1.20. Host MontanaView, an archive of publicly available, remotely-sensed images.
- 1.21. Serve as the steward for the Hydrography⁵ and Orthoimagery⁶ layers of the Montana Spatial Data Infrastructure.
- 1.22. Store a significant portion of the natural resources collection in database tables, GIS data file⁷ and other electronic formats.
- 1.23. Continue to provide value-added map products and services, such as the Montana Digital Atlas, which give non-GIS users equal access to geographic information about their state. For example, MSDL will

⁵ Pertaining to surface water.

⁶ Pertaining to an aerial photograph, corrected for distortions, showing mapped features correctly shaped and placed.

⁷ GIS Data file is a computer file that stores map data.

implement a new flagship web mapping application to replace the functionality of the Montana Digital Atlas, Topofinder I and Topofinder II.

- 1.24. Continue the statewide OCLC and e-content purchase programs to cut costs and provide library materials and services to our users that alone, we'd never be able to manage or afford. In addition to our statewide OCLC purchase, examples include our magazine article database contract, the automobile repair reference center, the college search and test database, and other similar potential reference databases or services.
- 1.25. Create a profusion of Montana-related digital collections by giving libraries the tools to create collections, and library patrons with access to digital snapshots of their cultural heritage.
- 1.26. Maintain Montana Talking Book Library's audio cassette book collections produced by the National Library Service.
- 1.27. Acquire, catalog, record, preserve and distribute for all eligible Montana patrons a selection of Montana recreational, historical and general informational audio books and magazines, for adults and children at all grade levels in two Montana recording studios according to the governance of Montana.
- 1.28. Continue Montana Talking Book Library's Montana-specific recording program.
- 1.29. Continue to acquire, catalog, and distribute Montana Talking Book Library's Twin Vision Braille collection and its Descriptive Video collections.
- 1.30. Improve Montana Talking Book Library's ground-breaking digital audio software recording program.

- 1.31. Acquire, catalog, develop, preserve and distribute audio books, in current and emerging formats, for Montana Talking Book Library patrons.

Goal Two—Access—Strategic Initiatives

2. Montana State Library provides libraries, agencies, and our partners and patrons with convenient, high quality, and cost-effective access to library content and services.

Strategic Initiatives

- 2.1. Work to include the option of federated searching⁸ for library patrons statewide, that is, the ability to search multiple content ‘containers’ with a single search. Implement a single search mechanism which accesses all three areas of the collection, and form external catalogs and online resources, using keyword and/or geographic search terms.
- 2.2. Work with partners to provide more convenient access to networked library content and resources, by offering statewide authentication⁹ services, available to libraries and their patrons.
- 2.3. Host communities of interest, which are web pages organized around particular topics related to MSL collections, with content provided by professional librarians and subject area experts.
- 2.4. Continue to improve MLNCAT, Montana’s union catalog, to include a larger percentage of Montana libraries’ holdings, from more Montana libraries, providing patrons over the open Web with increasingly personalized unmediated access to a growing variety of content.
- 2.5. Match Montana Talking Book Library patron library needs with available collection resources.

⁸ Federated search: “Federated Search is a search system that allows you to search for documents from multiple (partner) collections, instead of having to search each one separately. You benefit by performing one search and getting integrated results at once. These search engines can search not only library catalogs but also commercial abstracting and indexing databases, web search engines, and a variety of other databases, while often merging and de-duplicating (a.k.a. de-duping) results. Also known as *metasearch* or *parallel search*” http://www.educause.edu/content.asp?page_id=645&PARENT_ID=694&bhcp=1

⁹ Authentication: “A process of proving the identity of a computer or computer user. For users, it generally involves a user name and password. Computers usually pass a code that identifies that they are part of a network.” <http://www.cheap56k.com/glossary/Authentication.html>

- 2.6. Provide Montana Talking Book Library patrons with reference and resource materials in accessible formats.
- 2.7. Close the reading-room and reference desk services in order to allow staff to focus on acquisitions, managing the print and digital collection and providing access to library materials over the Web
- 2.8. Provide current and emerging machine formats for Montana Talking Book Library patrons.
- 2.9. Maintain the Montana Talking Book Library's highest quality of service, by maintaining its databases for patrons, collections, cataloging, periodicals and equipment.
- 2.10. Maintain cassette machines and accessories for Montana Talking Book Library patrons.
- 2.11. Provide eligible Montana Talking Book Library patrons with direct access to services, including telephonic, electronic, public audio media and audio book distribution centers.
- 2.12. Secure additional avenues for eligible Talking Book Library patrons to access alternative services indirectly through public and regional libraries, retirement facilities, schools, et cetera.
- 2.13. Provide online WebOpac access to library collections and WebBraille access to electronic Braille collection.
- 2.14. Offer Montana Talking Book Library patrons electronic books on portable players through Consortium partnership.
- 2.15. Pursue outreach avenues to serve new Montana Talking Book Library patrons.
- 2.16. Evaluate the means by which MSL provides reference and interlibrary loan services to state agency employees. Adopt a plan which both improves services and lowers per transaction costs.

Goal Three—Consultation and Leadership—Strategic Initiatives

3. Montana State Library provides consultation and leadership to enable our patrons and partners to reach their goals.

Strategic Initiatives

- 3.1. Gradually discontinue serving as a GIS service bureau or web-development shop for other agencies; these services are increasingly available within government agencies themselves and from the private sector. This will allow staff to focus on MSL's core goals and objectives.
- 3.2. Provide leadership, training, and consulting assistance to Montana's public libraries, which directly contributes to their overall sustainability as well as their ability to provide a high standard of library service to Montanans.
- 3.3. Provide advice to partners and patrons concerning opportunities for cost-saving and operational-efficiencies.
- 3.4. Provide statewide leadership, helping Montana libraries identify, draft local policies, and discuss issues such as intellectual freedom, privacy, and open access to public information.
- 3.5. Identify appropriate federal, state, local, and other funding and resource opportunities and work in partnership with interested libraries to acquire them.
- 3.6. Promote the importance of quality local library services to county and city government leadership and provide consulting assistance to help them establish and sustain those services in their communities.
- 3.7. Help Montana libraries identify appropriate levels of compensation for library staff.
- 3.8. Work with public and other regional libraries, local, state and private sector entities to expand outreach education of Montana Talking Book

Library services and inform them of the laws that govern these services.

- 3.9. Provide leadership, training and assistance in the appropriate management and use of all audio books and equipment in specialized formats for use by eligible Montana patrons according to State and Federal requirements.
- 3.10. Provide leadership, training, and assistance for building a mixed print and electronic collection of publications, maps, indexes, et cetera.
- 3.11. Provide leadership, training and assistance in the proper maintenance and distribution of specialized formatted audio books and equipment to maximize use to eligible Montana patrons.

Goal Four—Collaboration—Strategic Initiatives

4. Montana State Library promotes partnerships and encourages collaboration among our partners and patrons so that their information needs can be met.

Strategic Initiatives

- 4.1. Provide leadership, training, and consulting assistance to Montana's public libraries which directly contributes to their overall sustainability as well as their ability to provide a high standard of library service to Montanans.
- 4.2. Under partnership agreements, carry out specialized work for partners that make ongoing contributions to the library collection, in order to improve access to public information.
- 4.3. Encourage the continued growth and health of the Montana Shared Catalog.
- 4.4. Discontinue hosting web sites for other state agencies, except for web applications that rely upon the GIS infrastructure at MSL.
- 4.5. Provide advice to partners and patrons concerning opportunities for cost-saving and operational-efficiencies.
- 4.6. Continue to partner with the Montana Natural Heritage Program, operated via a contract with the University of Montana.¹⁰
- 4.7. Collaborate within the Montana State Library, state government, other regional and public libraries as well as community organizations, to raise the awareness of services and maximize resources to eligible patrons.

¹⁰ The Natural Heritage Program collects, maintains and provides access to information about Montana's plant and animal species and natural communities, particularly those of conservation concern. See NHP's 2006-2010 Strategic Plan: http://nhp.nris.mt.gov/Reports/NHP_Strat_Plan_2006.pdf

- 4.8. Coordinate partnerships with public, private and non-profit organizations that serve a common targeted population of blind, low vision, physically and reading handicapped patrons.
- 4.9. Montana Talking Book Library will continue to seek additional resource partnerships to offer a wider variety of formats to patrons, including the best suitable technology and training to our patrons, staff and volunteers. And finally, the Montana Talking Book Library will strive to increase patron awareness of and access to additional resources and electronic reference sources in Montana that supplement our services, specifically public libraries and human service agencies that can be accessed by adaptive software.
- 4.10. Maintain a current list of eligible Montana patrons of all free audio periodicals provided by the National Library Service, Montana Talking Book Library, other U.S. Regional Libraries for the Blind and Physically Handicapped.

Goal Five—Organizational Health—Strategic Initiatives

5. Montana State Library is a healthy and vibrant organization.

Strategic Initiatives

- 5.1. Seek additional funding to support MSL strategic directions and operation needs.
- 5.2. Provide MSL staff with opportunities for quality, timely affordable training and continuing education. This may include local, statewide, regional, national, or at times, international seminars and conferences.
- 5.3. Plan for succession by preparing employees for managerial positions through deliberate strategies (which may include: workforce planning, job analysis, and reevaluating and updating position descriptions.)
- 5.4. Hire new personnel, or train existing staff, being cognizant of new skill sets required to meet MSL's mission.
- 5.5. Refine MSL's recruitment process to reach a sufficient variety of qualified applicants.
- 5.6. Develop fair and usable pay components, within budget constraints under the broadband pay plan. Train managers to better understand and effectively use broadband.
- 5.7. Routinely review MSL's pay matrix, identifying and addressing pay inequities, so that these can be corrected as funding becomes available.
- 5.8. Continually evaluate and experiment with shelving and building layouts, working to improve workflows and the ways MSL uses its building.¹¹
- 5.9. Montana Talking Book Library will live its mission to serve those who would otherwise not be served due to blindness, low vision or a physical or reading handicap. It will acquire adequate support staff to

¹¹ MSL collections would undergo dramatic changes in open accessibility (closing stacks while offering in-depth consultative services, increasingly becoming available online).

ensure continuity in current service and broaden the scope of future services. And it will focus on positioning the Digital Recording program to evolve with the new digital plans for flash memory cartridges and players being developed by the National Library Service.

- 5.10. Montana Talking Book Library will continue its very successful volunteer Program.