

Memo

To: Commission Members
From: Darlene Staffeldt, State Librarian
Date: July 22, 2011
Re: Long Range plan 2012-2022 draft

Please find attached the full text of our draft Long Range Plan (LRP) dated 2012 -2022. Input for this new plan came from various sources over the last few months. Sources included minutes from various meeting such as Federation meetings MLA meetings, NAC meetings, staff meetings; specific emails to me; comments left on the State Librarian's blog and/or the State Library's long range plan wiki.

This is a first "public" draft. I recommend as next steps that the document be made available via our website, wiki, Facebook page, and various distribution lists with numerous calls for review and input this fall so a revised final draft can be presented for your adoption at your December 2011 meeting. Following adoption of the Long Range Plan, I recommend development of a two year strategic plan with more specific initiatives that focus on current tools, trends, etc. that support the LRP.

DRAFT
MONTANA STATE LIBRARY (MSL)
LONG RANGE PLAN 2012 - 2022

VISION

Developing and delivering 21st Century library and information services and resources to all Montanans

MISSION

The Montana State Library is committed through leadership, advocacy, and service, to strengthen libraries and information services for all Montanans.

VALUES

MSL values:

- Quality information.
- Quality library services.
- Economic development of Montana and Montanans.
- Easily accessible, widely distributed, and free government information. .
- Fair, honest, and respectful staff.
- Responsive to patrons' needs, the State Library adding value to data and information.
- Reader privacy.
- Access to knowledge and new information.
- Open, direct, and timely communication.
- An educated and inquisitive citizenry.
- Information about natural resources and geography.

PREFERRED FUTURE

- ✓ MSL is user-centric. MSL's patrons (including public agencies, libraries, businesses, organizations, and individuals) come first. MSL's success is measured against patron satisfaction and outcomes. All Montanans understand, support, and use libraries.
- ✓ Collaboration is the tide that raises services for all Montanans.
- ✓ All Montanans have access to well-managed library services through qualified staff and have access to current technology resources through libraries. All Montanans have access to quality library resources.
- ✓ The Library's staff is extraordinarily good at what it does. We recognize that our staff is the essential asset in delivering services that ensure customer expectations are met or exceeded.
- ✓ The Library is nimble, operating in a rapidly evolving environment and thriving on change.
- ✓ MSL recognizes that it is one of many sources for data, information, and knowledge resources.
- ✓ MSL looks outside the library world for promising technologies and practices, and selects strategies and resources based on the degree to which they support its mission.
- ✓ To be competitive in the culture libraries inhabit, a library must have "cultural authenticity", "network connectivity" and "poetic imagination". Libraries that are not part of the culture they inhabit will die.
- ✓ Libraries must be "in conversation" with their local communities in order to remain relevant to their communities. The conversation is not about how the community likes what the library provides. Instead, the conversation focuses on how the library can best serve their local community or communities.
- ✓ Creativity and innovation is an essential piece of everyone's job at your library.
- ✓ Sustainability, efficiency, and effectiveness are goals of all services provided to Montanans.
- ✓ MSL connects patrons to quality information resources and providing value added library services—enabling the transformation of data and information into knowledge.
- ✓ MSL compellingly makes its case to decision makers, so that it is funded at a level commensurate to its mission.

SIX AGENCY-WIDE GOALS

Goal One—Content

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

Goal Two—Access

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

Goal Three ---Training

MSL provides libraries, agencies, its partners and Montanans with appropriate trainings and training resources so that they can make the best use of the resources offered.

Goal Four—Consultation and Leadership

MSL provides consultation and leadership to enable its patrons and partners to reach their goals.

Goal Five—Collaboration

MSL promotes partnerships and encourages collaboration among its partners and patrons so that their information needs can be met.

Goal Six— Sustainable Success

MSL is a well-run organization and a sought-after employer; it is efficient and effective (measured against partner and patron outcomes), and successfully engaged in its ongoing mission.

Goal One—Content—Discussion

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

1.1. Identify, acquire, catalog, and provide permanent public access to Montana state agency publications regardless of format.

1.2. Acquire, catalog, and maintain information relating to the natural resources and the geography of Montana.

1.3. Collect library material to serve the professional development needs of Montana’s librarians and public library trustees.

1.4. Manage the Montana Talking Book Library and serve eligible patrons (with talking books, Montana recorded books, Braille books, etc.) according to federal and state mandates.

1.5. Continue and extend Montana State Library’s statewide e-content subscription and purchase programs.

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

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; making this access available 24/7, 365 days/year wherever possible.

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

2.2 Use the appropriate technologies and methodologies like Montana GIS Clearinghouse, portals and archives to increase access to geospatial information about Montana that is created and/or maintained by Library partners.

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

2.4. Make reference and interlibrary loan services available to state agency employees.

2.5. When MSL's collections provide answers to patrons' questions, or materials that patrons' need-provide reference, circulation and interlibrary loan services, supplying assistance and materials to patrons and to other libraries.

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

2.7. Publicize Montana State Library's services and resources within MSL partner and patron communities.

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

2.9. Actively investigate and implement web-scale solutions including but not limited to 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.

2.10. Provide appropriate specialized access for the programs and resources available for Montana's talking book library patrons.

Goal Three – Training ---Discussion

3. MSL provides libraries, agencies, its partners and Montanans with appropriate trainings so that they can make the best use of the resources offered.

3.1. Continue and extend Montana State Library’s statewide training opportunities including all formats (one on one, classroom, online).

3.2. Provide patrons and partners 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. Develop and provide regular training opportunities for MSL programs and services.

3.5 Train and assist partners, regarding their contribution of content to MSL’s collection.

3.6. Design, deliver, and evaluate training with client-learning as the Library’s goal.

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

Goal Four—Consultation and Leadership—Discussion

4. MSL provides consultation and leadership to enable its patrons and partners to 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. Advise Montana libraries regarding administrative concerns, such as funding, budgeting, policies, and personnel.

4.3. Establish and maintain a frequent level of contact with public librarians, public library trustees, MSL partners, and others in order to remain cognizant of their needs and the challenges they face.

4.4. Provide advice to partners and patrons concerning opportunities for cost-saving and operational-efficiencies.

4.5. Provide leadership and support to identify and address key information gaps for MSL partners and patrons.

4.6 Provide stewardship of Montana state publications, Montana Spatial Data Infrastructure, and other natural resource information.

4.7. Provide consultation and leadership to all local, state, federal agencies, as well as private entities who help us support Montana citizens who are blind, have low vision or are physically or reading handicapped.

4.8 Facilitate more state-wide purchases of content, supplies, programs that will continue to provide benefit to all Montana Library patrons.

4.9 Build the Center of GIS Excellence within the Digital Library.

Goal Five—Collaboration—Discussion

5. MSL promotes partnerships and encourages collaboration among partners and patrons so that their information needs can be met.

5.1. Encourage and facilitate information-sharing partnerships among federal, tribal, state and local governments, businesses and citizens.

5.2. Collaborate with state and federal agencies in order to improve access to public information.

5.3. 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, government agencies, the business community, et cetera).

5.4. Help partners tell their story and market their content and services to their patrons and partners.

5.5. Help libraries develop 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 and promulgate library-related automation, data, networking standards, and web-scale solutions.

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

Goal Six—Sustainable Success—Discussion

6. MSL is a well-run organization and a sought-after employer; it is efficient and effective (measured against partner and patron outcomes), and successfully engaged in its ongoing mission.

6.1. Achieve and maintain funding at a level commensurate with MSL's mission.

6.2. Sustain administrative resources sufficient to support mission critical content and services.

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

6.4. Meet the American Library Association standards for MTBL staffing as recommended by the National Library Service.

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

6.6. Recruit and retain the staff resources necessary to meet the responsibilities of its statutes and mission.

6.7. Foster staff members' sense of accountability, 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 the workforce in anticipation of significant turnover at upper management levels in the next five years.

6.10. Market MSL content and services effectively.

6.11. Provide for an information technology (IT) infrastructure which insures industrial-strength capacity, throughput, and reliability.

6.12. Seek guidance from advisory groups and maintain or build feedback from other sources (focus groups, surveys, informal contacts, etc.)