

Montana State Library
Statewide Library Resources Division
FY 2014 Work Plan
July 1, 2013-June 30, 2014



7.25.13

The mission of the Montana State Library's Statewide Library Resources Division is stated within the overall agency's mission in the current MSL Long Range Plan for 2012-2022:

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

As part of the efforts to meet this mission, SLR strives to help all Montana citizens receive the information they need in order to improve and enhance their lives by:

- Improving public library services
- Promoting cooperation among all Montana libraries of all types

SLR provides leadership and guidance related to library programs, services, and facilities. SLR staff plans, develops, and implements programs, projects and pilots, and administers funds for new and improved library services throughout the state.

This work plan is developed based on the goals contained in the [MSL 2012-2022 Long Range Plan](#). Specific work objectives for FY2013 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 SLR for FY2013. The Talking Book Library's FY2013 work plan is submitted separately.

Goal One—Content

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:

- Develop and promote the e-content expansion pilot and encourage Montana libraries to contribute or provide referrals to locally created content
- Participate in national discussion forums related to downloadable content and libraries
- Continue to increase the number of collections in the Montana Memory Project through assistance grants, training and partnerships with institutions and related efforts around the state
- Undertake a reorganization of the MMP website to reflect a comprehensive, statewide presence
- Create guidelines for Montana libraries that want to contribute locally created e-content to MSL e-content pilot collection.

All of these objectives have been met and all are also ongoing. There is now a gradually growing alternative core e-book collection, with a Montana and regional focus, that includes titles from independent publishers and features local authors. This "MontanaLibrary2Go Local" collection enables patrons of participating MontanaLibrary2Go libraries to access unique, local works of fiction and non-fiction not available within the main collection. It also allows the consortium members to own the titles, rather than leasing them from OverDrive. The Montana Memory Project's substantial increase in the number of new collections and a major reorganization of the MMP website are the result of having a project director focused on this effort. The new website is organized by type of material, improving the end user search process. Eleven new collections currently being added to the 68 already available focus on historical items of interest ranging from the Big Timber Pioneer Newspaper Collection to Helena city council minutes to the original abstracts of land deed in Jefferson County. There is a new, concerted effort to encourage local partnerships in identifying collections of local interest, with the library serving as the central point for coordination of effort.

The future of the My Montana Library site will be a focus in FY15, since this continues to be a resource for so many Montana libraries that make it available to their users for easy access to the statewide databases, MontanaLibrary2Go, WorldCat and other content and information.

The MSC will include a new NetLibrary collection of titles in FY15. The previous NetLibrary collections on non-fiction titles that were purchased by the MSC several years ago have been removed from the catalog because most were outdated. The new collection will be accessible by all MSC library patrons and will offer another e-book collection to those users.

- Develop/articulate a method and schedule for collecting and evaluating statistics on content provided through SLR LD projects

This objective has not been met due to lack of staff time. This continues to be seen by all SLR/LD staff as beneficial for all projects providing content. This will be included as an objective for FY15.

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.

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:

- Continue to develop and maintain the Statewide Library Resources Portal of the MSL website

This objective has been met and is ongoing, as we strive to provide Montana library professionals with a truly helpful, easily navigable web resource for library development. The new portal is a product of the central SLR goals of expanding resources and access, demonstrating innovative ways to advance libraries and librarianship, and fulfilling the information needs of all Montana's citizens. The concept that we all do the work of library development has informed the design of the portal. We all agree that continued discussion and study of the design of the SLR portal is needed, including how it is presented in the overall MSL site. Training Montana librarians on the layout of the portal also continues as a need.

- Review the placement of the "For the Public" section of the MSL website to determine the best way to continue to offer this resource

This objective relates to the current My Montana Library site. Preliminary discussions among SLR/LD staff in FY14 have focused on the intent of the site and how it is currently used by librarians and patrons. Staff agrees that the site needs to continue to serve as an access point to statewide resources, since many libraries continue to lead users to this site for accessing these resources. There is also interest in an increased focus on community resources and a celebration of libraries within this site. It is clear that many libraries continue to utilize the My Montana Library site as their own local portal to many of end-user resources and services provided to them by MSL.

- Continue to expand the "Discover It!" EBSCO Discovery Service to include additional catalogs and statewide, group and individual subscriptions
- Increase librarians' comfort with Discover It through training in individual site customization, searching and retrieval and marketing

These objectives have been met and are continuing. The expansion of resources accessible via Discover It gives Montanans a growing number of recreational and scholarly materials available through a single search, Google-like experience. The work in FY14 to add the MSL GIS portal and the Natural Heritage Program's Field Guide bring these valuable resources to the end user within this single search experience. Continued development will take place in FY15 on both DiscoverIt and the new Enterprise front end to the MSC catalog in an effort to reach library users in either environment, meeting the user wherever they may be searching.

- Play a leadership role in the current Courier effort including investigating the opportunities for regional partnerships, providing standards for statistics, centralizing communication and providing limited support

This objective has been accomplished under the defined list of tasks recommended by the NAC and approved by the Commission. The result has been improved communication between the courier members, more standardized statistics and initial discussions with the courier service directly to the east, Minitex, about the possibilities

for joining that consortium. Discussions toward the end of FY14 will determine MSL's changing role in this area in FY15.

- Develop shared EDS profiles for identified groups of libraries, by type

This objective has not been met, primarily due to the need for continuing basic introductions to EDS, but also due to lack of staff time. This is a priority objective for FY15 and training at the end of FY14 has focused on the customization of EDS profiles. Customized EDS profiles for Discover It would be shared by libraries of similar types (elementary libraries, for instance) and would increase the relevancy of Discover It for the end user and raise awareness of Discover It's potential among library staff.

- Through consultation and training, provide outreach to librarians around the state
- Working with the MSL Marketing Coordinator, determine ways to best publicize SLR services and resources
- Attend conferences prepared to publicize SLR services and resources

These objectives have been met and are also ongoing. The SLR Learning Portal is seen by librarians as a significant source of training materials, recorded webinars and information related to library development. Work with the MSL Marketing Coordinator has focused on the MSC and, toward the end of the fiscal year, the MMP and the LSTA funded Share Your Story effort. All of these objectives strengthen the understanding among librarians around the state of the services and resources available from the SLR division.

- Continue to expand use and scope of the EZProxy authentication tool and optimize the use of EZproxy within EDS

The State Library's Library and Information Services staff has been heavily involved in testing the abilities of our statewide EZProxy option. OCLC and EBSCO support have been part of this development process and enhancements have been requested to improve the statewide use of this tool. EZProxy is also being utilized as the authentication method for MontanaLibrary2Go Local. Central, one stop authentication is a significant piece to providing text level access to individual and statewide database subscriptions and other online resources. The ability for an end user to authenticate easily from home or work when an online article has been found is crucial to a successful search and retrieval experience. Making this tool successfully available to all Montana libraries means that library staff does not have to spend time and money on this element of providing subscription content to their end users.

- Investigate the potential of a centralized RFP process for at least some pieces of the E-rate program

- Provide support and assistance to libraries participating in the e-rate program, including the possibility of a central approach to Form 470

These objectives have been met and are ongoing. While we've found that the current number of Montana libraries participating in e-rate may not merit a centralized approach, there could be some cost savings for libraries if there was more centralization of the e-rate annual process. In particular, we may see a favorable impact from a centralized approach to Form 470, which is used by schools and libraries to request services and establish eligibility for discounts. There will be increased focus in this area in FY15 as both national and state opportunities for broadband improvements develop.

Goal Three—Training

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:

- Continue to develop and maintain the Learning Portal as the central resource for training information, CE and materials as well as links to training partners.
- Bring individual blogs into the Learning Portal arena through linking and other means
- Move selected documentation existing on individual wikis into the Learning Portal with the aim of discontinuing individual wikis focused on training

All of these objectives have been met. The impact of the learning portal is substantial since librarians have long desired a single source for MSL training materials and resources. There is information on CE, recorded webinars, links to external sources of training and many more items in the SLR Learning Portal, increasing the number of resources for library directors, staff and trustees.

- Create a training evaluation approach that all LD staff doing training will apply consistently and that is tied to CE

This objective has not been met, due to lack of staff time. This is a priority objective for FY15.

- Hold a retreat for LD staff that provide group training sessions as part of their position duties

Planning is currently underway for a summer 2014 retreat that would include LD staff that do training and other MSL staff that have training duties in their programs. The goals include sharing training techniques, increasing training effectiveness and creating a more coordinated approach to LD trainings affecting a wide variety of statewide library development efforts. These preliminary goals have been identified in order to make LD training more consistently successful across a wide variety of library development services and projects.

- Make use of learning technologies such as Captivate
- Develop more training in the area of technology including Edge benchmarks

Both objectives have been met, though we are still watching what happens with the national Edge Initiative. Acquiring new technology skills improves the ongoing support and training we provide to library staff on a continual basis.

- Increase training in the area of library districts

This objective has been initially met through the Public Library District Task Force communications and discussions during that effort. An MLA workshop presented by current library district directors was well attended and the need for more education in this area of library development is apparent. We anticipate a substantially increased focus on this goal as we create a district transition template as requested by the task force and the traveling consultants are trained in facilitation skills in order to more effectively engage in local discussions of possible districts. The creation of multi-jurisdictional or multi-county library districts continues to be seen as a cost effective, resource smart approach to the financial challenges facing many small, rural libraries.

- Improve access to MSC training through online recordings
- Create an MSC training curriculum and schedule
- Create and plan for an MSC go live schedule that includes a go live visit followed up by a repeat visit around two months later
- Develop an MSC plan to address staff turnovers in MSC libraries, particularly schools

These objectives have been met. All of these objectives result in a more stable, successfully managed MSC and in better informed MSC librarians. The MSC reorganization effort, which was not anticipated at the time this work plan was created, has resulted in some new training goals that focus on streamlining system policies. There is a new library director packet currently being developed in the MSC to address turnover.

- Create Montana Memory Project training and promotional webinars
- Continue to provide training for public library trustees through trustee clinics, webinars, or local training events
- Provide more HR trainings for public libraries
- Provide updated trainings and documents in the overall area of technology that include Edge benchmarks as customized for Montana
- Organize and facilitate face to face trainings such as the Fall Workshop

All of these objectives have been met and are also ongoing. New MMP contributors and those interested in learning more about the project received training in uploading content and creating effective metadata to find that content. Library trustees received training from national leaders on director-board relationships and succession planning, making them more effective in their roles as trustees. The annual Fall Workshop and this year's Offline conference provided a number of continuing education opportunities that increased the skills of library staff around the state, led to statewide discussions of where Montana libraries are headed in the next three years and informed MSL about ways in which it can assist libraries in meeting patron needs today and in the future.

- Provide training and resources to increase understanding of the changes to FY2013 public library statistics

This objective was accomplished at least initially with the unofficial introduction of the new data elements during the FY2013 process. The FY14 process will officially include the new data elements and library directors have been notified in advance, according to Administrative Rules. The MSL Data Technician will provide training through webinars and the 2014 Fall Workshop. Accurate public library data is the basis for providing libraries with the ability to create compelling stories using timely statistics that show the library's relevancy to their communities, the state and the nation.

- Schedule regular online training sessions for basic orientation to statewide databases and other resources available through statewide projects, appropriate to public library staff.

This objective has been met, through multiple online and onsite trainings. These online training sessions are usually short in duration and recorded for easy access at the librarian's convenience, saving the time of the librarian and offering immediate training opportunities at the point of need.

- Determine ways to increase the knowledge and ability of school librarians to access and successfully utilize the Directory

This objective has been met as it relates to information about DiscoverIT, the statewide databases and HomeworkMT. Substantial effort has been made during webinars and in person trainings to increase understanding on the part of school librarians regarding the information available to them in the Montana Library Directory related to these projects. This in turn has led to an increased comfort level among school librarians in using the EBSCO statewide suite of databases and has made school librarians increasingly comfortable using the Directory resources.

- Provide training for public library directors, staff, and trustees when requested. When appropriate refer public library directors to non-MSL resources to meet training needs of the library.

This objective has been met and continues as a FY15 objective. New areas of training are suggested to SLR/LD staff as needs arise, such as succession training, hiring a new director, library budgets and other topics related to library development. By responding to these training requests, SLR/LD staff continues to enhance the knowledge and skills required of Montana library directors, staff and trustees to run effective libraries in their communities.

Additional evaluation by SLR LD staff of the objectives under Goal Three includes these points:

- *There is a need to clarify training responsibilities within statewide projects: who trains on what?*
- *Statewide consultants would appreciate project FAQ's to share with librarians they visit*
- *CE credit should be allowed for webinars over a year old that contain essential content necessary to understanding MSL services and projects (this has been accomplished through updates to the MSL Certification Guidelines)*

Goal Four—Consultation and Leadership

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:

- Provide guidance regarding and promote understanding of LSTA funding and evaluation.
- Increase awareness among Montana library staff of IMLS/LSTA funding, its current use, and opportunities for libraries to propose innovative use of LSTA funds through the NAC

These objectives are being met, particularly through the Statewide Projects Librarian's new additional duties related to coordinating LSTA. This objective is important because LSTA funding and the successful management of that funding are essential to the Statewide Library Resources Division. The programs and staff of this division are dependent on this funding. Determining the most effective use of this funding as library services change over time will be possible through the awareness of the scope of this funding and its current and potential use.

- Consultants provide general consulting services in the areas of budgeting and accounting, Federations, library law, library districts and board development through onsite visits as determined by demand and need
- All LD staff are able to provide basic consulting assistance to public libraries in general consulting areas by referring libraries to MSL publications, Learning Portal resources and understanding when to refer a support question to other LD staff and to what staff
- Provide in depth consultation in "specialty areas" such as e-rate, bandwidth development, PCC support and digital literacy; community development and partnerships, lifelong and early literacy; digital content, access to content and physical movement of library materials

All of these objectives have been met. Questions and issues have been resolved by the consultants over the last year in all the areas listed, leading to successful resolutions of various local situations taking place with boards and library staff. The new specialty areas have had significant impact as the three traveling consultants have provided in depth assistance and information in these areas, responding to events such as the Affordable Care Act roll out, the Montana Wilderness Act anniversary, national e-rate discussions and digital literacy initiatives.

- Opportunities for consulting while at conferences will be looked for and utilized. To enhance this, sending all LD staff to conferences such as Summer Institute, Fall Workshop and Offline will be considered.

This was considered for each of the events. While sending all LD staff to all of these conferences was cost prohibitive, a significant number of staff did attend each of these events, providing consulting services in many areas of library development and networking with each other while at these events. There is an increased understanding among all LD staff, both Helena based and remote, of general library development issues going on in the field and of overlap between projects. This has led to increased collaboration in consulting services, emphasizing the point that we all engage in library development efforts.

- Opportunities to provide consulting through the consultant nearest the requesting library will be looked for and utilized

This objective has been met to some degree as part of the changes to consulting services. We continue to address requests for consulting under the new consulting approach, basing assignments on availability of each consultant, proximity to the requesting library and subject area. The impact has been a shift away from the concept that libraries are "assigned" to a consultant and has expanded the consulting resources we can make available to libraries. An additional impact has been increased sharing of expertise among all library development staff and more effective use of the traveling consultants' time and expertise.

- Consultants and other LD staff provide orientations for new public library directors through onsite visits, videos, documentation and online webinars and trainings
- Respond to questions and requests for assistance from public library staff, directors, and board members
- Continue to promote and utilize the trustee video that educates trustees about federations, MLA, and MSL services
- Continue to promote through library visitations, trainings, discussion forums and other community outreach the benefits of public library districts in Montana
- Continue to increase awareness of bylaws, open meeting requirements and appropriate running of meetings on the part of library boards and library federations through webinars and in person trainings
- Assist public library directors with required MSL paperwork such as standards, federation reports, and statistics
- Increase awareness of documents and training materials that assist public libraries with mill levy campaigns, public library district formation, trustee development, and the first year of being a public library district.
- Continue to add to professional development collection

All of these objectives have been met and are ongoing. The outcome, which is ongoing, has been an increase in the understanding of successful public library administration in Montana.

- Expand and improve “For Trustees” section of the Learning Portal.

This objective has been met through the addition of resources offered during online and in person trustee trainings over the year in the areas of director-board relationships and succession planning. Trustees now use the Learning Portal to take webinars created just for them, find resources related to their tasks as trustees and acquire continuing education credits as part of their responsibilities as trustees. This leads to more effective public library boards in communities around the state.

- Continue to monitor and explore new technologies. Share that information and how these technologies may impact/improve library services with library staff and trustees.
- Provide guidance regarding and promote understanding of the changes to LSTA funding and evaluation

Both of these objectives have been met and are also ongoing. Monitoring and exploring new technologies as they relate to library services is an essential task for library development staff in order to provide timely and useful consulting services and to be poised for future development in such areas as integrated library systems, downloadable e-content and discovery services.

- Create a 5 year strategic plan for the MSC

This objective was not met, primarily due to the change in focus by the MSC Executive Board and the MSC Director to the reorganization project. This is a high priority for FY15.

- Develop and undertake an annual visitation schedule of MSC libraries by the MSC Director

This objective has not been met, due to lack of time on the part of the MSC Director. This is a priority objective for FY15.

- Improve communication with new MSC libraries during the migration and implementation process, through improvements to the MSC website and onsite visits
- Move forward with the creation and implementation of MSC marketing and communication materials, expanding the number of user friendly MSC materials made available to MSC libraries

Both of these objectives have been met. Meeting these objectives has resulted in smoother migrations for new libraries and resulting reduced workload for staff. An updated, appealing logo signifies the resource sharing inherent in the MSC and communicates the statewide network implicit in the MSC to the end user.

Goal Five—Collaboration

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:

- Working with OPI and the MSC membership, determine a long term solution to the challenges of adding additional school libraries to the MSC

This objective has been partially met. There have been continued discussions with OPI and with the MSC membership regarding the significant increase in the number of school libraries interested in joining the consortium. The MSC members have approved adding the cost of another MSC funded FTE to support the continued growth of the catalog due to this interest. OPI shared in the creation of a set of MSC talking points specifically targeted towards school administrators and has communicated those points via 800 emails directly to school administrators. The MSC was originally created as a multi-type library consortium sharing a single circulation and cataloging system and that approach continues to bring increased resource sharing value to local communities where both the public and the school library are MSC members.

- Provide training and consultation on industry standards, interoperability and web-scale solutions

This objective has been met and is ongoing. Standardized barcodes and quality cataloging practices are two of the goals we try to meet through our trainings and

consultations because they ensure interoperability between disparate circulation and bibliographic systems. They allow library users to search across different integrated library systems and seamlessly find resources. Continued training and consulting in web-scale solutions keeps Montana librarians aware of technology solutions that may bring cost savings and more efficient work flow.

- Continue to add to the sophistication of the Montana Library Directory for optimum utilization by all library staff

This objective has been met and is ongoing. Individual Directory accounts and levels of access have enhanced and expanded the scope of the Directory's use and potential. More developments are being planned for FY15 including connecting CE credits with training registrations done via the Directory. The Directory is now viewed as a central tool for collecting data, training registration, access to content and a resource for marketing materials customized for each library.

- Continue to reduce the number of MSC policies in the system by working with MSC libraries to do so

This objective has been met, with substantial impact and success, due to the organized and dedicated work of the MSC staff and Director and the willingness of MSC members to adopt the system policy changes. This work is being done to return the MSC to its original purpose as a statewide tool for resource sharing and library development. MSC library patrons benefit from a clean, less complicated system with a focus on user sharing groups that allow patrons to quickly find items at a group of libraries, place a hold, and receive and return an item at any library in the group. MSC libraries benefit from this cleanup by participating in a system that requires less overhead to run.

- Investigate the option of a statewide Envisionware purchase

This was initially undertaken at the conclusion of BTOP when areas of sustainability following the conclusion of that three year program were being discussed. Should there be sufficient interest among Montana Shared Catalog members, Envisionware may offer a presentation to the membership at the Fall 2014 meeting. Envisionware enables libraries to manage patron computer time without library staff having to manually do so through the library's open hours.

- Become creative in finding ways to further expand efforts for library districts through mentoring partnerships, panels and other collaborative efforts
- Investigate numerous opportunities for bandwidth expansion with the library as community anchor

The groundwork has been laid in several areas related to these two objectives. Substantial work is in the planning stages for FY15. Library districts continue to be

seen as a cost effective alternative because they have the ability to generate dedicated funding that can be more secure and can therefore offer more services to their patrons. Larger library districts are further encouraged because, due to their size, they have a larger tax base and can provide more efficient and cost effective opportunities for resource sharing. Bandwidth expansion efforts that focus on the library's outreach to its community in the areas of technology and robust Internet access bring that local library to the center of state and national discussions.

- Assist federation coordinators with federation training and meetings

This objective has been met and is ongoing. One way in which federation coordinators serve MSL and their federation libraries is by planning federation meetings twice a year which offer opportunities for trainings in a variety of topics related to library trustees, directors and staff. According to the 2013 federation survey, continuing education and networking with peers are two of the most valued benefits of the federation funding libraries receive. This year, SLR/LD staff created a list of training options to present to the coordinators, so that we could provide quality training sessions and plan for staff time.

- Through LSTA funding awards, encourage public libraries to conduct community assessments, articulate specific goals and objectives for outreach programming, and build partnerships with one or more partners in the community, in order to illuminate the role of the public library as a community anchor.
- Continue to facilitate and provide guidance and accurate information to volunteer committees working to support statewide projects such as MontanaLibrary2Go, MMP and MSC.
- Assist public library directors and staff when joining consortial efforts.
- All LD staff continue to promote the importance of joining consortial efforts such as the MSC, MMP, MontanaLibrary2Go, OCLC and the Courier.

All of these objectives have been met and are continuing. A collaborative, consortial approach to library development needs continues strong at the Montana State Library and among libraries around the state. Our successful statewide efforts have demonstrated the importance of libraries working together to meet their most fundamental operational tasks. The library's emerging role as community anchor is another area in which collaboration among Montana libraries will bring about quality, sustainable local partnerships between the library and local institutions and community leaders. Montanans benefit from this collaborative approach by enjoying libraries with relevant, cutting edge services and technologies.

Goal Six—Sustainable Success

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:

- Demonstrate leadership in the area of social media, communicating our news and exemplifying how libraries can leverage tools like Twitter and Facebook to be more present in their communities

Work on this objective has been undertaken through the use of and training in several social media tools. Selected SLR/LD staff regularly contributes to the MSL Facebook. The Montana Memory Project now has a Facebook presence and social media tools have been incorporated into that project. Under this objective, we meet our users where they are, and in multiple online environments.

- Evaluate SLR and vendor provided training through the creation and utilization of standardized evaluation tools that are also tied to CE

This objective has not been met due to lack of staff time. This will be an objective for FY15.

- Learn new technologies in order to assist librarians with new tools

Staff has met this objective through the use of the Technology Petting Zoos, webinars, onsite trainings and one-on- one assistance. This objective is crucial to assisting Montana librarians in remaining up to date with the ever emerging technological tools being used by their patrons. This is a continuing objective.

- Investigate and test returning to a local instance of CONTENTdm (MMP)
- Launch an RFP process to investigate options for new MMP software

Both of these objectives were purposely delayed to FY15 in order to focus on the new MMP site, organizing existing collections, expanding access through a partnership with the Mountain West Digital Archives and the Digital Public Library and establishing new advisory council

- Encourage partnerships and work between staff in library development as well as across divisions

This objective has been met and is ongoing. The changes to library development consulting have resulted in monthly "LD briefings" during which staff shares pertinent updates from the field. The specialty areas covered by the three traveling consultants have resulted in more collaborative work between remote and Helena based staff. The new statewide projects focusing on community outreach and lifelong learning have included multiple SLR/LD staff in the planning and implementation stages. All of these efforts have resulted in a better understanding by staff of the myriad of areas in which library development work is going on within the division. This in turn has led to more informed communications with the librarians we serve.

- Staff will join together for a meal when attending Fall Workshop, MLA or other statewide conferences in order to make the most of these opportunities for staff collaboration and troubleshooting
- CELEBRATE SLR accomplishments

We need to do more of both of these. In FY15 we will look for these opportunities, particularly when remote staff comes to Helena during the year for SLR/LD meetings. These two objectives are essential to recognizing the substantial accomplishments by SLR/LD staff and the shared dedication to excellent library development apparent in all our programs and services.