

# Montana State Library

## Statewide Library Resources – Library Development Work Plan

### January – June 2018

Green (no font distinction) – activity progressing as expected.

Yellow (*italicized*) – activity may be delayed but the delays do not necessarily rise to the level of Commission concern

Red (**bolded**) – activity is delayed and Commission attention is warranted

Blue (underlined) – addition or change to the original work plan.

### Strategic Framework – Foster Partnerships

**Activities:** Site Visits to Libraries (Supports LSTA Goals 1, 3, and 4)

Inputs	Outputs	
Time of Pam Henley, Lauren McMullen, and Suzanne Reymer to plan trips, prepare materials and presentations, research and data gathering	# of trips # of miles traveled # of people contacted # of new directors # of trustees # of trainings provided # of strategic planning outreach events	<b>Outcomes/Impacts</b> Desired Short-Term Outcomes: <ul style="list-style-type: none"> <li>• Library Directors, Staff, or Board Members increase their knowledge about current trends in libraries</li> <li>• Library Development staff increase their knowledge about conditions, challenges, and opportunities facing public libraries in Montana</li> <li>• Library Directors, Staff, or Board Members analyze community needs</li> </ul> Desired Intermediate/Long-Term Outcomes: <ul style="list-style-type: none"> <li>• Library Directors, Staff, or Board Members translate their knowledge about trends in libraries into action</li> <li>• CE Coordinator and Consultants apply their knowledge about training needs to offer and/or facilitate training that addresses those needs</li> <li>• Library Development staff apply the knowledge they gained from site visits to design services, projects, and programs that address needs within the library community</li> <li>• Library Directors engage in team building through consensus building</li> </ul>
Supplies	Discussions, resources, and/or trainings that focus on community leadership, collaboration, Internet Access, and library trends/services	

Vehicles		<ul style="list-style-type: none"> <li>Library Directors, Staff, or Board Members communicate the library's role in economic development</li> <li>Library Directors, Staff, or Board Members collaborate with partners</li> </ul>
Travel costs		<p>Desired Impacts:</p> <ul style="list-style-type: none"> <li>Community members have access to more resources</li> <li>Community members can use those resources to fulfill their needs for lifelong learning, community, and entertainment</li> <li>Community members, major stakeholders or funders work with library staff, directors, or boards to solve community problems</li> <li>Community members connect with others either face-to-face or via the Internet in order to build relationships and/or reduce social isolation</li> </ul>

- **Development of an informational packet/website for new and joining Montana Shared Catalog directors**
  - UPDATE: Our new MSC Trainer, Katy Rende, started on November 13, 2017.
- **Analyze the Montana Shared Catalog's Partners' sharing group in order to better understand the impacts of fulfillment expansion**
  - NOTE: after analyzing this project, the Statewide Projects Librarian recommended including Partners as a part of a larger review of resource sharing services in Montana. This project will be removed from the next Commission work plan.
- **Create civil engagement "program-in-a box"**
  - The Lifelong Learning Librarian's last day in office was August 18, 2017. Due to her departure, this project is on hold. Lauren McMullen will continue to follow-up on some work that has already started, but major work in this area will not occur until after a new lifelong learning librarian is hired.
- **Engage Montana library community in identifying how federations can help implement the Library Development Task Force Recommendations**
  - State Librarian and Director of Library Development decided to put this item on hold. Primarily due to a need to see how the budget cuts are impacting staff and to work through the transition process as staff assume some of the duties of the data coordinator.
- **Development of a series of short tutorials for new public library directors**
  - ASPeN, the new version of the library directory, will be going live in the winter. This is impacting the new director tutorials project since many of the tutorials will need to use the ASPeN interface.

## Strategic Framework – Secure sufficient and sustainable funding

### Activities:

- Develop models of cooperation for libraries (Supports LSTA Goal 5, Statewide Consulting Objective A)

Inputs	Outputs	Outcomes	Impacts
Time of Lauren McMullen	Develop a publication describing different economic/governance models for public libraries.	Library directors and board members learn about different economic models.	
Research material from other states (COMPLETED)	Library directors and board members use this publication	Libraries use this information to evaluate and improve their governance structures (LDSTF)	

- Help librarians and board members develop the skills and confidence to seek additional funds for the library

Inputs	Outputs	Outcomes/Impacts
Time of Tracy Cook	<u>3 part webinar series that focuses on Library as Cause; Librarian as Candidate; and Why Aren't You on the Ballot?</u>	<u>Desired Outcomes:</u> <ul style="list-style-type: none"> <li><u>Students learn how to speak to local government officials</u></li> <li><u>Students learn how to network with community leaders</u></li> <li><u>Students listen to community members on community needs and identify how the library can help meet those needs</u></li> <li><u>Students request additional money for their budget</u></li> <li><u>Students learn about running a mill levy campaign</u></li> <li><u>Students can communicate the value of the library in a way that resonates with stakeholders</u></li> </ul> <u>Desired Impacts:</u> <ul style="list-style-type: none"> <li><u>Local government officials support the library</u></li> </ul>
Time of Every Library webinar presenters	<u>Number of trustees who attend</u>	
	<u>Number of library directors who attend</u>	
	<u>Number of viewings of recorded webinars</u>	

		<ul style="list-style-type: none"> <li>• <a href="#">Students are leaders in their community</a></li> <li>• <a href="#">Students work with other community partners to address community needs</a></li> <li>• <a href="#">Community members support the library</a></li> </ul>

## Strategic Framework – Create a useful information infrastructure

- Develop a centralized acquisitions pilot project (Supports achievement of Goal 1, MSC Objectives D and E)

Inputs	Outputs	Outcomes/Impacts
Time of Jemma Hazen and Tracy Cook	Acquisitions module configured for staff	<p>Desired Outcomes:</p> <ul style="list-style-type: none"> <li>• Library directors and staff learn about the value of centralized acquisitions.</li> <li>• Montana libraries are more innovative</li> <li>• Directors and staff working together to find meaningful ways to repurpose staff</li> <li>• Montana library users have access to a wider variety of materials and services</li> <li>• Centralized acquisitions creates a better MSC system</li> <li>• MSL Staff learn whether or not Centralized Acquisitions has value for more libraries beyond the pilot</li> <li>• Libraries participating in collaborative efforts are more efficient – the effort saves time and improves workflows</li> </ul> <p>Desired Impacts:</p> <ul style="list-style-type: none"> <li>• Collaboration that is scalable, affordable, implementable for all types of libraries (LDSTF)</li> <li>• Library infrastructure that encourages consortial resource sharing to make information resources, technology and service delivery more efficient, effective, affordable, customizable, sustainable, scalable (LDSTF)</li> </ul>
	Tracking of purchasing [built into Acquisitions module]	
	Accounting of staff time - new projects made possible because of money or time	
	Demonstrated cost savings to participating libraries	
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	Pilot group has completed an initial survey that Hazen will use as a basis for conducting interviews.	

	Interviews of library participants – <u>IN PROGRESS</u>	
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- Provide leadership training for libraries –Summer Library Leadership Institute (Supports LSTA Goal 3, Statewide Training Objective G)

Inputs	Outputs	Outcomes/Impacts
facilitator team (honorarium & travel stipend)	6-10 online meetings with facilitators , 1 face2face meeting in Billings; facilitators present most of activities at the retreat, assist MSL staff with follow-up, & as mentors for SLLI participants	<p>Desired Outcomes:</p> <ul style="list-style-type: none"> <li>• Participants <b>RECOGNIZE THEIR OWN LEADERSHIP STYLE</b> as well as the benefits &amp; challenges of their style, so that they can participate more productively in management teams &amp; to effect positive change in their library &amp; community.</li> <li>• Participants <b>DEVELOP LISTENING &amp; COMMUNICATION SKILLS</b> so that they are able to <b>INSPIRE OTHERS</b> &amp; collaborate toward a shared vision. Pre- and post-self-assessments will measure this.</li> <li>• Participants will be <b>CONFIDENT TO TAKE RISKS</b> &amp; to create an environment that is resilient in failure so that libraries &amp; librarians are positive innovators in their communities.</li> <li>• Participants <b>PROPOSE &amp; DEVELOP A COMPLEX &amp; CHALLENGING PROJECT</b> using productive strategies for managing change.</li> <li>• Participants <b>PURSUE THEIR OWN LEADERSHIP DEVELOPMENT</b> to try new things, grow, to evaluate their efforts, to view hardship, failure, or fear as catalyst for positive change in their own lives, their libraries &amp; communities. Six attendees from 2015 are attending additional training (some supported by MSL grants) or seeking leadership positions in professional organizations.</li> </ul>
pre-conference assignments: focused on the basic philosophy of leadership & the difference between leading & managing	Participants spend 10-20 hours with assigned reading, viewing, & reflection based on assignments planned by the facilitator team.	
Retreat July 26-29	camp-like atmosphere at a secluded & private location, 4 days of activities, presentations, discussions – June 26-29	
journals & other materials & supplies	Participants reflect on their learning & use their reflections to make mid-course corrections & plan future actions. The journal provides a long-term resource to the	

	learner & a way for them to chart their progress.	<ul style="list-style-type: none"> <li>Participants are more confident, able to persevere, have increased status in their communities, state &amp; nation, &amp; other people rally around them.</li> </ul> <p>Desired Impacts:</p> <ul style="list-style-type: none"> <li>Positive change at the participant's library contributing to a thriving community</li> <li>The library's shared vision is realized &amp; the library is able to fulfill its mission.</li> <li>Library programs &amp; partnerships are productive &amp; contribute to a thriving community.</li> <li>The library takes on the worst community problems with successful library programs</li> </ul>
follow-up webinars & face2face meetings	MSL staff & facilitators, as well as peers, provide continued support, as participants transfer their new knowledge to a real-life project at their library.	
report to the MT State Library Commission - MLA 2018	Participants plan & deliver their reports in a format they design. Some attend the meeting to answer questions & present their work. <a href="#">Interim report to the Commission December 2017</a>	

- Improve the existing Montana Memory Project user interface so that it works well with all device types and is easy for all user types (*addressing issues of accessibility*) to find the content they seek. (*Supports LSTA Goal 1, MMP Objective 1*)
  - [OCLC has released the changes we were waiting for them to make. Jennifer will schedule a meeting with Tom and Joe to make plan to switchover. She hopes to have the switch made by early January. You can view the pilot pages at <http://mtmemory.org/digital>.](#)

Inputs	Outputs	Outcomes/Impacts
Contact CONTENTdm (CDM) to initiate the	Path for how to switch to new design	Desired Outcomes:

switch to responsive design	CDM viewer that works better on phones and tablets	<ul style="list-style-type: none"> <li>• More users make use of the MMP for research and pleasure</li> <li>• MMP users find what they are seeking on the webpages with greater ease and less frustration</li> <li>• More positive feelings toward the MMP and the use of the website</li> <li>• Users who need accessible websites are able to use the MMP to find information they need</li> <li>• Less work for MSL IT staff in the immediate future.</li> <li>• Improved usability of the MMP for end users</li> <li>• Users are able to use an interactive map to find MMP content</li> </ul>
Based on input of MMP partners, offer design suggestions to CDM to improve the usability of the design.	CDM will modify the design for a better user experience. There is a potential to tell stories with the content based on place	
Work with Tom to make the switch to the new responsive design	<p>New Access database for use with the existing Content Management system with links to the new responsive CDM pages</p> <p>Better website viewing on all device types</p> <p>Better function for all types of accessibility issues</p> <p>Better search results</p>	
Learn how to implement latitude and longitude for geographic locations	<p>Ability to create maps within CDM and ability for DPLA to use data in their API.</p> <p>Also potential to create story maps with MSL GIS.</p> <p>New interactive map for users of MMP content to explore</p>	

	Ability to search by locations within the state. Ability to see at a glance where content is from	
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- Develop a Montana Memory Project Ambassadors program to increase visibility and the usability of the MMP. Ambassadors will introduce the MMP to new audiences, and seek opportunities to fund new collections. (Supports LSTA Goal 1, MMP Objective I)
  - *Note: Cara is applying for grant funding from the Montana History Foundation. If awarded, this funding will pay for six training session across the state and some promotional materials. This project is on hold until the funding is secured.*

Inputs	Outputs	Outcomes/Impacts
<ul style="list-style-type: none"> <li>• Time of MMP Director</li> <li>• Time of Ambassadors</li> <li>• Online meeting system</li> <li>• Meeting space and materials for annual face-to-face meeting</li> <li>• Materials for Ambassadors</li> </ul>	<ul style="list-style-type: none"> <li>• Ambassadors annual seminar to discuss new content and training for outreach (MLA or MT History Conference)</li> <li>• Presentation template that can be used at community gatherings</li> <li>• Bookmarks, posters, brochures are available for ambassadors use</li> <li>• Ambassador's local activities that promote the MMP</li> <li>• Promotional materials distributed beyond libraries and museums</li> </ul>	<ul style="list-style-type: none"> <li>• The MMP attracts excellent content so that it is a valuable resource</li> <li>• Montanan's utilize the MMP to meet their needs</li> <li>• Ambassadors are engaged in MMP and advancing the goals of the MMP</li> <li>• Ambassadors help to find sources of funding for new projects</li> <li>• Social media activity increases</li> <li>• MMP continues to serve a unique role of making Montana cultural material accessible to all</li> <li>• Visibility of the MMP increases</li> <li>• Revenue sources become more diverse</li> </ul>

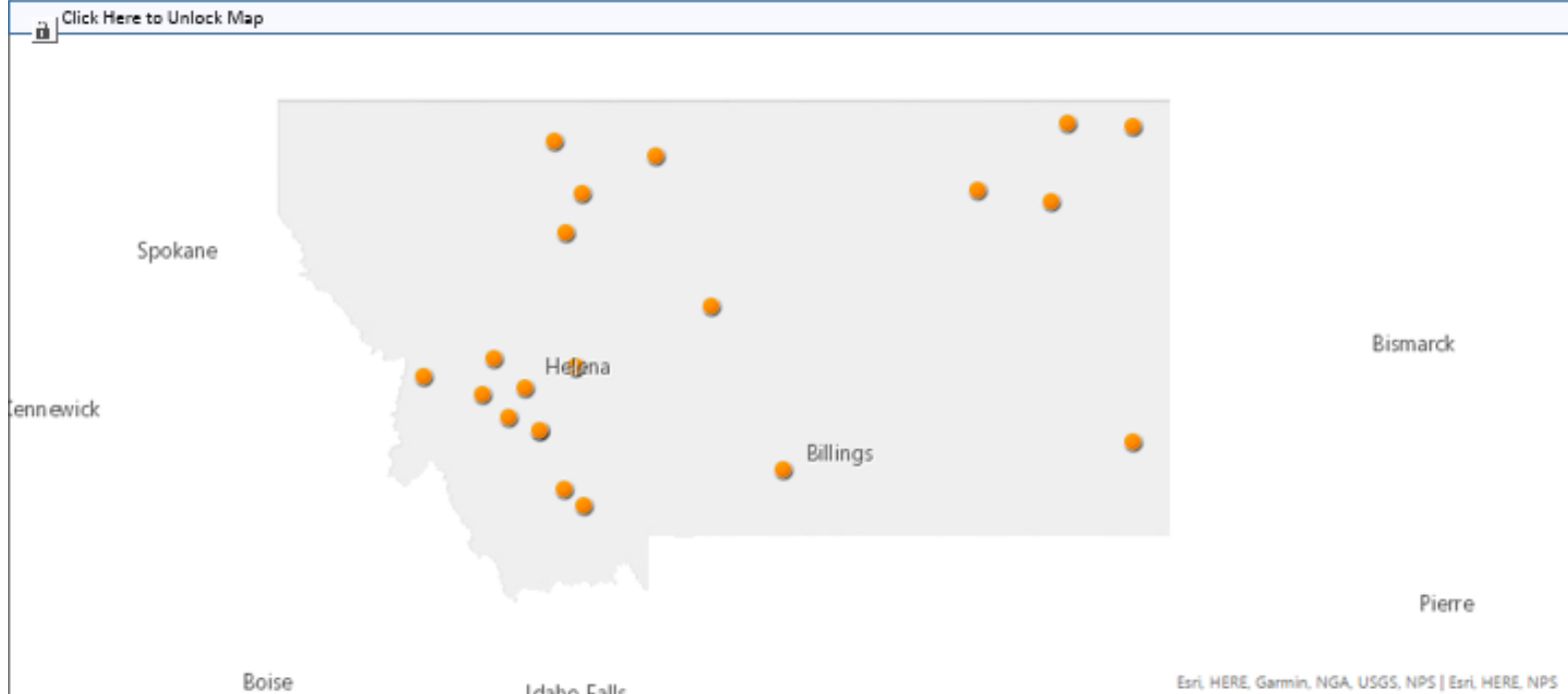


	<ul style="list-style-type: none"> <li>• More ways to contribute funding (funding button on Facebook)</li> <li>• Evaluation tool for measuring engagement from ambassadors</li> </ul>	
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**Upcoming or current activities:**

- Hiring and training of new Montana Shared Catalog staff – [COMPLETED - UPDATE: New Systems Technician, Rebekah Kamp, will start November 27, 2017.](#)
- Hiring and training of new Lifelong Learning Librarian
- Updating MSC new member application – [In process](#)
- Gap analysis of what libraries currently have for broadband speed vs. what they could have and gap analysis of what they could have versus national standards – [in process](#)
- Training that meets the community leadership and digital literacy objectives on the LSTA 5 – Year plan
- Facilitate community led planning and listening sessions
- Trustee Training: April 25<sup>th</sup> Wolf Point, May 11-12 Big Fork
- Fall Workshops planning for September 17-18 Billings

# September/October 2017 Site Visits



**Total # of visits: 22**

Library Name	Town	State	Lon	Lat
Choteau/Teton Public Library	Choteau	MT	112.183	47.8125
Drummond School/Community Library	Drummond	MT	113.146	46.6677
Lewis & Clark Public Library - Helena Genealogical Society	Helena	MT	112.036	46.593
Montana Historical Society History Conference	Helena	MT	112.036	46.593
Thompson-Hickman Library	Virginia City	MT	111.945	45.2934
Butte Silver Bow Archives	Butte	MT	112.534	46.0044
Carter County Museum	Ekalaka	MT	104.549	45.8898
Conrad Transportation Museum	Conrad	MT	111.946	48.1695
North Valley Public Library	Stevensville	MT	114.092	46.5103
Sheridan Public Library	Sheridan	MT	112.196	45.4562
Stillwater County Library	Columbus	MT	109.253	45.6373
Glacier County Library	Cut Bank	MT	112.332	48.6363
Judith Basin County Free Library	Stanford	MT	110.219	47.1534
Liberty County Library	Chester	MT	110.968	48.5097
Hearst Free Library	Anaconda	MT	112.952	46.128
Philipsburg Library	Philipsburg	MT	113.293	46.3326

William K. Kohrs Library	Deer Lodge	MT	112.729	-	46.3962
Butte Silver Bow Library	Butte	MT	112.534	-	46.0044
Sheridan County Library	Plentywood	MT	104.559	-	48.7744
Daniels County Library	Scobey	MT	105.423	-	48.7918
Roosevelt County Library	Wolf Point	MT	105.643	-	48.09
Glasgow City County Library	Glasgow	MT	106.639	-	48.1963