Montana State Library
Statewide Library Resources – Library Development Work Plan
July 2018 – June 2019

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	Outcomes/Impacts
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	**Desired Short-Term Outcomes:** • Library Directors, Staff, or Board Members increase their knowledge about current trends in libraries • Library Development staff increase their knowledge about conditions, challenges, and opportunities facing public libraries in Montana • Library Directors, Staff, or Board Members analyze community needs **Desired Intermediate/Long-Term Outcomes:** • Library Directors, Staff, or Board Members translate their knowledge about trends in libraries into action
Supplies	Discussions, resources, and/or trainings that focus on community leadership, collaboration, Internet Access, and library trends/services	• CE Coordinator and Consultants apply their knowledge about training needs to offer and/or facilitate training that addresses those needs • Library Development staff apply the knowledge they gained from site visits to design services, projects, and programs that address needs within the library community • Library Directors engage in team building through consensus building • Library Directors, Staff, or Board Members communicate the library's role in economic development
Vehicles		• Library Directors, Staff, or Board Members collaborate with partners

		Desired Impacts:
		• Community members have access to more resources
		• Community members can use those resources to fulfill their needs for lifelong learning, community, and entertainment
	Design a process for collecting data – including baseline data – COMPLETED	• Community members, major stakeholders or funders work with library staff, directors, or boards to solve community problems
Travel costs		• Community members connect with others either face-to-face or via the Internet in order to build relationships and/or reduce social isolation

Mind in the Making Training

Inputs	Outputs	
Materials, supplies, MSL staff time, MITM Trainer Time		**Outcomes/Impacts** Desired Outcomes
	2.5 day early learning boot camp - COMPLETED	• Library participants will work to develop partnerships with other institutions/organizations that support early learning in the community
Edwards Foundation funds	# of attendees - public libraries, Childcare Resources Center, and community partners	• Participants will design a systemic approach based in science to support early learning throughout their community. • MITM has specific learning outcomes for attendees including that attendees enhance their own skills in the 7 areas; promote those skills in young children; help preschoolers and older children develop these skills and strategies for developing the skills. The 7 skills are: focus and self-control; perspective taking; communicating; making connections; critical thinking; taking on challenges; self-directed, engaged learning
Bezos Family Foundation Funds	Projects from attendees	
Childcare Resources Center funds	Regular webinar series to help students apply what they learned – 1ST WEBINAR COMPLETED	Desired Impacts • Library and community partners identify how to help children in their community gain these skills. • Children in these communities develop the 7 executive function skills.
LSTA funds		

Community Compass Pilot Project
• Listening sessions in Chinook and Superior have been completed. Data has been gathered. Additional sessions scheduled in the fall.

Inputs	Outputs	
Materials, supplies	3-6 listening sessions facilitated by the Statewide Consulting Librarians	**Outcomes/Impacts** Desired Outcomes • Library staff implement at least one idea or suggestion from the listening session • Librarians, board members, and MSL staff understand what goals community members have – community aspirations • Librarians, board members, and MSL staff understand what concerns/challenges people have – community concerns • Librarians, board members, and MSL staff identify ways to use their knowledge to design library services/programs that address non-user challenges and/or aspirations (LDSTF Recommendations – Library Directors and Boards analyze, understand, and reflect community needs; create and communicate a vision) Desired Impacts • The library works with other community partners to address community aspirations and concerns • Community support for the library increases
LSTA funds	# of attendees at the Chamber of Commerce meetings	
MSL staff time	Ideas generated from the discussion	
Librarian and Chamber of Commerce members' time	Regional/statewide themes that can be used to develop programs or provide new services at local libraries and/or statewide	

Answering questions from libraries

Inputs	Outputs	Outcomes/Impacts
• Staff time - research, dissemination of info • Emotional labor – developing relationships • Organizing responses • Ticket system • Travel • Technology – including texts and new opportunities • Development of resources	• Developed resources • Directions for training • Responses • Knowledge base • # of questions answered • # of tickets closed	Desired Outcomes • People have new knowledge and skills (awareness) • People have confidence (attitude) • People participate in MSL programs and services (behavior) • Relationships are established • MSL is trend aware • Incidence of repetitive questions decreases • People express satisfaction with service Desired Impacts • Libraries are supported in communities – including by funding and volunteers • Librarians innovate

• Go to Meeting and other communication channels • Continuous learning • Staff interactions		• Montanans succeed because their information needs have been met

Increase in outreach efforts for the Montana Memory Project

Inputs	Outputs	Outcomes/Impacts
Time of MSL Staff • Jessica Edwards -12 hrs. • Erin Fashoway - 12 hrs. • Jennifer Birnel Time of Museum and Library Directors • Cathy Brandvold - 3 hours • Jamie Grecko - 8 hrs Time of Volunteers • Mike Birnel - 6 hrs Booth rental fees • Marias Fair booth = $100.00 Supplies & equipment for the booth (inc. technology) • 2 all-in-one touch sreen computers with keyboards and mice, 1	Demonstrate use of the MMP and share content Library Directors who volunteer share information about their institution Number of fairs attended • Marias Fair – Shelby July 19-21 Number of people who stop by the booth • 70 signatures in Guestbook • Approximately 150 people visited the booth Number of website demonstrations • Gave 3 or 4 demos • Explained the MMP to 100+ booth visitors Number of marketing items distributed	More immediate outcomes • Montanans become aware of the MMP and learn how to use it as a research resource and for pleasure • Montanans become more aware of local libraries and museums and the services they offer • Montanans become more aware of volunteer opportunities • Montanans learn about their community/region's history Long-term Impacts • Montanans feel a sense of connection to their community • Montanans value and support making heritage materials accessible • More interest may lead to more digital collections being added to the MMP • Montanans value the preservation of heritage materials • More Montanans choose to volunteer at local libraries and museums • Montanans gain sense of self through historical content from their family/community/region/state • Lifelong learning that supports community engagement inside and outside the library, fostering engagement in the world and empowering an informed citizenry. (LDSTF)

- extension cord and two power strips
- Pens, markers, notebook, tape, notecards
- Table cloth
- 2 tables
- 1 Bookshelf
- 4 chairs

Marketing materials
- MMP Posters
- MMP Brochures
- Digital Library handouts (2 one-pagers)
- 220 Children's, Juvenile, and Young Adult Books to give away (left from TBL Braille Program)
- Book bags (Ebscoe leftovers)
- Glacier Library brochures and bookmarks
- Glacier library donated 5 sets of earbuds to give away in a drawing
- Montana Museum Association Brochures

- Approximately 75 MMP brochures
- 10 MMP posters
- 215 MSL books, each with an MMP bookmark
- Approximately 40 MAM brochures

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)	
	Create an outline and scope of work for project (COMPLETED)		

Strategic Framework – Create a useful information infrastructure

- Develop a centralized acquisitions pilot project (Supports achievement of Goal 1, MSC Objectives D and E)
  - Project timeline has been extended due to loss of MSC trainer and the heavy workload of MSC staff members.

Inputs	Outputs	Outcomes/Impacts
Time of Jemma Hazen and Tracy Cook	Acquisitions module configured for staff	Desired Outcomes: • Standards improve the patron experience. • Standards simplify pre-processing set-up and usage for MSC staff, participating library staff, and vendors. • Standards improve the reports for MSC and library staff. • Library staff can track funding and usage in their desired categories. • Library directors and staff learn about the value of centralized acquisitions.
	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	• Montana libraries are more innovative • Directors and staff working together to find meaningful ways to repurpose staff • Montana library users have access to a wider variety of materials and services • Centralized acquisitions creates a better MSC system • MSL Staff learn whether or not Centralized Acquisitions has value for more libraries beyond the pilot • Libraries participating in collaborative efforts are more efficient – the effort saves time and improves workflows Desired Impacts: • Collaboration that is scalable, affordable, implementable for all types of libraries (LDSTF) • Library infrastructure that encourages consortial resource sharing to make information resources, technology and service delivery more efficient, effective, affordable, customizable, sustainable, scalable (LDSTF)	
	Demonstrated cost savings to participating libraries	
	Pilot group has completed an initial survey that Hazen will use as a basis for conducting interviews.	
	Interviews of library participants – COMPLETED	
	Analysis of library responses and initial recommendations - COMPLETED	
	Standard list of policies and home locations for libraries participating in the acquisitions pilot project	

- 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 I)
  - Web developers, Celabra, were hired to make this switch. They have been working since May to move the exiting content into the CDM responsive design platform. They have also been streamlining workflows so updates will take much less time.
  - New design is nearly ready for launch. Jennifer will work with Celabra to do some final edits and to go over the documentation.
  - OCLC will be asked to make the test pages go live.

Inputs	Outputs	Outcomes/Impacts
Contact CONTENTdm (CDM) to initiate the switch to responsive design	Path for how to switch to new design CDM viewer that works better on phones and tablets	Desired Outcomes: • More users make use of the MMP for research and pleasure • MMP users find what they are seeking on the webpages with greater ease and less frustration • More positive feelings toward the MMP and the use of the website • Users who need accessible websites are able to use the MMP to find information they need • Less work for MSL IT staff in the immediate future. • Improved usability of the MMP for end users • Users are able to use an interactive map to find MMP content
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 Celabra to make the switch to the new responsive design	New Access database for use with the existing Content Management system with links to the new responsive CDM pages Better website viewing on all device types Better function for all types of accessibility issues Better search results	
Learn how to implement latitude and longitude for geographic locations	Ability to create maps within CDM and ability for DPLA to use data in their API.	

	Also potential to create story maps with MSL GIS. New interactive map for users of MMP content to explore Ability to search by locations within the state. Ability to see at a glance where content is from	

- 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)
  - Recruitment is actively underway at this point. Eleven applications were received prior to the initial deadline of June 15. These 11 applicants were approved. We made the decision to extend the application period and to wait to begin Ambassador trainings until the end of the summer, when people are travelling less. This will also give us time to complete the responsive design before training.

Inputs	Outputs	Outcomes/Impacts
• Time of MMP Director • Time of Ambassadors • Online meeting system • Meeting space and materials for annual face-to-face meeting • Materials for Ambassadors	• Ambassadors annual seminar to discuss new content and training for outreach (MLA or MT History Conference) • Presentation template that can be used at community gatherings • Bookmarks, posters, brochures are available for ambassadors' use • Ambassador's local activities that promote the MMP • Promotional materials distributed beyond libraries and museums	• The MMP attracts excellent content so that it is a valuable resource • Montanan's utilize the MMP to meet their needs • Ambassadors are engaged in MMP and advancing the goals of the MMP • Ambassadors help to find sources of funding for new projects • Social media activity increases • MMP continues to serve a unique role of making Montana cultural material accessible to all • Visibility of the MMP increases • Revenue sources become more diverse

	• More ways to contribute funding (funding button on Facebook) • Evaluation tool for measuring engagement from ambassadors	

2018 Fall Workshop in Billings
- Registration will open August 8. Program has been finalized and can be accessed at http://libraries.msl.mt.gov/learning.

Inputs	Outputs	Desired Outcomes/Impacts
• Time of Library Development Staff • LSTA funds for presenters, hotel, materials, supplies, and travel • Presenters' and attendees' time	• 12-14 hours of training, seminar-style, hands-on, face to face for 100-120 attendees – will meet a variety of CE categories. • Materials from the sessions • Number of attendees • Number of sessions	• Library Directors, staff, advisory members, and board members increase their skills about how to listen to the community AND use those skills to engage and lead in order to promote a thriving community. • Library directors and staff demonstrate the knowledge, skills, and desire to participate in collaborative efforts AND those efforts result in improved service. • Library directors and staff engage with community members. • Montanans enjoy world-class library services regardless of circumstances or locale.

[Pilot Project for possible new certification pathway](#)

- [Application has been released. Several libraries have expressed interest.](#)

Inputs	Outputs	Desired Outcomes/Impacts
- Time of Continuing Education Coordinator, Consultants, and Library Development Director - Time of public library directors and library staff - Development of a CMS in Moodle; introductory course, review of learner inputs; ongoing interviews with pilot libraries. 10 - 20 hours per month during formative phase. Test ASPeN for filing PPDP Pathway forms. - Formative assessment development	- Pilot pathway that links PD to the strategic plan of the applicant's library, competencies in the field, provides more flexibility in the ways that the applicant can demonstrate learning has occurred. - Different-sized libraries participate; manageable number in the pilot…TBD; - ASPeN is able to handle continuing education tracking - Ongoing data on applicant progress, needs; formative evaluation data within 3-6 months of the pilot to inform a statewide roll-out	- Applicants design rigorous professional development to advance their careers in librarianship. - Libraries utilize the PD Plan Pathway to advance the strategic goals of the library. - MSL staff organize training activities into a coordinated curriculum addressing the needs of our librarians as informed by data. PPD Plans become data that informs MSL staff on what training is needed. Data is accessible and organized for use in planning training activities - Applicants that utilize the PD Plan Pathway to certification advance their careers and the field of librarianship in Montana - Library staff, trustees and stakeholders recognize that their professional development is directly related to the library's success because the library achieves its strategic goals.

Fulfillment study, August 2018 – April 2019

- A report or data set that helps us understand the value of fulfillment as well as where we can make improvements in the fulfillment process (discovery, checkout, receiving from the patron end; making item discoverable, placing holds/ILLs, transit/shipping if applicable, checkout, notification, pickup, return process from staff end) and/or reduce costs to libraries

Inputs	Outputs	Desired Outcomes / Impacts
- Time of Library Development staff - Vendor reports - Data collection, organization, and analysis tools - Questionnaires and surveys - Library staff time in reporting data	- Report - Contracts - Services - Policies & procedures	- Change in access for previously underserved communities - Any Montana community's local library is able to provide, with reasonable equity (ie, need and desire aligns with available resources), consistently fast and reliable service to their patrons, increasing overall quality of library service - Contracts of appropriate scale and value - Funding is appropriately allocated to services that are of high value to the local community - Equitable cost sharing among participating libraries - Community members are satisfied with and recognize the value of fulfillment services (getting what they need easily) through their local library - Change in knowledge about how fulfillment works in Montana - The Montana library community values and benefits from thoughtful and sustainable collaboration efforts - Increase in resource sharing - Increase in value of collaborative efforts for Montana libraries

Upcoming or current activities:
- 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 – initial contact completed. Review in process.
- Hiring of new MSC Trainer – interviews will happen at the end of July/early August.
- Institute of Museum and Library Services site visit to Montana – in process