

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)

- The consultants have begun their fall round of site visits. We will be completing our annual LSTA report in November and will share our annual report of statistics and achievements in time for your December meeting.
- Some of the library work the consultants are current doing involves library districts, strategic planning, staffing, non-profit relationships, and new director orientations.

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	Outcomes/Impacts Desired Short-Term Outcomes: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Library Directors, Staff, or Board Members translate their knowledge about trends in libraries into action • 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
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"> Library Directors, Staff, or Board Members communicate the library's role in economic development Library Directors, Staff, or Board Members collaborate with partners
Travel costs	Design a process for collecting data – including baseline data – COMPLETED	<p>Desired Impacts:</p> <ul style="list-style-type: none"> Community members have access to more resources Community members can use those resources to fulfill their needs for lifelong learning, community, and entertainment Community members, major stakeholders or funders work with library staff, directors, or boards to solve community problems 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

- [The third and final webinar for the group – measuring project success will occur in October.](#)
- [Approximately 20 of the participants attended a session at the Fall Workshop. It was called Renew and was about understanding compassion fatigue and how to build in self-care to avoid and recover from compassion fatigue.](#)
- [Amelea Kim will be attending an out of state Mind in the Making training to become a certified trainer. She is exploring how to merge Mind in the Making with its broad focus on early learning skills with our Ready 2 Read programming which focuses on early literacy.](#)

Inputs	Outputs	Outcomes/Impacts
Materials, supplies, MSL staff time, MITM Trainer Time	2.5 day early learning boot camp - COMPLETED	<p>Desired Outcomes</p> <ul style="list-style-type: none"> Library participants will work to develop partnerships with other institutions/organizations that support early learning in the community 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 <p>Desired Impacts</p> <ul style="list-style-type: none"> 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.
Edwards Foundation funds	# of attendees - public libraries, Childcare Resources Center, and community partners	
Bezos Family Foundation Funds	Projects from attendees	
Childcare Resources Center funds	Regular webinar series to help students apply what	

	they learned – 1st and 2nd WEBINARs COMPLETED	
LSTA funds		

Community Compass Pilot Project

- [Additional sessions scheduled in the fall.](#)

Inputs	Outputs	Outcomes/Impacts
Materials, supplies	3-6 listening sessions facilitated by the Statewide Consulting Librarians	Desired Outcomes <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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

- [Purchased a help desk ticket system for statewide projects and consulting arm that will assist with logging the number of questions answered as well as themes](#)

Inputs	Outputs	Outcomes/Impacts
<ul style="list-style-type: none"> • Staff time - research, dissemination of info 	<ul style="list-style-type: none"> • Developed resources 	Desired Outcomes <ul style="list-style-type: none"> • People have new knowledge and skills (awareness)

<ul style="list-style-type: none"> • Emotional labor – developing relationships • Organizing responses • Ticket system • Travel • Technology – including texts and new opportunities • Development of resources • Go to Meeting and other communication channels • Continuous learning • Staff interactions 	<ul style="list-style-type: none"> • Directions for training • Responses • Knowledge base • # of questions answered • # of tickets closed 	<ul style="list-style-type: none"> • 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 <p>Desired Impacts</p> <ul style="list-style-type: none"> • Libraries are supported in communities – including by funding and volunteers • Librarians innovate • Montanans succeed because their information needs have been met
--	--	---

Increase in outreach efforts for the Montana Memory Project

The Marias Fair was an interesting experiment. This fair has shrunk over the years and is now a 4 county 4-h fair. Unfortunately, that is not how it was billed on its website. There were about 6 vendor/information booths present and all of us were under the impression that the fair still hosted a midway with rides, but that is not the case. The 4-h kids and their families were the attendees and we saw approximately 150 people. The numbers of items distributed are listed in the Outputs below. We used the Montana State Library table cloth and it is interesting to note that many people assumed Jennifer was from Montana State University. I believe our blue logo with our name is part of the confusion. I think the other issue is just lack of awareness about MSL. I think our presence at this fair did more to promote the State Library in general than it did to promote the MMP, which is also a good outcome. I have not seen any measurable increase in the use of the MMP as a result, but there was some interest expressed.

Inputs	Outputs	Outcomes/Impacts
<u>Time of MSL Staff</u> <ul style="list-style-type: none"> • <u>Jessica Edwards -12 hrs.</u> • <u>Erin Fashoway - 12 hrs.</u> • <u>Jennifer Birnel</u> 	<u>Demonstrate use of the MMP and share content</u>	<p>More immediate outcomes</p> <ul style="list-style-type: none"> • Montanans become aware of the MMP and learn how to use it as a research resource and for pleasure

<u>Time of Museum and Library Directors</u>	<u>Library Directors who volunteer share information about their institution</u>	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • <u>Cathy Brandvold - 3 hours</u> • <u>Jamie Grecko - 8 hrs</u> 	<u>Number of fairs attended</u> <ul style="list-style-type: none"> • <u>Marias Fair – Shelby July 19-21</u> 	<u>Long-term Impacts</u>
<u>Time of Volunteers</u>	<u>Number of people who stop by the booth</u>	<ul style="list-style-type: none"> • 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
<u>Booth rental fees</u> <ul style="list-style-type: none"> • <u>Marias Fair booth = \$100.00</u> 	<ul style="list-style-type: none"> • <u>70 signatures in Guestbook</u> • <u>Approximately 150 people visited the booth</u> 	<ul style="list-style-type: none"> • 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
<u>Supplies & equipment for the booth (inc. technology)</u>	<u>Number of website demonstrations</u>	<ul style="list-style-type: none"> • Lifelong learning that supports community engagement inside and outside the library, fostering engagement in the world and empowering an informed citizenry. (LDSTF)
<ul style="list-style-type: none"> • <u>2 all-in-one touch screen computers with keyboards and mice, 1 extension cord and two power strips</u> 	<ul style="list-style-type: none"> • <u>Gave 3 or 4 demos</u> • <u>Explained the MMP to 100+ booth visitors</u> 	
<ul style="list-style-type: none"> • <u>Pens, markers, notebook, tape, notecards</u> • <u>Table cloth</u> • <u>2 tables</u> • <u>1 Bookshelf</u> • <u>4 chairs</u> 	<u>Number of marketing items distributed</u>	
<u>Marketing materials</u>	<ul style="list-style-type: none"> • <u>Approximately 75 MMP brochures</u> • <u>10 MMP posters</u> • <u>215 MSL books, each with an MMP bookmark</u> • <u>Approximately 40 MAM brochures</u> 	
<ul style="list-style-type: none"> • <u>MMP Posters</u> • <u>MMP Brochures</u> • <u>Digital Library handouts (2 one-pagers)</u> • <u>220 Children's, Juvenile, and Young Adult Books</u> 		

<p>to give away (left from TBL Braille Program)</p> <ul style="list-style-type: none"> • Book bags (Ebsco leftovers) • Glacier Library brochures and bookmarks • Glacier library donated 5 sets of earbuds to give away in a drawing • Montana Museum Association 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	<p>Desired Outcomes:</p> <ul style="list-style-type: none"> • 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. • 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 <p>Desired Impacts:</p> <ul style="list-style-type: none"> • 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)
	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	
	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)
 - The new site went live on August 8, 2018.
 - We have received many favorable comments on new site and only a few negatives.
 - Most of the negatives were things that could be fixed immediately, and those issues are now resolved.
 - Because we are now only using one interface our statistics are showing a much lower bounce rate and our users are staying on the webpage for longer periods of time.
 - Search has improved and people are finding the better results.
 - This project is completed.

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: <ul style="list-style-type: none"> • 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	

	<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> <p>Ability to search by locations within the state. Ability to see at a glance where content is from</p>	

- 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)
 - The first Ambassadors training is scheduled for September 20, 2018. We currently have 12 confirmed ambassadors and I hope we will recruit a few more. The current group is from Missoula, Helena, Bozeman, White Sulphur Springs, Lewistown, Billings, Colstrip, Miles City and Ekalaka. I will concentrate recruitment efforts on the Northern tier of the state. I have had one request for a speaker in the Billings area that can be fulfilled by one of our Ambassadors.

Inputs	Outputs	Outcomes/Impacts
<ul style="list-style-type: none"> • Time of MMP Director • Time of Ambassadors • Online meeting system 	<ul style="list-style-type: none"> • Ambassadors annual seminar to discuss new content and training for outreach (MLA or MT History Conference) 	<ul style="list-style-type: none"> • 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

<ul style="list-style-type: none"> • Meeting space and materials for annual face-to-face meeting • Materials for Ambassadors 	<ul style="list-style-type: none"> • 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 • More ways to contribute funding (funding button on Facebook) • Evaluation tool for measuring engagement from ambassadors 	<ul style="list-style-type: none"> • 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
--	---	---

2018 Fall Workshop in Billings

- Approximately 90 people attended the Fall Workshop in Billings. Evaluations for the program will be collected and analyzed. A full report will appear in your December meeting packet.

Inputs	Outputs	Desired Outcomes/Impacts
--------	---------	--------------------------

<ul style="list-style-type: none"> • Time of Library Development Staff • LSTA funds for presenters, hotel, materials, supplies, and travel • Presenters' and attendees' time 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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](#)

- [The following libraries are participating in the pilot project.](#)
 - [Belgrade Community Library](#)
 - [Chouteau County Library](#)
 - [Joliet Community Library](#)
 - [Kalispell Regional Medical Center](#)
 - [Ronan Library District](#)
- [The libraries are currently creating their professional development plans](#)

Inputs	Outputs	Desired Outcomes/Impacts
--------	---------	--------------------------

<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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](#)

<u>Inputs</u>	<u>Outputs</u>	<u>Desired Outcomes / Impacts</u>
<ul style="list-style-type: none"> • <u>Time of Library Development staff</u> • <u>Vendor reports</u> • <u>Data collection, organization, and analysis tools</u> • <u>Questionnaires and surveys</u> • <u>Library staff time in reporting data</u> 	<ul style="list-style-type: none"> • <u>Report</u> • <u>Contracts</u> • <u>Services</u> • <u>Policies & procedures</u> 	<ul style="list-style-type: none"> • <u>Change in access for previously underserved communities</u> • <u>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</u> • <u>Contracts of appropriate scale and value</u> • <u>Funding is appropriately allocated to services that are of high value to the local community</u> • <u>Equitable cost sharing among participating libraries</u> • <u>Community members are satisfied with and recognize the value of fulfillment services (getting what they need easily) through their local library</u> • <u>Change in knowledge about how fulfillment works in Montana</u> • <u>The Montana library community values and benefits from thoughtful and sustainable collaboration efforts</u> • <u>Increase in resource sharing</u> • <u>Increase in value of collaborative efforts for Montana libraries</u>

National Health Literacy Month Toolkit Logic Model

- Lifelong Learning Librarian has created marketing materials, gathered programming ideas, and prepared support materials for libraries to use to promote health literacy.

<u>Inputs</u>	<u>Outputs</u>	<u>Outcomes/Impacts</u>
<u>Staff time of Amelea Kim</u>	<u>Social Media graphics</u> <u>Printable bookmarks and other graphic templates</u> <u>Powerpoints/classes on health insurance and health literacy</u>	<u>Desired Outcomes:</u> <ul style="list-style-type: none"> • <u>Library staff use/remix the materials to create a cohesive marketing campaign for the month of October</u> • <u>Library staff can create their own marketing materials for other resources they would like to highlight</u> • <u>Library staff feel comfortable guiding patrons through trusted and reliable health information sources</u>

	<p>Resources for graphic design</p> <p>List of resources for further reading and research on health literacy</p>	<ul style="list-style-type: none"> • Library staff feel comfortable encourage patrons to take responsibility and empower them to take care of their health • Library staff increase their knowledge of relevant community resources for future collaboration <p>Desired Impacts</p> <ul style="list-style-type: none"> • Patrons will understand the importance of health literacy • Patrons will have access to a ready list of trusted and reliable resources for health information • Patrons will feel more trust in the library and the librarians as a source for health information
Research material from non-MT organizations	<p>List of health-related webinars for librarians to use</p> <p>List of health-related resources for librarians and patrons to use</p>	
Survey on Health Literacy Programming (input from MT librarians)	<p>List of health programs that other MT libraries have done, along with short descriptions and details</p> <p>Suggestions on what areas of health programming are needed and wanted for the future</p>	
Previous LLL materials	Health programming ideas on a variety of topics	

Upcoming or current activities:

- [The MMP Director will be giving three presentations at three different conferences in the month of September to promote the Montana Memory Project and digital archiving.](#)
- [Hiring process for the Statewide Projects Technical Support position – in process](#)