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 Statewide Consulting Librarians finished their fall round of site visits in October.
- Most common topics were strategic planning, board development, programming, ASPeN, and general State Library news.

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	**Outcomes/Impacts** 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:
Supplies	Discussions, resources, and/or trainings that focus on community leadership, collaboration, Internet Access, and library trends/services	• 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

Inputs	Outputs	
Vehicles		• Library Directors, Staff, or Board Members communicate the library's role in economic development • Library Directors, Staff, or Board Members collaborate with partners Desired Impacts:
Travel costs	Design a process for collecting data – including baseline data – COMPLETED	• 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 final webinar was completed in November. Amelea Kim is contacting each participant to find out where they are in implementing their projects. We have had two participants drop out due to staffing changes.
- Amelea Kim attended a Mind in the Making training in October. This training will make it possible for Amelea to teach Mind in the Making in Montana. It also gives her the background and knowledge to follow-up with participants.

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 • Participants will design a systemic approach based in science to support early learning throughout their community.
Edwards Foundation funds	# of attendees - public libraries, Childcare Resources Center, and community partners	• 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	Desired Impacts
Childcare Resources Center funds	Regular webinar series to help students apply what they learned – WEBINARS COMPLETED	• 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.

Inputs	Outputs	
LSTA funds		

Community Compass Pilot Project
- Additional sessions will be scheduled in the winter.

Inputs	Outputs	Outcomes/Impacts
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
- Staff have begun implementation of the help desk ticket system.

Inputs	Outputs	Outcomes/Impacts
- Staff time - research, dissemination of info - Emotional labor – developing relationships - Organizing responses	- Developed resources - Directions for training - Responses	**Outcomes/Impacts** Desired Outcomes - People have new knowledge and skills (awareness) - People have confidence (attitude) - People participate in MSL programs and services (behavior) - Relationships are established

• Ticket system • Travel • Technology – including texts and new opportunities • Development of resources • Go to Meeting and other communication channels • Continuous learning • Staff interactions	• Knowledge base • # of questions answered • # of tickets closed	• 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 • Montanans succeed because their information needs have been met

Strategic Framework – Secure sufficient and sustainable funding

Activities:
- **Develop models of cooperation for libraries (Supports LSTA Goal 5, Statewide Consulting Objective A)**
- **NOTE: Lauren McMullen will be leaving the State Library at the end of the year in order to pursue new opportunities. She was the lead for this project. Jennie and Tracy will visit about next steps for this project.**

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)		

Cost Formula Task Force
- September: Task Force expressed budget concerns regarding collaborative projects and then identified desired outcomes for addressing those concerns. The group also defined criteria for evaluating existing cost formulas and independently scored three formulas (MSC, OCLC, MontanaLibrary2Go) using that criteria.
- October: Cara Orban compiled the group's feedback on the existing formulas and shared this with the group at their October meeting for the purpose of honing in on what is successful in existing models and what needs to be improved. The group agreed upon a wish list of five deliverables to be included in a demo cost formula or set of formulas that Orban would create and share with the group for their subsequent review. This list includes: a. annotated budget documentation b. a goal-oriented formula c. growth benchmarks for a five-year period d. a mix of predictable metrics, such as population/students/FTE served and use-based metrics such as circulation or usage e. a shared baseline cost or flat fee
- November: Orban shared the demo cost formula models with the Task Force and asked for their feedback by December 3.

Inputs	Outputs	Outcomes	Impacts
Time of Cara Orban and 14 Task Force members	1. Defined criteria for evaluating whether cost formulas and membership models meet collaborative goals (completed) 2. Any of all of the following: a formula, policy, or model that can be applied to all collaborative pay-in projects which help achieve the stated outcomes	1. Annual project costs are predictable, justifiable, and fair, so that library directors can effectively plan for and justify their annual budgets. 2. Cost formula(s) is/are standardized, comprehensible, adaptable, and easy to explain, so that MSL staff can easily and efficiently prepare and update formula(s) as necessary. 3. Consortia can weather difficult financial periods	Libraries' annual costs are predictable, justifiable, and fair. MSL project management staff benefit because cost formulas are standardized, comprehensible, adaptable, and easy to explain. Cost formulas and policies that are sustainable and flexible enough to encourage future growth while also weathering difficult financial periods.

		and grow sustainably because they have adaptable cost formulas and policies.	
Research material from other consortia and state library agencies			

Strategic Framework – Create a useful information infrastructure

- Develop a centralized acquisitions pilot project (Supports achievement of Goal 1, MSC Objectives D and E)
  - The Acquisitions Pilot Project group met on November 5, 2018. They accepted the recommendations made by MSC staff with a few minor changes. Staff will begin work on this part of the project in December.

Inputs	Outputs	Outcomes/Impacts
Time of Jemma Hazen and Tracy Cook	Acquisitions module configured for staff	Desired Outcomes:
	Tracking of purchasing [built into Acquisitions module]	• Standards improve the patron experience. • Standards simplify pre-processing set-up and usage for MSC staff, participating library staff, and vendors.
	Accounting of staff time - new projects made possible because of money or time	• 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.
	Demonstrated cost savings to participating libraries	• Montana libraries are more innovative • Directors and staff working together to find meaningful ways to repurpose staff
	Demonstrated cost savings to participating libraries	• Montana library users have access to a wider variety of materials and services
	Pilot group has completed an initial survey that Hazen will use as a basis for conducting interviews.	• 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)
	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	

- 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)

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	• 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

| | • 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 | |

2018 Fall Workshop in Billings
- o [Please see the full report in your Commission materials.](#)

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

- • The following libraries are participating in the pilot project.
  - o Belgrade Community Library
  - o Chouteau County Library

- o Joliet Community Library
- o Kalispell Regional Medical Center
- o Ronan Library District
- The libraries have created their professional development plans
- MSL staff met 11/16 to discuss feedback on initial development of professional development plans, suggested improvements to the PPDPP manual and forms, reconsideration of some of the early assumptions made.
- No recommendations yet for this program to the MSL Commission
- MLA accepted proposal for 90-minute session about professional development plans – presented by CE Coordinator with Belgrade Community Library

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
- **Cara Orban, with the assistance of Jemma Hazen and Rebekah Kamp, has gathered the following FY16-FY18 data for analysis: OCLC Group Services number of interlibrary loans per library; Montana Shared Catalog annual circulation by library; non-MSC annual circulation by public library; average transit time from MSC holding library to requesting library; percentage of MSC holds requests not picked up by patron; total percentage of items that float in MSC Partners; and the number of annual courier crates sent by hub library. Next steps are for Orban to complete ILS statistics for academic libraries where possible and then to analyze data to answer a set of defined questions about sharing and access. Stratification factors for data analysis include library type, library federation area, library size, and participation in Montana Shared Catalog and sharing groups. The deadline set for this analysis is January 3, 2019.**

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

National Health Literacy Month Toolkit Logic Model

- Amelea Kim has created marketing materials, gathered programming ideas, and prepared support materials for libraries to use to promote health literacy.
- Amelea Kim is following up with libraries to ask them about their experience using the materials she created.
- This project has been completed.

Inputs	Outputs	Outcomes/Impacts
Staff time of Amelea Kim	Social Media graphics Printable bookmarks and other graphic templates Powerpoints/classes on health insurance and health literacy Resources for graphic design List of resources for further reading and research on health literacy	Desired Outcomes: • Library staff use/remix the materials to create a cohesive marketing campaign for the month of October • Library staff can create their own marketing materials for other resources they would like to highlight • Library staff feel comfortable guiding patrons through trusted and reliable health information sources • 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 Desired Impacts • 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	List of health-related webinars for librarians to use List of health-related resources for librarians and patrons to use	

Survey on Health Literacy Programming (input from MT librarians)	List of health programs that other MT libraries have done, along with short descriptions and details Suggestions on what areas of health programming are needed and wanted for the future
Previous LLL materials	Health programming ideas on a variety of topics

Montana Shared Catalog: new MSC Trainer technical training

Inputs	Outputs	Outcomes	Impacts
Staff time of Jemma Hazen, Rebekah Kamp, and Amy Marchwick	X hours of training and orientation on the MSC integrated library system (ILS), standards, and training materials	The MSC Trainer has gained the skills and knowledge to support member libraries and develop useful training materials and training events for the membership. This helps MSC staff meet the LSTA Goal One objective that "the Montana Shared Catalog Trainer with the assistance of peers will develop resources and continuing education that assist libraries with day-to-day tasks thereby making them more efficient in their work."	Library directors and staff demonstrate the knowledge, skills, and desire to participate in collaborative efforts.

Upcoming or current activities:

- LSTA Annual Report – that process will begin soon
- Release of the CE/Certification Module within ASPeN will happen in early December
- Training and orientation for the new Statewide Projects Technical Support person
- Review of resources for library board members

Fall Workshops – September 2018, Billings

Significant digits:

- 2 days, 12 -13 hours of training
- 79 attendees
- 4 concurrent sessions, 16 sessions total
- 9 hired presenters, 6 MSL staff presenting
- Nearly 50% of those attending are from very small libraries (our primary target audience)
- 50% of attendees are Library Directors
- 7 new library directors received travel grants to attend
- Budget: $23,000, actual expenses $19,500

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Montana State Library Fall Workshops 2018 – September 17-18, 2018 DoubleTree Hotel, Billings

Schedule-at-a-glance

	Monday September 17	Tuesday September 18
pre-con 7:30-8:30	Hello, My Name Is… Or Get the Most Out of a Conference - Pam Henley *Skybridge 1*	
Morning 8:30- 11:45 a	Digital Preparedness: What You Need to Know - Melody Condron *Skybridge 2*	Mindful & Heartful - Beck Tench, ALL DAY *Skybridge 4*
	Montana Shared Catalog: Smarter Ways to Do Stuff - MSC Staff *Skybridge 3*	Safety & Security in the Library – Officer Keightley, Billings PD *Skybridge 2*
	National Geographic Society - Phase I Educators - Chris Hines, NGS *Skybridge 4*	Cyberarians: Web/Internet Safety– Hannah Nash *Skybridge 3*
	Collaboration Works: Lessons from the Rapid City Public Library - Terri Davis *Skybridge 1*	Facilitation - Jane Rhodes, MT Professional Development Center *Skybridge 1*
Afternoon 1:15 - 4:30	Dynamic Leadership - Gavin Woltjer *Skybridge 2*	Mindful & Heartful - Beck Tench, CONTINUED
	Montana Shared Catalog: Statistics - MSC Staff *Skybridge 3*	Create a StoryMap - Jo Flick *Skybridge 3*
	Be the Community Information Hub - Jennifer Birnel & Pam Henley *Skybridge 4*	Getting Started with *Libby* - Cara Orban *Skybridge 2*
		RENEW -Lynette Rodi *Skybridge 1*
BPL Tour 6:15- 6:45 Evening Keynote 7-8:30	Meet Gavin Woltjer near the information desk National Geographic Society Keynote - Chris Hines *Billings Public Library Large Meeting Room*	

categories	library admin	collection management & technical services
	library services to the public	technology

Evaluation/Analysis

Event did not meet target attendance of 100; this could be a result of reduction in state aid to public libraries or perhaps the focus on topics to meet the needs of our small public libraries so that larger libraries in the western part of the state chose to go to PNLA in Kalispell (August) instead of FW. There were fewer attendees from Missoula Public, Butte, and ImagineIF than at former FW events. There were also few teacher librarians in attendance, though MEA-MFT was

also scheduled for Billings in the Fall and few of the topics were directed toward that group, specifically.

The laptop lab does not have MS Office, which presented some problems for presentations. In the wrap-up, MSL staff were reminded to ask presenters to place their slides into a cloud presentation space like SlideShare or Google Slides and access them that way or bring their own laptops.

There was not enough interest in the Citizen Café session, so that session was cancelled, and registrants directed to other sessions. Sessions like this one have been offered by the presenters elsewhere and will be offered again.

The dine-around options for lunch were not utilized. MSL Staff recommend we try to get leaders for at least one dine-around lunch each day in advance to generate interest. MSL staff also noted that we need a technology coordinator assigned for this event, to help out the CE Coordinator and make sure that equipment is delivered to rooms as needed. While every presentation had an MSL facilitator, they were not always aware of tech needs or where to go to get the tech they needed.

All sessions scored high for interest, for being practical and relating to attendee's jobs. There were no sessions that scored low. Problems cited were cold rooms or not enough time, a few technical glitches.

The session that had the most attendance was Digital Preparedness with Melody Condron. Evaluation of that session was very positive, as well. Of the specific take-aways noted, this was a typical response: "I will be able to offer information and training on how to organize files, back up files, and steps to digital legacy planning.

The MSC sessions are always popular and the MSC staff chose to focus on specific, ready-to-implement hands-on training. Comments like this one were common in our evaluation survey: "I did not realize all that I can do in Workflows."

Lynette Rodi presented a session on how to avoid compassion fatigue that appeared to be spot-on for one participant who reported: "She gave tools, resources and ideas for helping to overcome burnout. And how to prevent it. Her information was new to me, I had no idea! It was nice to know I am not alone in this problem and how I can manage it. This was my favorite class of the workshop even though it was the hardest."

We collaborated with the Billings Public Library, Gavin Woltjer, specifically, on several sessions: Gavin presented a session on leadership, assisted the CE Coordinator on securing a presenter from the Billings Police Department to talk about safety and security, and the library hosted evening tours and a public session with the National Geographic Society.

Noted Outcomes & Impacts:

- The Giant Map of Montana (2 copies) will begin to circulate to libraries in January. A webinar for libraries interested in using the map will take place in December. Amelea Kim is coordinating this activity.
- Attendees reported that they will use SirsiDynix Workflows with greater confidence and purpose
- Attendees gained confidence in the leadership abilities when they learned that they were already doing many of the things suggested by Gavin Woltjer in the leadership session or discovered that moving forward to develop their skills was not overly daunting.
- Librarians were inspired to change how their library is set up to improve security and to reach out to their local law enforcement for planning and to build awareness
- Positive ways to keep public access computers safe and avoid problems
- Libraries will promote the use of Libby (except on Kindles)
- Apply tools to avoid burnout

Full dataset in Survey Monkey (participants) and Asana (MSL Staff) available for review upon request.

Joann Flick

CE Coordinator

November 15, 2018

Personal Professional Development Plan Pathway Pilot – Fall 2018

Midstream Assessment Meeting, Report to the MSL Commission – Lauren, Pam, Tracy, Jo

November 16, 2018

Reviewed the utility of the forms, recognized the need for some additional information/clarification:

- A glossary to clarify terms like self-directed learning, independent learning, informal learning, and self-paced learning.
- Once forms are in ASPeN, links can be added to define terms within the forms
- Instructions need to be clear about how much detail is needed

We also need to consider the role of the director in the case when the participant's supervisor is not the director. We will add a page in the manual about that so that the director is as involved as they want to be in a participant's professional development. Not sure if we want to prescribe that involvement by requiring the director to review or sign the planning form.

The rigor in the plans submitted varies, and we have some concerns that not all PPD plans are really focused on advancing the library's goals. A couple of ways we could address that:

- Reduce the maximum number of credits that can be claimed for self-directed learning activities
- Emphasize community impacts in the plan more

We've been disappointed to learn that some libraries don't have the planning documents in place to support this pathway. Many have said that they want to update their plans, because they aren't satisfied with their current plans.

Later on, we want to reconsider whether the 4 categories should be integrated into this pathway.

We are learning a lot about our participants and how this pathway option is impacting how they approach CE, but we are not ready yet to make a recommendation to the Commission about going forward to make this optional pathway available to everyone.

MLA accepted our proposal to conduct a session on how to create a Professional Development Plan at their conference. The Planning Committee for the Annual Conference felt like this topic was of great interest in light of the pilot.

We will continue to monitor our pilot participants in Belgrade, Kalispell, Joliet, Missoula, Fort Benton, and Ronan, with plans to make a recommendation to the Commission in February.

Respectfully submitted,

Joann Flick, CE Coordinator