

## **DRAFT**

# **Montana State Library's Strategic Plan 2006-2011**

## **Vision**

The Montana State Library's information resources are supported by professional librarians, content specialists and information technology professionals. We efficiently and effectively provide high-quality user-centric library services and content. We are funded commensurate with our users' needs. We work collaboratively, partnering with other regional, national, and international organizations.

## **Mission**

The Montana State Library meets the information needs of Montana government agency management and staff, ensures all Montana citizens' have access to information created by their government, supports the role of all Montana libraries in delivering quality library content and services to their patrons, works to strengthen local community public libraries, and ensures that Montanans who are blind and physically handicapped are provided access to library resources.

## **Values**

We believe that:

- Quality information leads to quality decisions.
- Knowledge is a critical resource for the future economic development of Montana and Montanans.
- Information produced by government should be easily accessible, widely distributed, and free to citizens.
- Citizens are entitled to seek information in private without fear of scrutiny.
- Libraries play a vital role in providing Montana with access to knowledge and new information.
- Libraries are the most important collection, management, and distribution centers for authoritative information in a digital age.
- Libraries are the best source for information literacy training.
- Knowledge aids the well being of a society only if its citizens can obtain and use it.

- *What about intellectual freedom?*
- *Information about natural resources, which are central to our quality of life and economy, is especially critical to Montana citizens and government.*

## Preferred Future

The Montana State Library (MSL) is user-centric; our patrons (including individuals, state agencies, and libraries) come first. We measure our success against patron satisfaction and outcomes. We are funded at a level commensurate with our patrons' needs. We are one library, working closely within the various programs, and with other libraries and other partners, satisfying our communities' needs.

Collaboration is the tide that raises our services for all our patrons. We collaborate with other libraries, state agencies, archives, and museums; both in Montana, regionally, nationally, and at times, internationally. We communicate effectively within the Montana State Library, with our patrons, and with other libraries.

We are valued by our patrons and partners, and perceived as a premier source for quality knowledge content and services. Our collections (print and electronic) mirror and meet our communities' needs. Our services are timely, relevant, efficiently provided, and effective.

The Montana State Library staff is extraordinarily good at what it does. We are nimble, living in a rapidly evolving environment and thriving on change. We recognize that we are one of many sources for data, information, and knowledge resources. We look outside the library world for promising technologies and practices, and select strategies and resources based on the degree to which they support our mission.

We are busy, connecting users to quality information resources and providing value-added library services—turning data and information into knowledge. Montana State Library exists to support Montana libraries' efforts to stay relevant to their communities and to improve the ability of libraries to provide quality library services.

# Goals and Objectives

1. The Montana State Library *will* manage and acquire relevant quality CONTENT *that meets the needs of* Montana library partners and patrons.

*Every Montana citizen will have timely access to appropriate information resources and services in the format best suited to their needs.*

2. The Montana State Library *will* provide CONSULTATION & LEADERSHIP to *enable* our patrons and partners *to reach their goals.*

*Libraries across Montana will collaborate efficiently and effectively to provide excellent library services to all patrons.*

3. The Montana State Library *will* promote PARTNERSHIPS and encourage COLLABORATION among our partners and patrons *so that the information needs of Montana can be met efficiently and effectively.*

4. The Montana State Library *will* provide *libraries, agencies, and our partners and patrons with convenient* ACCESS to quality, cost-effective, library content and services.

5. The Montana State Library is a healthy, *vibrant* organization. *Or The Montana State Library will be healthy and sustainable organization.*

## **Goal #1**

The Montana State Library manages and acquires relevant quality CONTENT for Montana library partners and patrons.

### **Objectives**

1. Acquire, catalog and maintain for permanent access the publications of all Montana State Agencies and selected federal publications important to the governance of Montana.
2. Acquire, catalog, and maintain for permanent access information relating to the natural resources of Montana, with special emphasis on water information and biological information.
3. Acquire, catalog, and maintain for permanent access snapshots of the geospatial data layers comprising the Montana Spatial Data Infrastructure as well as other important statewide and regional geographic datasets.
4. Acquire, catalog, record, preserve and distribute for all eligible Montana patrons a selection of Montana recreational, historical and general informational audio books for adults and children at all grade levels in two Montana recording studios according to the governance of Montana.
5. Acquire, develop, preserve and distribute to all eligible Montana patrons improved audio book and machine formats from the National Library Service and Montana recording studios, including digital flash memory cartridges, digital playback equipment, descriptive videos, twin vision Braille books, electronic WebBraille and WebOpac in accordance to the governance of Montana and the National Library Service.
6. Add value to data and information obtained from others by integrating it with existing data and information and presenting it in context with related data and information.
7. As a Regional Library of the National Library Service, Montana Talking Book Library will receive, catalog, preserve and distribute the best quality audio books for eligible Montana patrons. This collection consists of free recreational and general informational reading material for adults and children at all grade levels in accordance with the governance of Montana and the National Library Service.
8. Maintain a current list for eligible Montana patrons of all free audio periodicals provided by the National Library Service and other U.S. Regional Libraries for the Blind and Physically Handicapped in accordance with the governance of Montana and the National Library Service.

9. Maintain a selection of newspapers, periodicals, and reference materials for reference by, and relevant to work accomplished by, state employees.
10. Continue and extend our statewide purchase programs.
11. Work collaboratively toward developing, managing, presenting, and preserving Montana-relevant digital content.
12. Supply and maintain a Machine Lending Agency within Montana Talking Book Library for distribution for eligible Montana patrons of quality playback equipment and accessories in accordance with the governance of Montana and the National Library Service.

## **Goal #2**

The Montana State Library provides CONSULTATION & LEADERSHIP to our patrons and partners.

### **Objectives**

1. Establish and maintain a frequent level of contact with public librarians and public library trustees in order to remain cognizant of their needs and the challenges they face.
2. Facilitate the development of collaborative relationships and projects among potential partners (libraries, schools, colleges, museums, archives, local and tribal governments, non-profit organizations, governmental agencies, the business community, et cetera). Collaboration may include other state, regional, national, or international partners.
3. Promote the importance of quality local library services to county and city government leadership and provide consulting assistance to help them establish and sustain those services in their communities.
4. Provide consultation to public and other regional libraries, local, state and private sector entities to expand outreach education of Montana Talking Book Library services and the laws that govern these services.
5. Provide leadership and agency support in identifying and addressing key information gaps and providing stewardship of Montana state publications, geospatial data, natural resource information and electronic datasets.
6. Provide leadership, training and assistance in the appropriate management and use of all audio books and equipment in specialized formats for use by eligible Montana patrons according to State and Federal requirements.

7. Provide leadership, training and assistance in the creation of accurate library catalog records and geo-spatial metadata records
8. Provide leadership, training and assistance in the proper maintenance and distribution of specialized formatted audio books and equipment to maximize use to eligible Montana patrons.
9. Provide leadership, training, and consulting assistance to Montana's public libraries which directly contributes to their overall sustainability as well as their ability to provide a high standard of library service to Montanans.
10. Provide training and assistance to other agencies and the public in the use of Montana State Library resources.
11. Remain cognizant of federal, state, local, and other funding and resources that could be useful to Montana libraries, and pursue acquisition of those resources in partnership with the libraries that will benefit.
12. Represent the interests of Montana's public libraries, specifically, and all Montana libraries generally, in appropriate legislative, community, regional, and national forums.
13. Staff is recognized as a primary resource for research assistance and for training others in information access methodology. This staff will be valued and utilized for their knowledge of Montana-related information, especially information produced by and about Montana State Government, and relating to Montana's natural resources.

### **Goal #3**

The Montana State Library promotes PARTNERSHIPS and encourages COLLABORATION among our partners and patrons.

#### **Objectives**

1. Actively coordinate partnerships with public, private and non-profit organizations that serve a common targeted population of blind, low vision, physically and reading handicapped end users.
2. Assist Montana libraries in identifying potential collaborative partners among other libraries, schools, colleges, museums, local governments, tribal governments, non-profit organizations, and the business community; and, facilitate the growth of cooperative projects and activities between libraries and these other community elements.
3. Collaborate with all agencies in order to improve access to public information.

4. Encourage and facilitate information-sharing partnerships among federal, state and local governments, tribes, businesses and citizens.
5. Encourage and support the development of information stewardship capabilities within all agencies to improve access to public information.
6. Montana Library Network thrives and becomes increasingly perceived by Montana libraries as a consortium of which they are a member, not a program of the Montana State Library.
7. Montana Shared Catalog thrives and grows, providing any Montana library interested in joining with a quality, state-of-the-art integrated library system, membership in a statewide, multi-library consortium and the opportunity for user initiated resource sharing.
8. Assist Montana libraries with 'fulfillment', that is, getting the right library content into our users' hands quickly, efficiently, and at a price libraries can afford. Fulfillment may include a variety of tools and processes, including but not limited to: acquisitions, courier services, shared collections or jointly purchased content, floating collections, collection development, reference, interlibrary loans, and et cetera, development, reference, interlibrary loans, and et cetera.
9. Assist the Ask-a-Montana-Librarian cooperative online reference cooperative.
10. Help the Montana Memories Project thrive, providing libraries with a means of making Web-accessible Montana-related digital content, and providing Montanans with access to digital collections and items relating to Montana's cultural heritage.
11. Pursue collaborations with other Montana State Library departments, state agencies, other regional and public libraries as well as community organizations to raise the awareness of MTBL services and maximize resources to eligible patrons.
12. Promote and assist with the creation and maintenance of collaborative efforts among Montana libraries.
13. Working with Montana libraries of all types, create a "Montana Library Card" (or its functional equivalent)—a means by which users in participating libraries have convenient lawful access to library content and services in every participating library in the state. From MCA 22-1-301, adding multi-type and voluntary participation concepts.

14. Under partnership agreements, carry out specialized work for agencies that make ongoing contributions to the library collection in order to improve access to public information.
15. Promote and promulgate library-related automation, data, and networking standards.

## **Goal #4**

The Montana State Library provides ACCESS by providing libraries, agencies, and our partners and patrons with convenient access to quality, cost-effective, library content and services.

### **Objectives**

1. Actively disseminate information using highly effective tools and formats, and provide staff expertise and support to ensure that users can find, interpret, and successfully utilize information.
2. Continually improve the usability of MSL's Web sites and services. Constantly evolve MSL's Web content and services to gracefully and adequately meet changing user needs.
3. Maintain a facility where patrons can conduct research, browse the collection, and receive personal assistance.
4. MLNCAT, Montana's union catalog, represents a larger percentage of Montana libraries' holdings, provides users with increasingly personalized unmediated access to a growing variety of content, and increasingly does so over the open Web.
5. Work with others (library vendors, OCLC, shared catalogs, et cetera) to provide users with access to their library's online content (authentication), and this access increasingly includes the option of federated searching, that is, the ability to search multiple content 'containers' with a single search.
6. Provide eligible patrons direct access to services, including telephonic, electronic, public audio media and audio book distribution centers.
7. Publicize Montana State Library's services and resources within MSL patron communities.
8. Secure a variety of avenues for eligible patrons to access a variety of available services indirectly through public and regional libraries, retirement facilities, schools and other appropriate community entities.
9. Work to ensure that Montanans continue to have free access to the Internet provided through their local public libraries.

## Goal #5

The Montana State Library is a healthy organization.

### Objectives

1. Accomplish self-improvement by meeting the American Library Association standards for additional staffing as recommended by the National Library Service.
2. Federal Library Services and Technology Act moneys are used to support new MSL projects; ongoing projects are supported by State funds. MSL asks and obtains from State sources funds necessary to deliver quality networked library content and services to all Montanans.
3. Recruit and retain the STAFF RESOURCES necessary to meet the responsibilities of its statutes and mission. MSL has: 1. Sufficient qualified staff, leaders in what they do, to serve our customers well; and 2. Provide its staff, end user patrons and library clients with quality, timely affordable TRAINING.
4. *The state library enjoys FUNDING at a level commensurate with users' needs and will assist libraries to identify (and possibly secure) funding or cost-savings.*
5. Tell our story and MARKET our services clearly, fairly, persuasively, and to all our clients. Help partners tell their story and market their content and services.
6. Maintain an information technology (IT) infrastructure which provides industrial-strength capacity, throughput, and reliability. Our IT infrastructure enjoys administrative resources sufficient to support mission-critical content and services.
7. Advisory meetings are run in a friendly, productive manner. Advisory groups continue to provide MSL with balanced sage advice.
8. Offer staff appropriate national and regional education training opportunities to remain current in serving the blind and physically handicapped eligible patrons in accordance with state and federal governance.
9. Self-evaluation of services will be provided through patron surveys. On-going collection space and efficiency of use will be evaluated with experimentation and implementation of the best ideas for improvement.
10. Training is designed, delivered, and evaluated with both timely tactical, and strategically focused, client-learning as our goal.