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Memo

To: Commission Members

From: Jennie Stapp, Sarah McHugh, and Kris Schmitz
Senior Management Staff

Date: November 29, 2011

Re: Draft Long Range Plan (2012-2022) incorporating public comments

Please find below the updated draft of our draft Long Range Plan (LRP) dated 2012 -2022. This version incorporates the comments received during the public comment period which ran from August to mid-November. Those comments are available to the Commission under separate cover.

Staff requests review and discussion of the long range plan by the Commission at this meeting though no action is sought at this time.

DRAFT
MONTANA STATE LIBRARY (MSL)
LONG RANGE PLAN 2012 - 2022

VISION

Developing and delivering 21st Century library and information services and resources to all Montanans

MISSION

The Montana State Library is committed through leadership, advocacy, and service, to strengthen libraries and information services for all Montanans.

VALUES

MSL values:

- Quality information that support an educated and inquisitive citizenry.
- Quality library services that are responsive to patrons' needs.
- Economic development of Montana and Montanans.
- Easily accessible, widely distributed, and free government information.
- Fair, honest, and respectful staff.
- Patron privacy.
- Access to knowledge and new information.
- Open, direct, and timely communication.

PREFERRED FUTURE

- ✓ MSL is user-centric. MSL's patrons (including public agencies, libraries, businesses, organizations, and individuals) come first. MSL's success is measured against patron satisfaction and outcomes. All Montanans understand, support, and use libraries.
- ✓ Collaboration is the tide that raises services for all Montanans.
- ✓ All Montanans have access to well-managed library services through qualified staff and have access to current technology resources through libraries. All Montanans have access to quality library resources.
- ✓ The Library's staff is extraordinarily good at what it does. We recognize that our staff is the essential asset in delivering services that ensure customer expectations are met or exceeded.
- ✓ The Library is nimble, operating in a rapidly evolving environment and thriving on change.
- ✓ MSL recognizes that it is one of many sources for data, information, and knowledge resources.
- ✓ MSL looks outside the library world for promising technologies and practices, and selects strategies and resources based on the degree to which they support its mission.
- ✓ To be competitive in the culture libraries inhabit, a library must have "cultural authenticity", "network connectivity" and "poetic imagination". Libraries that are not part of the culture they inhabit will die.
- ✓ Libraries must be "in conversation" with their local communities in order to remain relevant to their communities. The conversation is not about how the community likes what the library provides. Instead, the conversation focuses on how the library can best serve their local community or communities.
- ✓ Creativity and innovation is an essential piece of everyone's job at Montana libraries.
- ✓ Sustainability, efficiency, and effectiveness are goals of all services provided to Montanans.
- ✓ MSL connects patrons to quality information resources, providing value added library services—enabling the transformation of data and information into knowledge.
- ✓ MSL compellingly makes its case to decision makers, so that it is funded at a level commensurate to its mission.

The Montana State Library provides direct services to the public. Direct services include access to Montana state government publications, access to geospatial and natural resource information, public access computers, references services for inquiries supported by MSL collections and services to blind and physically disabled.

MSL also serves all Montanans by developing, strengthening and supporting the services offered by Montana libraries. This distinction in the types of services offered by MSL is reflected in the goals below.

SIX AGENCY-WIDE GOALS

Goal One—Content

MSL acquires and manages relevant quality content that meets the needs of Montana library partners and patrons.

Goal Two—Access

MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.

Goal Three ---Training

MSL provides libraries, agencies, its partners and Montanans with appropriate trainings and training resources so that they can make the best use of the resources offered.

Goal Four—Consultation and Leadership

MSL provides consultation and leadership to enable its patrons and partners to reach their goals.

Goal Five—Collaboration

MSL promotes partnerships and encourages collaboration among its partners and patrons so that their information needs can be met.

Goal Six— Sustainable Success

MSL is a well-run organization and a sought-after employer; it is efficient and effective (measured against partner and patron outcomes), and successfully engaged in its ongoing mission.

Goal One—Content—Discussion

1. MSL acquires and manages relevant quality content that meets the needs of Montana library partners and patrons.

1.1. Identify, acquire, catalog, and provide permanent public access to Montana state agency publications regardless of format.

1.2. Acquire, catalog, and maintain information relating to the natural resources and the geography of Montana.

1.3. Collect library material to serve the professional development needs of Montana's librarians and public library trustees.

1.4. Manage the Montana Talking Book Library (MTBL) and serve eligible patrons (with talking books, Montana recorded books, Braille books, etc.) according to federal and state mandates.

1.5. Enhance Montana State Library's statewide e-content subscription and purchase programs.

1.6. Work collaboratively toward developing, managing, presenting, and preserving Montana-relevant digital content.

Goal Two—Access—Discussion

2. MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services; making this access available 24/7, 365 days/year wherever possible.

2.1. Improve the usability of MSL's Web sites and improve and expand online service to meet changing patron needs.

2.2 Use the appropriate technologies and methodologies like Montana GIS Clearinghouse, portals and archives to increase access to geospatial information about Montana that is created and/or maintained by Library partners.

2.3. Improve Montanans' access to library materials (including discovery, request, and delivery), providing more materials to choose from, and making access self-service, more convenient, and increasingly efficient.

2.4. 2.5. Provide reference, circulation and interlibrary loan and data services, to MSL patrons including but not limited to Montana state agency employees and Montana librarians.

2.6. Assist Montana libraries with 'fulfillment', that is, getting the right library content into patrons' hands quickly, efficiently, and at prices that libraries can afford, regardless of whether the item is owned by the patron's local library.

2.7. Publicize Montana State Library's services and resources within MSL partner and patron communities.

2.8. Support Montanans 'continued free access to the Internet provided through local public libraries.

2.9. Actively investigate and implement, as appropriate, web-scale solutions including but not limited to web-scale integrated discovery systems, cloud computing, centralized indexing and harvesting of content, to make the resources of Montana libraries discoverable in a single search.

2.10. Provide appropriate specialized access for the programs and resources available for MTBL patrons.

Goal Three – Training ---Discussion

3. MSL provides libraries, agencies, its partners and Montanans with appropriate trainings so that they can make the best use of the resources offered.

3.1. Enhance Montana State Library's statewide training opportunities including all formats (one on one, classroom, online).

3.2. Provide partners and patrons with trainings and assistance related to statewide offerings and resources.

3.3. Develop and present appropriate library leadership training for Library Directors and Trustees.

3.4. Develop and provide regular training opportunities for MSL programs and services.

3.5 Train and assist partners, regarding their contribution of content to MSL's collection.

3.6. Design, deliver, and evaluate training with client-learning as the Library's goal.

3.7 Provide a central repository of training materials in various formats that support and make successful ongoing statewide projects and MSL resources and services.

Goal Four—Consultation and Leadership—Discussion

4. MSL provides consultation and leadership to enable its patrons and partners to reach their goals.

4.1. Represent the interests of MSL partners including public libraries and the GIS community in appropriate legislative, community, regional, and national forums.

4.2. Advise Montana Library Directors and Trustees regarding administrative concerns, such as funding, budgeting, policies, and personnel.

4.3. Establish and maintain a frequent level of contact with Library Directors and Trustees, and other MSL partners, and others in order to remain cognizant of their needs and the challenges they face.

4.4. Provide advice to partners and patrons concerning opportunities for cost-saving and operational-efficiencies.

4.5. Provide leadership and support to identify and address key information gaps for MSL partners and patrons. Gaps may include but are not limited to early literacy, access to sustainable Internet and technology services, access to legal and medical information resources, job related services and services to seniors.

4.6 Provide stewardship of Montana state publications, Montana Spatial Data Infrastructure, and other natural resource information.

4.7. Provide consultation and leadership to all local, state, federal agencies, as well as private entities who help MSL support Montana citizens who are blind, have low vision or are physically or reading handicapped.

4.8 Facilitate more state-wide purchases of content, supplies, and programs that benefit all Montanans through their local libraries.

4.9 Build the Center of GIS Excellence within the Digital Library.

Goal Five—Collaboration—Discussion

5. MSL promotes partnerships and encourages collaboration among partners and patrons so that their information needs can be met.

5.1. Encourage and facilitate information-sharing partnerships among federal, tribal, state and local governments, businesses and citizens. Partnerships should promote the role of libraries in Montana communities, create funding opportunities for Montana libraries, and extend the reach of information services and delivery throughout the state.

5.2. Collaborate with state and federal agencies in order to improve access to public information.

5.3. Assist partners in developing collaborative relationships and cooperative projects with other state, regional, national, or international partners (libraries, schools, colleges, museums, archives, local and tribal governments, non-profit organizations, government agencies, the business community, et cetera).

5.4. Assist partners in telling their story and market their content and services to their patrons and partners.

5.5. Assist partners in developing web-accessible Montana-related digital content, and provide Montanans with access to digital collections and items relating to Montana's cultural heritage.

5.6. Promote and promulgate library-related automation, data, networking standards, and web-scale solutions.

5.7. Work toward regional, beyond Montana cooperative efforts, programs, and products that bring additional information value to Montanans.

Goal Six—Sustainable Success—Discussion

6. MSL is a well-run organization and a sought-after employer; it is efficient and effective (measured against partner and patron outcomes), and successfully engaged in its ongoing mission.

6.1. Achieve and maintain funding at a level commensurate with MSL's mission.

6.2. Sustain administrative resources sufficient to support mission critical content and services.

6.3. Evaluate new and continuing content and services against MSL's mission and long range plan.

6.4. Meet the American Library Association standards for MTBL staffing as recommended by the National Library Service.

6.5. Use Federal Library Services and Technology Act moneys to support new MSL pilots and projects; and support ongoing projects using State funds.

6.6. Recruit and retain the staff resources necessary to meet the responsibilities of MSL's statutes and mission.

6.7. Foster staff members' sense of accountability, value and satisfaction in their achievements and their contributions to MSL's mission.

6.8. Diversify MSL's staff knowledge, skills and abilities.

6.9. Develop the leadership and management skills of MSL staff in anticipation of significant turnover at upper management levels in the next five years.

6.10. Market MSL content and services effectively.

6.11. Provide for an information technology infrastructure which insures industrial-strength capacity, throughput, and reliability.

6.12. Seek guidance from advisory groups and continually solicit feedback from other sources (focus groups, surveys, informal contacts, etc.) to inform programmatic and policy decisions.