



Central Services &
State Librarian's Office
Fiscal Year 2016 Work Plan Report
July 1, 2015-June 30, 2016
Prepared for the December 9, 2015
Commission Meeting

The State Librarian and the Central Services staff at the Montana State Library (MSL) provide services and support to all MSL programs to ensure that all staff can efficiently conduct their work because they have access to technology, human resource management, financial expertise, promotional services and administrative leadership. To be effective, it is essential that the State Librarian and Central Services staff work with library programs to provide policy, technology and communication solutions that balance program needs with the larger library need for fair and ethical policies, transparent and accountable financial systems, integrated, secure, sustainable library technology designed to adapt to the constant, rapid pace of technology change, communication strategies that effectively engage stakeholders while making the best use of the limited staff time and financial resources available and overall administrative leadership that is collaborative, thoughtful, creative, well communicated and forward thinking.

Central Services staff includes the following employees:

- State Librarian, Jennie Stapp
- Central Services Manager, Kris Schmitz
- Accounting Tech, Carol Churchill
- Administrative Assistant, Marlys Stark
- Data Coordinator, Colleen Hamer
- Web Manager and IT Lead, Tom Marino
- GIS Web Developer and IT lead, Stacy Bruhn
- GIS Database Administrator, Scott Story
- Network Administrator, Cindy Phillips
- Communications and Marketing Coordinator, Sara Groves

This work plan is built around the core goals contained in the 2012 through 2022 MSL Long Range Plan. By completing the tasks set forth within this work plan we intend to efficiently and effectively fulfill the mission of the Montana State Library.

Goal One—Content

1. MSL acquires and manages relevant quality content that meets the needs of Montana Library users.

1.1 Improve the quality of the public library statistics we collect.

The reliability and consistent quality of the data and statistics we collect annually from public libraries tell a compelling story about public library services around the state. In order to continue to improve the quality and usefulness of these data, and to ensure that libraries and State Library staff are best able to articulate these stories in a way that is transparent and authoritative, the State Data Coordinator will work with the Statewide Library Resources Manager, the Statewide Library Consultants, the State Librarian and the Public Library Statistics Task Force to more clearly define the statistics we collect, to simplify reporting tools to minimize the possibility for errors, better educate librarians about how they can collect and report the necessary data, and to improve the process of quality control through staff collaboration.

As a part of the process to improve the collection of public library statistics, staff will evaluate vendor solutions that are becoming more widely used nationally, to determine if use of an off-the-shelf, statistics solution would improve the efficiency of our data management process.

1.2 Library Directory re-write

The Library Directory is a powerful tool used by Central Services Staff. It is used to collect and manage public library statistics, it manages registration for trainings and events, it serves as a knowledge base of library documents, etc. The current Directory application was written many years ago on software that is no longer utilized by MSL so there is a compelling reason to rewrite the Directory. Ahead of that rewrite, staff will scope the business needs of the application to improve and prioritize current functionality.

(Update: December 2015) Statewide Library Resources staff has completed the collection of “user stories” in order to scope and prioritize both the core functionality and additional features of the new Directory. Based on their prioritization, development work is on schedule to commence after the first of the year.

1.3 File server updates

IT Staff plan, implement, and support the file server and database environment where MSL digital content resides. Library programs continue to need increasing amounts of file storage space for their growing collections of both public information and agency records. We are currently making maximum use of the capacity of our Storage Area Network (SAN). While we should have sufficient storage space to handle existing program storage needs and anticipated requests for a few years, the library will need to develop a plan for addressing future storage needs. A holistic review of the MSL storage environment needs to be undertaken which will consider both the types of data storage available (existing data storage as well as options such as those available from the State Information Technology Services Division (SITSD) or cloud based offerings) as well as the existing demands on MSL data storage resources including space needed for the storage of raw data, production and publication datasets, records management, archiving, and backup and disaster recovery.

1.4 Database environment overhaul

In FY14/15 staff created a virtual database environment that consists of development, production, and publication servers. During FY16 we will migrate remaining databases off of our two remaining physical servers. This will allow us to retire or repurpose two physical servers. We will continue working with these stakeholders to minimize the impact of these changes and we are confident that this project can be completed by the end of the calendar year.

Goal Two—Access

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

2.1 MSL Web updates

With more and more library content being made available digitally, the primary point of access for this information is increasingly becoming the library web site and web based applications made available through the website. The next step for the MSL web site is to review and update the overall design of msl.mt.gov and the top level program pages using the recent proposal from Edge Marketing and Design. A sneak peak of this design is planned for the Commission at their December commission meeting. Migration from DNN, the State's enterprise web content management system (CMS) to an in-house CMS is also being considered in FY16. This migration would use existing MSL hardware and software and will allow MSL IT Staff to have full control of the MSL

web infrastructure using .NET, CSS and Bootstrap and would also allow MSL Staff to administer our backend SQL Server databases for our websites.

(Update: December 2015) Staff completed the development of a new in-house CMS. The migration was much simpler than anticipated and, given the similarities to the DNN CMS, staff were easily able to adapt to the new editing environment. Rollout of a new MSL website that integrates recommendations from Edge Marking and Design is ahead of schedule. The current launch date is scheduled for December 7, 2015.

2.2 Application updates

In addition to program web content, MSL supports a number of web based applications to assist with data discovery and data access. The GIS Web Developer continues to update library web applications that reside on outdated technology. The goal for this year is to convert the remaining applications, including the Library Directory, developed in classic ASP to ASP.Net.

The planning phase for the Library Directory, will begin this fall. Updating the Library Directory will demand a high level of collaboration between IT and the Statewide Library Resources (SLR) program, with SLR taking the lead as the project owner and the GIS Web Developer doing the majority of the programming work. A rewrite of the current Cadastral application should be considered at the end of FY16 or beginning of FY17.

2.3 ArcGIS Server service migration

Also supporting the MSL data access efforts is the MSL ArcGIS Server environment. ArcGIS server is a software tool for creating web mapping services. Many different types of web mapping service can be created with ArcGIS Server. The most common are basic map services that are used to support MSL web applications. By the end of calendar year 2015, the GIS DBA will migrate remaining web services to the 10.3 environment. This will allow us to repurpose one physical server that supports older ArcGIS Server services. Decommissioning the old ArcIMS server technology is dependent only on remaining Montana Natural Heritage Program needs; a single feature service used by the Montana Department of Transportation. Once a decision to decommission ArcIMS is made, the final virtual ArcIMS server can be shut down.

2.4 IT Security Planning

With much of our data intended for public access, from a security perspective our primary concern is not limiting user access to our resources. Even so, it is important to properly secure our IT systems to ensure data that needs to be secured is, and to remain in compliance with State Information Technology Services Division (SITSD) standards so that we can continue to leverage the resources of the state network to provide patrons with the best available access to our collections.

In the last year SITSD has released an exhaustive set of Baseline Security Controls for state agencies to follow to ensure the security of the state network. MSL IT staff will review this document to identify which, if any controls we are not in compliance with. Once this review is complete, we will make recommendations to library management for correcting or improving the security of our IT environment.

In addition to recommendations that come out of the review of baseline security controls, IT staff has already identified a number of specific security related tasks for the coming year. With updates to program file server environment staff will continue to clean up the security groups that we use to control access to data on the file servers. Staff is also researching systems for managing administrative accounts in an organizational setting and plan to develop and implement a new administrative login policy in the coming months.

Goal Four—Consultation and Leadership

4. MSL provides consultation and leadership to enable users to set and reach their goals.

4.1 Broadband planning

Increased access to higher speed, more affordable broadband continues to be a critical need voiced by libraries, other community anchor institutions, the economic development community and other sectors of the State. The State Librarian will continue to build opportunities to bring libraries to the table to ensure that, as broadband planning develops at the state level, libraries benefit. This work includes participation on the Governor's Education Superhighway initiative work group and additional efforts that may form following the release of the recommendations of the Main Street Montana Interconnectivity and Telecommunications Key Industry Network anticipated this fall. The State Librarian will also be active at the national level as the Chair of the Schools, Health and Libraries Broadband Coalition Board of Directors and as a member of the American Library Association/Chief Officers of State Library Agencies

Library E-Rate Planning & Assessment Project advisory council. Through this project, the State Librarian will be able to advise on and evaluate the development of best practices for the implementation of various elements of the E-rate modernization order of 2014. Developed over two years, these best practices will likely result in financial benefits to Montana libraries in the form of increased use of E-rate.

4.2 Cooperative public education programs

The Communications and Marketing Coordinator will encourage local libraries to participate in cooperative public education programs. This work involves coordinating and motivating librarians and trustees, organizing and publicizing projects and events, and coordinating the statewide distribution of information and news releases related to library activities and issues. The Communications and Marketing Coordinator will maintain regular contact with information specialists at other public agencies, including local organizations that have related interests. She will arrange for meetings, exchanges of information and documents, and possible joint news releases, or other communications. She will provide or arrange for training for librarians and trustees in how to use the promotion material and campaign strategies in local communities and will answer questions from others regarding the materials and the campaign.

Goal Five—Collaboration

5. MSL promotes partnerships and encourages collaboration among its users.

5.1 Ready 2 Read program development and enhancement

The Communications and Marketing Coordinator will continue to develop the Ready 2 Read program through outreach and development of collaborative relationships. This work includes continued marketing and outreach efforts to Governor Bullock's office and administration to help them understand how MSL can be of service to their programs and agencies. The Communications and Marketing Coordinator serves as a consultant to libraries with Ready 2 Read programs to assist them with troubleshooting, development of their library's programs, address issues, and more. She represents Montana libraries on Montana's Governor-appointed Best Beginnings Advisory Council (BBAC) to help other BBAC partners recognize and understand that libraries are an integral part of how the educational, emotional, and social developmental needs of young children are met in communities throughout Montana.

(Update: December 2015) The bi-annual Ready 2 Read Rendezvous was held at the Bozeman Public Library on October 9 – 11, 2015. A total of 44 librarians from around

the state participated, representing 31 different libraries. All librarians who attended represented public, school/community libraries, or tribal libraries.

On Friday, October 9, Jeri Robinson, Vice-President of Education and Family Learning at the Boston Children's Museum, was the featured speaker. Jeri presented to the group on Massachusetts' Race to the Top Early Learning Challenge Grant and how museums and libraries worked together – along with various state agencies, preschools, and childcare centers – to support kindergarten readiness. A grant from First Interstate BancSystem Foundation paid for Jeri's travel expenses and stipend.

On Saturday, our speakers were Marisa Conner, Youth Services Coordinator at Baltimore Public Library in Maryland, and Dorothy Stoltz, Community Outreach and Programming Coordinator at Carroll County Libraries in Maryland. Marisa and Dorothy are also co-authors of the book, "The Power of Play: Designing Early Learning Spaces". Dorothy and Marisa presented key methods and knowledge that librarians need to transform any library space into a dynamic space for young children to play and learn. They explored ways for librarians to make good decisions regarding practical design, materials and resources to create interactive play spaces for early learning. They shared success stories from their own communities and around the country of how play works in the library and demonstrated how libraries become community partners in preparing children for success in school.

On Sunday, attendees worked together to identify what types of services our communities need in regards to early learning and child development. Then we worked to identify what services and programs our libraries offer to support these needs and – if there's a need identified that is not being met by anyone – could the library fulfill that need or partner with an organization to solve it? We also committed to our year-long projects that will help our libraries more effectively meet the needs of our communities regarding early childhood. Finally, we worked together to develop a mentoring program based on what we're learning in Supercharged Storytimes. Newer librarians were paired with librarians who have been doing this for a long time and with librarians who were close in proximity to them so that they could work together to evaluate one another's storytimes and other programming in order to offer support, feedback, and ideas.

Mind in the Making

In November, Groves attended a Mind in the Making training that was specifically designed to help museums and libraries think about how they can offer programming and information on the seven essential life skills that every child needs. This was a train-the-trainer event and now Groves is in the process of adapting this training for Montana libraries and museums. The seven skills include: 1) Focus and self-control; 2)

Perspective taking; 3) Communicating; 4) Making Connections; 5) Critical thinking; 6) Taking on challenges; and 7) Self-directed, engaged learning.

Ready 2 Read Montana Texting Program

On October 19, MSL launched a new statewide texting program designed to reach parents and caregivers with messages related to early literacy skills development via text. The Ready 2 Read text program is free to Montana families. Participants do not need to be a patron of any library to participate. The program is designed for parents and caregivers of four year-olds, though families with other pre-school age children are welcome to join.

Participants will receive three messages per week designed to help parents and caregivers build early literacy skills in their four year-old through easy practices families can do every day at home, like reading, singing, talking, playing, and writing together.

The Ready 2 Read text program is based on research developed by Stanford University that found if parents of preschoolers received text messages focusing on early literacy skill development, those children scored significantly higher in kindergarten assessments.

Summer Reading Program

In 2015, the State Library conducted its' first-ever assessment of summer reading programs in the state. Findings indicate that summer reading is an important library service in communities statewide with 97% of survey respondents saying that they offer a summer reading program.

Survey respondents were asked what type of summer reading program they offered and encouraged to check all that apply since many libraries offer multiple versions of a summer reading program targeted at different audiences. Results indicate that 74% of respondents offer an early literacy program; 98% offer a children's summer reading program; 63% offer a teen summer reading program; and 37% offer a summer reading program specifically for adults.

Approximately 91% of survey respondents use the Collaborative Summer Library Program manual that is provided to them from the State Library (through LSTA funds). The number of participants in the respondents' summer reading programs ranged from 25 to thousands with the bulk of participants identified as children. Libraries identified staffing and funding as two of their biggest challenges for their summer reading programs and great participation from their communities as one of their big successes. Survey respondents also identified some ways for the State Library to assist them with their summer reading program, such as purchasing statewide advertising, and providing performers to travel from library to library.

Goal Six—Sustainable Success

6. MSL is efficient and effective (measured against partner and patron outcomes) and is engaged in fulfilling its mission.

6.1 Digital Library reorganization

The State Librarian will work closely with the Digital Library Administrator and the Central Services Manager to manage the reorganization of the Digital Library. Key to the success of the reorganization is a continued and deepening focus on our users as articulated in the project charter. New lead staff identified during the reorganization also need support and training as they develop their skills as new supervisors.

(Update: December 2015) Digital Library leads have completed initial supervisory training offered by the State Professional Development Center. Schmitz worked closely with Stapp and Hammer to create a fully developed Digital Library budget structure and all prior FY '16 expenditures were moved into the new budget structure. She and Churchill also updated the state budgeting and human resources systems to accurately reflect the new organizational structure. Finally, Schmitz used this opportunity to cross-train Hamer as a backup in the financial office.

6.2 Library Development Study Task Force recommendations

The State Librarian and the Statewide Library Resources Administrator, in collaboration with task force Chair, Bill Cochran, will lead the Library Development Study Task Force through a process of information gathering to formulate recommendations to the State Library Commission that will focus library development services and resources on 21st century library outcomes. Final recommendations are due to the Commission in February 2016 in time to inform the FY'16 Library Services Technology Act award and the EPP process.

(Update: December 2015) The Task Force, with support from State Library staff, completed a series of eight listening sessions and received comments from nearly 80 respondents to an online survey. Many of the respondents represented multiple people as the survey was completed jointly by library boards around the state. The Task Force met on November 19 to draft their formal recommendations to the Commission which will be presented at the December 9 Commission meeting. Staff is very excited by the nature of the recommendations which are very outcome-based and can be used to prioritize and benchmark library development services.

6.3 Biannual Executive Planning Process

The State Librarian, senior managers, the Communication and Marketing Coordinator, advisory committee members and the Commission will work together to create and present compelling arguments for ongoing and increased legislative support to be reflected in Executive Planning Process (EPP) priorities. These priorities will be presented to the Commission in April 2015.

6.4 Internal Control policy audit

To promote adequate systems of Internal Control the Central Services Manager will work with key staff and partner agencies to audit, monitor and update the current Internal Control Policy. This work ensures that the State Library is able to function effectively and transparently and that we achieve the highest levels of financial accountability.

6.5 Biannual financial audit

The Central Services manager will coordinate the Legislative Audit for FY 14 & FY 15. She will work with the Legislative auditors to gather data, answer questions and provide needed backup to demonstrate that MSL is an effective and efficiently run agency and good stewards of the State resources.

(Update: December 2015) Schmitz welcomed the Legislative Auditors to the State Library and work has begun on the Financial Audit for FY 14 & FY 15. Their initial visit allows the auditors to plan for their formal audit which will take place in January. Significant focus is being placed on the addition of the Montana Land Information Act funds to the State Library budget. This biennium represents the first time those funds are material to our budget as opposed to being contracted dollars so further scrutiny is warranted.

6.6 Systems and Hardware Updates

Data Center Virtualization

MSL has acquired the hardware needed to complete the process of virtualizing the MSL data center in the coming year. It has taken several years, but we are very close to completing this transition. Most of the remaining physical servers already have virtual server replacements up and running and we just need to migrate the remaining data or

services to the new servers. This is the case for AGS01, AGS02, and SQLINT (database and ArcGIS Server machines).

IT Back-up and Disaster Recovery

With the completion of the virtualization process, updates to our file server environment and our web applications nearing completion, this is a good time to evaluate our IT Back-up and Disaster Recovery systems. Our current backup and disaster recovery model is more of an ad-hoc approach that has been developed over time to address needs as they arose. A model that looks at overall agency needs and the resources available should provide more consistent and efficient support for the library. This project should be part of the larger review of the MSL storage environment.

Planning a move to the State Data Center

Another opportunity that IT staff is now in a position to pursue, now that our servers environment have been virtualized, is the migration of some (or all) of our servers to the State of Montana Data Center (SMDC) or other third party server hosting environment. We are currently at capacity in the MSL Data Center (MSLDC) for both network connections and backup power. Moving some of our servers to an alternative data center would free up both power supplies and network ports. Moving our public web resources - primarily MSL web sites, application servers, and FTP servers – out of the MSLDC will also reduce the amount of external traffic on the library network, freeing up those resources for internal needs. Finally, the SMDC has a level of monitoring and support that we are unable to provide at the MSLDC (it is unclear what other third party hosting options would be able to provide related to this). While this is important for all of our IT resources, it is especially important for the web resources that we want to make available to patrons on a 24x7 basis.

6.7 IT Asset Management

With input from IT and other library staff, the GIS Web Developer has finished an IT Asset Management System and will continue to add additional functionality as needed. The IT Asset Management System is available to all MSL staff through the library intranet site. It serves as an inventory and tracking tool for hardware, software, applications, web services, and possibly raw data as well as published data products. An On Call dashboard will developed this year that will streamline On Call Alerts and Processes for IT Staff on call.

6.8 IT Policies

In an effort to improve communication between IT staff and library programs staff will review and document several agency IT policies in the coming year. One of these policies will be the agency on-call policy which was developed to ensure that MSL IT systems are monitored over the weekends. While the existing policy has been effective for several years, it was developed prior to the creation of the MSL IT program. With the reorganization that has occurred in the library over the last couple of years and updates to our IT systems, it is important that the on-call policy be reviewed and updated so that it continues to meet the library's needs.

6.9 Digital Library branding and marketing

With input from the Digital Library Division, the Communications and Marketing Coordinator will prioritize key programs and services for development of marketing plan and corresponding marketing materials that will help re-brand Library Information Services and the Geographic Information Program as part of the overall Digital Library reorganization. The Communications and Marketing Coordinator will design and produce or manage the design and production of program informational and educational materials such as brochures, newsletters, magazine and newspaper articles, radio spots, on-line information services (e.g., Internet web page) and videos to provide pertinent, current and technically accurate information to the public about MSL's digital library services.

6.10 MSL-wide strategic planning

Outcomes from the Digital Library reorganization and the recommendations from the Library Development Task Force will be used to initiate a strategic planning process that will be led the Commission and supported by the State Librarian and staff. The strategic planning process will commence during the spring of 2016.