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**Montana State Library Commission  
Wednesday, June 8, 2016  
9:30 a.m.  
Montana State Library Grizzly Conference Room**

AGENDA

**Lunch break is tentatively scheduled from 12 to 1.**

The State Library Commission is committed to providing access to its proceedings in accordance with MCA Title 2, Ch. 3 Part 2 Open Meetings. All meetings of the Commission will be streamed and recorded via an online meeting platform.

The State Library Commission welcomes public comment. The Chair will ask for public comment on agenda items throughout the meeting from persons attending the meeting in person and those attending the meeting through the online meeting platform.

All comments received, including those received through the online meeting platform, become part of the official public record of the State Library Commission proceedings in accordance with MCA 2-3-212.

Members of the public who wish to join the virtual meeting should contact Marlys Stark at 406-444-3384 by 5:00 pm on Monday, June 6, 2016.

9:30 a.m. Call to Order and introductions

- Staff longevity pins

Additions or corrections to the agenda

Approval of Minutes – **Action**

- April 6, 2016

State Librarian's Report – Stapp

Fiscal year end work plan reports – Hammer, McHugh, Schmitz

Commission policy review – Schmitz

- Policies recommended for deletion – **Action**
- Broadband pay plan policy update – **Action**

2016 Pay Incentive Distribution Strategy – Stapp –**Action**

Federation FY `17 Plans of Service – **Action**

- Broad Valleys – John Finn
- Golden Plains – Janeen Brookie
- Pathfinder – Debbie Wellman
- Sagebrush – Sonja Woods
- South Central – Nancy Schmidt
- Tamarack – Honore Bray

Courier funding proposal to the Montana Shared Catalog – Orban

Montana State Library Trust request – Briggs - **Action**

Commission Goals and Objectives – Commission

- FY `16 Commission work plan
- National Library Legislative Day Report – Essinger
- August 10 Commission meeting, Cut Bank, Montana
  - Election of Officers, FY `16 Final Financial Report, FY `17 Opening Budget, FY `17 Work Plans, Early Literacy programs

Public Comment on any matter not contained in this agenda and that is within the jurisdiction of the State Library Commission.

Other Business & Announcements

Executive Session: State Librarian performance appraisal

Adjournment

Retirement reception honoring Statewide Library Resources Director Sarah McHugh to follow

**Montana State Library Commission**  
**Thursday, June 9, 2016**  
**9:00 a.m.**  
**Montana State Library Grizzly Conference Room**

Strategic planning work session

Facilitated by Ned Cooney, Echo Ventures, Inc.

(No business will be conducted)

# FINAL

**MONTANA STATE LIBRARY (MSL) COMMISSION MEETING  
9:30 A.M., FEBRUARY 10, 2016  
HELENA, MONTANA  
OR GOTOMEETING**

**ATTENDEES:**

Commissioners: Chairman Colet Bartow, Connie Eissinger, Aaron LaFromboise, Bruce Newell, Brent Roberts and Ken Wall. Anne Kish was excused.

Staff: Evan Hammer, Sarah McHugh, Cara Orban, Kris Schmitz, Jennie Stapp and Marlys Stark.

Visitors: John Finn and Judy Hart.

**Chairman Bartow called the meeting to order at 9:31 a.m.**

**ADDITIONS OR CHANGES TO AGENDA:**

Commissioner Roberts wants a few moments to discuss the Academic Consortium Council.

Stapp noted that reference to the National States GIS Coordinating Council was in error. The correct name of the organization of State GIS Coordinators is the National States Geographic Information Council.

**APPROVAL OF MINUTES:**

**Motion was made by Commissioner Roberts and seconded by Commissioner Wall to approve the December 9, 2015 minutes as presented and the motion passed with Commission LaFromboise abstaining.**

**STATE LIBRARY'S REPORT:**

State Librarian Stapp was asked to serve on a new advisory council for the Mozilla Foundation. Mozilla received a two year grant from the Institute for Museum and Library Services (IMLS) to evaluate and align benchmarks for web literacy for librarians with professional education credentials. The advisory board is made up of representatives from different types of libraries, library professional associations and one academic institution. They will be developing standards for web literacy resources and knowledge use. They will be looking for five pilot libraries to test the web literacy curriculum and different credentialing models.

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MSL submitted the LSTA FY'14 report in January. This work involved a new reporting process for IMLS with the goal to have libraries report on specific intents identified by IMLS has so that IMLS can find commonalities in all reports. The LSTA FY'16 award has not been announced yet but it appears that it will again be level funding as will FY'17 based on the President's proposed budget.

Kris Schmitz will be attending a meeting about a \$350,000 reduction in the Coal Severance Tax funds that is shared between three agencies. Last biennium MSL lost \$90,000 from that fund.

MSL received preliminary instructions from the Governor's Office of Budget and Program Planning regarding the Executive Planning Process (EPP) for the upcoming legislative session. The instructions for building the base budget are to begin with the FY'17 startup budget as opposed to actual FY' 16 expenditures. Requests for new budget proposals will be due to the Governor's office by May 30. Priorities will be identified and presented to the commission at the April meeting. Requests will be slimmer and more strategic. The commission will probably have a teleconference in May to approve the final request. The possibility of remodeling a part of the library will be discussed again. Also the sunset date of the state aid increase is 2017 so continuing that funding will be discussed.

MSL has been gathering data to evaluate opportunities to support a statewide broadband model for public libraries. The last meeting discussed what a floor of ten gigabytes per second across the state would look like. This amount is roughly equivalent to speeds of 5 Mb per second per connection (wired and wireless) in each library. 2014 statistics show that libraries across the state are currently subscribing to two Gbps in total. At a nationally suggested target of \$3/Mbps cost for broadband to schools and library, the cost to procure enough broadband to support all devices at 5 Mbps would be approximately \$30,000. Given the cost for broadband in largely rural areas, this cost target is not very realistic but the information forms a good basis for evaluation. We do not current have good cost data for libraries at this time. Commissioner Wall stated he would volunteer to use any of his available tools to gather that information if possible.

Troy Blandford presented a water information system report to the legislative Water Policy Interim Committee. Commissioner Wall, Stapp and the planner from Teton County gave a presentation about the impact of the Montana Land Information Act grant program to the Education and Local Government Interim Committee and MSL also shared information about available broadband speeds with the Economic Affairs Interim Committee.

At the end of December, MSL completed their move to a virtual data center which was the result of about five years of work. MSC still has servers in the data center. MSL is receiving some pressure to move all their servers to the state data center operated by the State Information Technology Services Division. This transition would be more easily accomplished with our fully virtualized environment. Staff are beginning to talk

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about the impact to the on call policy now that we have more ability to remotely support IT needs.

A verbal offer has been made for the MSC Director position. Work is still being done on the job description of the GIS Coordinator position which should be reclassified by the end of the month.

The statistics task force still meets occasionally and makes changes. Commissioners will be informed of changes annually. The current changes for FY'16 data which will be collected in the summary include breaking apart some data that included both library district and city income data and dedicated levies information collection.

The library directory is undergoing an extensive rewrite including the statistics collection section.

## **FY'16 SECOND QUARTER FINANCIAL REPORT:**

Highlights of the submitted report are all found on the memo cover sheet and include a new grant for the ready to read rendezvous, previously approved trust fund expenditures, MLIAC fiscal authority being brought down to actual anticipated expenditures, LSTA FY'14 being closed out, etc.

**Motion was made by Commissioner Newell and seconded by Commissioner LaFromboise to approve the FY'16 second quarter financial report as presented and the motion passed.**

## **LIBRARY DEVELOPMENT STUDY TASK FORCE RECOMMENDATIONS:**

Final recommendations were presented. The task force didn't feel that prioritizing the list was an effective way to communicate the community needs. At this point the Network Advisory Council and MSL staff will take over and use the recommendations to direct future planning.

Commissioner Newell was very concerned that the task force was only made up of librarians so there was no direct process to identify the needs of end users or for those that don't currently use the library.

**Motion was made by Commissioner Newell and seconded by Commissioner Wall to accept the report with thanks.**

Discussion of the motion revolved around the idea that some felt there should have been other avenues to explore rather than just a library focus while others felt these recommendations are a building ground and it wasn't feasible to collect information from every possible future user. Commissioner Newell stated he didn't want to move forward without having a feedback loop from all library user groups.

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**Result of discussion was that the motion was withdrawn by Commissioner Newell and agreed upon by Commissioner Wall.**

Clarification of what the result of accepting the recommendations would mean. The next step would be discussion with the NAC about how to use the recommendations for project and budget purposes.

**Motion was made by Commissioner Roberts and seconded by Commissioner LaFromboise to accept the recommendations as presented with thanks and the motion passed.**

## **RESOLUTION OF APPRECIATION FOR JUDY HART, LEWIS & CLARK LIBRARY DIRECTOR:**

John Finn as the replacement for retiring Director Hart was introduced. He will continue as the legislative affairs committee member also. State Librarian Stapp read the resolution in to the minutes; it can found at the end of this document.

**Motion was made by Commissioner Eissinger and seconded by Commissioner Newell to approve and adopt the resolution and the motion passed.**

## **COMMISSION GOALS AND OBJECTIVES:**

The commissioners reviewed the Commission bylaws. Commissioner Newell would like to work with Stapp to update the document to make it more user friendly for commissioners.

**Motion was made by Commissioner Newell and seconded by Commissioner Eissinger to adopt the bylaws as presented and the motion passed.**

Commissioner Wall will be attending the National States Geographic Information Council (NSGIC) towards the end of the month. Commissioner Eissinger will attend the Sagebrush and Golden Plains federation meetings. Commissioners Bartow and Newell will attend the Broad Valleys federation meeting. Commissioner Roberts will attend the South Central federation meeting, Commissioner LaFromboise will attend the Pathfinder federation meeting, and Commissioner Wall will attend the Tamarack federation meeting.

The April commission meeting will be held in conjunction with the Montana Library Association (MLA) conference in Missoula. The meeting time will probably move up to 9:00 on April 6 in order to allow commissioners to attend a discussion about the future of the Montana Center of the Book held later that afternoon. April 7 is the date of the Conversations with the Commission session.

Commissioner Roberts reported on the business of the Academic Consortium. They currently have two initiatives underway. They have chosen Ex Libris as their shared catalog platform. U of M and MSU are the signatories. A concrete implementation/

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migration calendar has not yet been determined but the goal would be early 2017. The migration costs have been met already. The second initiative is forming a consortium for shared purchasing and resources, etc. The memo of understanding (MOU) has not yet been signed for that endeavor. Consortium coordinator, Pamela Benjamin, has submitted two grants for the consortium. One is the study of the impact of academic consortia and the second is to ensure tribal colleges are able to participate.

## **PUBLIC COMMENT:**

There was none received.

## **ADJOURNMENT:**

**The meeting adjourned at 12:30 p.m.**

After the meeting, the commission moved into a strategic planning work session. No business was conducted or votes taken.



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*Resolution Honoring Judy Hart, Retiring Library Director,  
Lewis & Clark Library*

*Whereas,* Judy has served enthusiastically as the Library Director at the Lewis & Clark Library since 2005;

*Whereas,* Judy has, in this role, exemplified what it means to be a community leader and 21<sup>st</sup> Century librarian through her service to her patrons and her involvement with community organizations including Rotary and the American Civil Liberties Union of Montana;

*Whereas,* Judy has served for the past ten years as the Federation Coordinator for the Broad Valleys Federation, encouraging federation members to actively pursue lifelong learning opportunities and faithfully documenting the many positive impacts that library federation funds have on federation libraries and the communities they serve; and

*Whereas,* Judy has gone above and beyond the call of duty to serve as the Montana Library Association's Government Affairs representative, where, in 2013, she orchestrated the successful legislative campaign to increase library state aid by 400%;

*Therefore  
be it  
resolved* that the Montana State Library Commission

1. Honors Judy Hart for all her years of work;
2. Thanks Judy for her service to the Montana State Library and the Montana library community; and
3. Wishes Judy all the best in her retirement.

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Colet Bartow, Chairman

Adopted by the Montana State Library Commission  
February 10, 2016

# DRAFT

**MONTANA STATE LIBRARY (MSL) COMMISSION MEETING  
9:30 A.M., APRIL 6, 2016  
MISSOULA, MONTANA  
OR GOTOMEETING**

**ATTENDEES:**

Commissioners: Chairman Colet Bartow, Connie Eissinger, Anne Kish, Aaron LaFromboise, Bruce Newell, Brent Roberts and Ken Wall.

Staff: Jennifer Birnel, Jo Flick, Jessie Goodwin, Pam Henley, Sarah McHugh, Cara Orban, Suzanne Reymer, Kris Schmitz, Jennie Stapp and Marlys Stark.

Visitors: Cheri Bergeron, Pam Carlton, Carly Delsigne, John Finn, Nanette Gilbertson, Garry Lowell, and Kate Vassar-Geise.

**Vice-Chair Kish called the meeting to order at 9:30 a.m.**

Jessie Goodwin was introduced as the new Montana Shared Catalog (MSC) director.

**APPROVAL OF MINUTES:**

**A correction was noted by Commissioner Newell on page three. The word 'no' needs to be inserted between was and direct in the second paragraph about the library development study task force recommendations. The ending of the last sentence two paragraphs after that, Commissioner Newell requested to be reworded to read 'feedback loop from all library user groups'.**

**Motion was made by Commissioner Roberts and seconded by Commissioner Wall to approve the February 10, 2016 minutes as corrected and the motion passed.**

**STATE LIBRARIAN'S REPORT:**

Christie Briggs will be presenting a request to use MSL trust funds to pay for the installation of a new recording studio. Action will be requested in June.

MSL is exploring data storage options to replace the Storage Area Network (SAN) which will go out of warranty in October. The State Information Technology Services Division has said that they will no longer approve procurement requests for SANs leaving MSL with the option to migrate to the data center or to cloud vendors. From a cost perspective it is more viable to consider the data center. MSL's production server environment will need to move to the data center in order to get the best performance. Currently Montana Shared Catalog (MSC) data is not on the SAN. A decision regarding whether or not to move MSC servers to Sirsi's hosted environment or to the data center will be explored over the next 18 months.

MSL received over \$800,000 in Montana Land Information Act (MLIA) grant requests this year which is the highest that has ever been requested. The land plan only budgets \$225,000 for grants. Collections have seen a slight increase but not enough to recommend an increase to the grant budget.

MSL lost \$46,000 in Coast Severance Tax (CST) spending authority. This reduction is in addition to the \$90,000 reduction from last biennium. The digitization contract is being reduced and the remainder will be taken from the Statewide Library Resources (SLR) budget.

The FY'16 Library Services Technology Act (LSTA) award is \$1,066,000 and FY'17 will likely be level funding unless Institute of Museum and Library Services (IMLS) changes their spending format.

Evan Hammer and Michael Fashoway were in the next gen 911 interim study work group. Jennie Stapp sits on the advisory council. These groups made funding recommendations to the Energy and Telecommunications Interim committee to both enhance the 911 network and to allocate funds to MSL to undertake a GIS data assessment.

Jennie is the chair of the Chief Officers of State Library Agencies (COSLA) networking committee which looks at regional networking opportunities. One priority is broadband support models. Another priority is working with service partners to approve overall relationships with COSLA such as scalable e-book platforms.

The Federal Communications Commission has just announced lifeline modernization efforts. Lifeline provides funding to low income individuals to help them afford broadband. The modernization mentions a digital inclusion plan that will likely involve community anchor institutions including libraries.

MSL staff is taking steps to put into place ideas and items that came out of the task force and the Network Advisory Council (NAC). The May NAC meeting will have a RIPL conference overview regarding inputs, outputs and impacts.

Jessie Goodwin is the new MSC Director. The GIS Coordinator recruitment process is beginning. The user services lead, Alana Mueller-Brunckhorst, has resigned. Sarah McHugh is retiring on June 24<sup>th</sup> and there will be a reception after the June 8<sup>th</sup> commission meeting in Helena.

## **FY'16 THIRD QUARTER FINANCIAL REPORT:**

There are not many budget changes. The third quarter is the time for staff to analyze the budget and position things for the next financial year.

**Motion was made by Commissioner Eissinger and seconded by Commissioner Newell to approve the FY'16 third quarter financial report as presented and the motion passed.**

## **NETWORK ADVISORY COUNCIL REPORT:**

The NAC recommends accepting two new libraries into the MSC, Livingston Park County Public and Richey Public and use CST funds to pay the \$10,443 startup costs.

NAC recommends moving CST funds to things that don't have to be sustained for multiple years or that can be pulled back later if necessary in order to better manage CST revenue fluctuations.

**Motion was made by Commissioner Newell to accept the NAC recommendation to spend \$10,443 of CST to admit the new libraries to the MSC and the motion passed.**

The provided recommended budget combines the traditional Library Services and Technology Act (LSTA) "above the line" (associated with positions) with statewide projects recommendations. The NAC considered both LSTA and CST funding and took into account the task force recommendations when making budget recommendations for the FY 17 Statewide Library Resources budget.

The proposed budget doesn't define specific things such as the summer institute but just says training and the staff will work with NAC to choose schedules and events.

They recommend funding for a new position which would be a modified FTE funded from LSTA funds which means it would have to be approved by the Commission every year. This is a lifelong learning position and hopefully can free up some of the statewide projects librarian's time so she can do some grant writing since grant writing can't be done by a federally funded position.

The E-content budget reflects a budget reduction as recommended by the NAC. Cara requested a quote for the database licenses which were for specific databases and for specific types of libraries. The pricing on that quote will be a starting point for discussion. Other funding sources such as TRAILS (the academic library consortium) will be looked for.

**Motion was made by Commissioner Kish and seconded by Commissioner Eissinger to approve the recommendations as presented and the motion passed.**

## **EXECUTIVE PLANNING PROCESS (EPP) DISCUSSION:**

The EPP instructions were to break legislation and budget requests into separate items with an April 15 deadline for legislation and a May deadline for budget. The commission will meet via teleconference to approve the final budget request in May.

Staff recommends that MSL bring forward a sunset extension to the statutory appropriation for the state aid legislation that would extend the time by six years to 2023. Staff met with the Governor's Office to share the preliminary plans and they showed no concerns.

Stories of the impact of this funding to individual libraries and communities will continue to be gathered and they will be shared with the interim committee before the session.

**Motion was made by Commissioner Roberts and seconded by Commissioner LaFromboise to approve the draft legislation and the motion passed.**

There are four budget proposals brought as drafts for commission feedback. Final approval will be requested during the teleconference in May. The framework document ties to the Governor's priorities and MSL's goals and provides an analysis of the budget impact.

1. MLIAC grant funding request is an attempt to make the grant program more stable instead of volatile. For the last two sessions MSL has unsuccessfully requested FTE support for the program so this request focuses on the grants as a way to demonstrate the benefit to local government. The \$300,000 request is more than the average amount given so it would fully sustain the current program and MSL would still be able to use some MLIA funds for the grant program also. Member Wall suggested changing the wording of 'local government' to 'government entity'.

2. Increased funding for the NHP core contract was an EPP request last session and didn't make it into the Governor's budget. The requested \$100,000 would bring the funding up to support current needs and would allow NHP to support MLIA work also.

3. A onetime only (OTO) request to complete the Talking Book Library digital conversion which is about 25 percent completed. The request is for operation funds and will require a RFP and contract to complete the work necessary.

4. Broadband request include what it would cost to achieve the highest level of support including what e-rate would cost. MSL would hope to continue to work with the Governor's office as they put together a proposal that would be affordable for all. One concern is that this is an ongoing request rather than OTO and represents a 38 percent increase in the MSL budget. The commissioners agreed that we should ask for what we need to help the constituents.

## **SUMMER INSTITUTE PROJECTS PRESENTATION:**

Jo Flick had invited Pam Carlton, Carly Delsigne, Pam Henley and Kate Vassar-Geise to give presentations on their summer institute projects. Unfortunately, due to a time crunch, they were just able to give a quick overview of the program and their project summaries and presentation were sent to the commissioners for viewing after the meeting.

## **COMMISSION GOALS AND OBJECTIVES:**

There were two responses to the strategic planning facilitators limited solicitation request. The Block response is out of the budget range so would have to be renegotiated if the commission chose him.

**Motion was made by Commissioner Newell and seconded by Commissioner Wall to ask the State Librarian to pursue a contract with Cooney and the motion passed.**

The suggested May teleconference date is the morning of May 25. Commissioner Newell will be overseas that day and thus unable to attend.

**Motion by Commissioner LaFromboise and seconded by Commissioner Eissinger to have the teleconference on May 25 at 10:00 a.m. regarding the EPP and the motion passed.**

Commissioners Bartow, Kish and Newell as well as State Librarian Stapp attended the Broad Valleys Federation meeting. Commissioner Eissinger attended Sagebrush and Commissioner LaFromboise may attend Tamarack.

Commissioner Eissinger will attend National Library Legislative Day this year along with John Finn, Dawn Kingstad, Ann Ewbank and Jennie Stapp.

#### **OTHER BUSINESS/ANNOUNCEMENTS:**

Commissioner LaFromboise is receiving an outstanding support staff award from Montana Library Association (MLA).

#### **PUBLIC COMMENT:**

There was none received.

#### **ADJOURNMENT:**

**The meeting adjourned at 12:50 p.m.**



## **Central Services & State Librarian's Office Report April and May 2016**

Prepared for the June 8, 2016 Commission meeting  
by Jennie Stapp, State Librarian

This report represents accomplishments of Central Services staff: Stacy Bruhn, Carol Churchill, Sara Groves, Colleen Hamer, Tom Marino, Cindy Phillips, Kris Schmitz, Jennie Stapp, Marlys Stark and Scott Story.

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, 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 simply 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. **(Originally reported February 2016)** Two primary vendors, Counting Opinions and Baker & Taylor, comprise the marketplace to provide online public library statistics collection and analytics. After meeting with the vendors and reviewing their software products staff determined that adopting an “out of the box” solution would not significantly improve the overall efficiency of our current statistics collection process, nor would it enhance our current public library statistics program in a meaningful enough way to warrant the additional annual cost, as well as the workload to migrate to a new system, and the need to train librarians on the use of a new system. Further, our current system is fully integrated into the Library Directory, an in-house application that we maintain, so implementation of a new system would require both our staff, and librarians around Montana, to maintain public library information in two systems, increasing workload and creating the risk that the systems become out of sync. When asked to evaluate whether or not the vendors could provide the additional functionality found in the Library Directory, in addition to the statistics module, we were told that our Library Directory is far more advanced than any other system in the country and that it would take considerable work and expense to recreate it. Based on our investigation, staff determined that statistics should remain a module of the Library Directory and the functional requirements of the statistics process have been included in the project planning for the Directory re-write.

In additional to our own evaluation of statistics vendors, the Institute for Museum and Library Services (IMLS), the federal agency to which we submit our statistics has a new vendor, AIR.



Hamer, the State Data Coordinator, is preparing for their new collection process. FY '15 public library statistics are due on May 13.

**(Originally reported April 2016)** FY '15 public library statistics have been submitted to IMLS. To submit statistics, Hamer had to work for the first time with a new national vendor selected by IMLS to administer the statistics program. Additionally, Hamer created and lead a training on the statistics process as well as available online reporting tools to librarians at the Broad Valleys Federation Meeting. The same training will be offered at the Pathfinder Federation Meeting in May.

## 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.

**(Originally reported 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.

**(Originally reported February 2016)** Based on the significant scope of the Library Directory and the diverse user stories collected, the decision has been made to build the new Library Directory in a series of small projects. Anticipated timeline for a complete re-write is 12-18 months however staff will roll out various modules of the new Directory as they come online. As was the case with the rewrite of the Digital Atlas, staff are making use of the Agile project management process whereby they identify small development "sprints" and meet on a daily basis in small, standup, meetings to report progress, answer questions, and identify and address development concerns. A project launch meeting was held on January 25 to discuss the initial project to create the necessary authentication system to support the variety of functions or "roles" the system supports. Examples of roles range from entering and editing library location and demographic information, to registering for the Fall Workshops, to entering public library statistics, to managing continuing education credits and certification, etc. Unlike the current system, where practical and feasible, the new Library Directory will utilize integrated technologies that we do not have to build and maintain in-house. For example, we plan to make use of the State's E-pass authentication system, rather than maintaining our own. Using E-pass will reduce the need for staff and librarians to maintain multiple passwords for different state applications and will improve the overall security of the Library Directory.

**(Originally reported April 2016)** IT staff worked successfully with Montana Interactive, the company that implements the State's eGov programs, to implement Montana ePass as the authentication services for the new Library Directory. As MSL begins to further utilize Montana

ePass patrons will be able to use a single account for the Library Directory, Digital Library services, and other State of Montana applications.

See the SLR report for additional updates regarding the Library Directory rewrite.

### 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.

**(Originally reported February 2016)** Staff has begun to evaluate various storage options against business needs like data access and redundancy. We were initially excited when SITSD announced new data storage costs that were significantly lower than previous fiscal years however, upon verification we learned that the published rate was in error and costs would be approximately five times higher than our average annual spend for data storage and redundancy.

**(Originally reported April 2016)** After an initial error in rates, SITSD has reduced data storage costs to a level that is competitive with the cost to manage internal hardware in previous fiscal years. MSL staff and SITSD staff are continuing to discuss data storage including back-up and disaster recovery options and performance parameters for production data accessed through applications and MSL websites. Should MSL determine that SITSD storage options prove viable, we will include this service as part of our information technology fixed cost request during the 2017 legislative session. Given the Governor's and Legislative goal to move agencies to the State of Montana Data Center (SMDC), this request is likely to be approved.

**(Update: June 2016)** On May 10, the Department of Administration announced a new executive order from the Governor regarding state information technology assets. The executive order has not yet been formally issued but it is considered imminent. Under the executive order SITSD will implement a plan to "converge" servers, storage, and cloud computing in the SMDC. The plan will be fully implemented by December 31, 2017. Agencies will be required to make use of "enterprise" services such as telecommunications, email, electronic records content management, etc. Agencies will have the discretion to make

decisions about their computing needs to meet agency business needs. Where ever possible, enterprise services, such as server and storage environments, will be used to support agency needs. There is no vision to consolidate IT staff. Because of MSL’s plans to migrate storage and much of our production server environment to the SMDC next fiscal year, we are slated to be one of the first agencies migrated under this executive order. MSL staff is currently working with SITSD staff properly scope the move in order to fully understand costs though SITSD has stated that the goal for agencies’ budgets is to be cost neutral.

#### 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.

**(Originally reported February 2016)** The database migration was completed on time by the end of the calendar year. Not only does accomplishment mean that we are able to support our databases in a more current database environment, it represents the achievement of a long-term goal to fully virtualize our MSL’s server environment. With the exception of the Montana Shared Catalog servers, all MSL servers are now virtualized and can easily be ported to different on or offsite host hardware when hardware is refreshed or in the event of a disaster.

### **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.

**(Originally reported 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.

**(Originally reported February 2016)** GIS staff have begun to scope a rewrite of the Cadastral Application (see the Digital Library report for more information).

## 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 (MTNHP) needs; a single feature service used by the Montana Department of Transportation (MDT). Once a decision to decommission ArcIMS is made, the final virtual ArcIMS server can be shut down.

**(Originally reported February 2016)** With the exception of the decommissioning the ArcIMS server, this migration has been completed. Staff continues to work with the vendor Esri, MTNHP and MDT to evaluate options to serve the data made available through the feature service. Current ArcGIS feature services fail under the large amount of data serviced by MTNHP and, to date, Esri has not been able to offer a satisfactory solution.

## 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 (KIN) 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 (SHLB) 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.

**(Originally reported February 2016)** At the November meeting of SHLB, I elected to serve another year as Chair. The Coalition continues to focus on fundraising and organizational planning. If current fundraising milestones are achieved, the executive director who currently works under contract, will move to full time before the end of the year.

In December the Mainstreet Montana KIN released its recommendations to the Governor. Recommendations include:

1. Creating an interactive broadband map;
2. Commitment of \$25M in funds from the Legislature to support public-private broadband deployment projects;
3. Legislation to make the permitting process more friendly and efficient for broadband deployment; and
4. Creating a Broadband Advisory Task Force.

Action to adopt these recommendations, in my view, would represent a positive step forward in developing a statewide broadband strategy. The full KIN report is included in the Commission meeting packet.

In considering how the State Library may support increased broadband access and affordability to all Montana libraries, staff have begun to evaluate public library data to determine how much broadband would be required to support a 5Mb/s per device model under a single statewide procurement vehicle. Based on the number of devices (staff and public access computers) and average wireless sessions reported in the FY '14 public library statistics, total bandwidth needed to reach this threshold is only 8-10 Gbps. We have begun working with the Montana Telecommunications Association to evaluate an affordable cost model for service and will then consider funding options including E-rate and a state budget request.

**(Update: June 2016)** Based on our analysis, MSL is prepared to request through executive planning process approximately \$3.5M in state funds and federal spending authority to administer a statewide contract to purchase a minimum of 100Mbps broadband for all public libraries in Montana.

#### 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.

**(Originally reported 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.

**(Originally reported April 2016)** Groves provided in-person staff training on “The Mind in the Making” for SLR staff. The training emphasized the aspects of the MITM curriculum that relate most to MSL staff, such as the “Learning Together Standards of Engagement for Museums and Libraries”; goal-setting; and facilitated learning. Groves also began instruction for attending staff on the seven modules of MITM, which are highlighted above. While MITM’s main focus is on children from birth – 8 years old, all of these skills translate to adults. In the trainings, Groves is focusing on how these skills are important in our adult lives and how to develop them or strengthen these skills with simple practices. Groves is working with Jo Flick to provide the final five training modules online. Groves is also looking at ways to introduce the MITM training to libraries and museums throughout MT.

### 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.

**(Originally reported 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.

**(Originally reported February 2016)** The 2<sup>nd</sup> quarter financial report presented to the budget fully reflects the newly adopted budget for the reorganized Digital Library.

## 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 21<sup>st</sup> 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.

**(Originally reported 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.

**(Originally reported February 2016)** Staff will present the final recommendations of the Task Force to the Commission at the February meeting. Based on Commission action, staff will begin to formulate a plan for the creation of benchmarks making use of the Network Advisory Council and Commission in that process. Staff and the NAC will also be asked to make recommendations about how to allocate existing resources and to make suggestions for new budget requests in order to implement the recommendations.

## 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. **(Originally reported February 2016)** The Governor's Office of Budget and Program (OBPP) planning announced their timeline for the EPP process. EPP requests must be submitted to OBPP by May 30. This timeline may necessitate the need for a teleconference Commission meeting to approve final EPP items ahead of the June meeting. Additionally, Stapp and Schmitz attended a meeting with Budget Director Villa and Montana Library Association representatives Judy Hart and Nanette Gilbertson to discuss the need to update the statutory appropriation for state aid ([22-1-327 MCA](#)) in the 2017 session. At Director Villa's direction, the State Library will prepare legislation, extending the term of the statutory appropriation to a date yet to be determined. This legislation will be submitted to the Governor's Office as part of our EPP request. It is important to note that the state aid funding would remain tied to the statutory appropriation rather than being included in House Bill 2, the state budget bill. **(Originally reported April 2016)** Schmitz completed training on the State Budget System (IBARS) on creating standard budget journal and reporting levels to capture FY 17 legislatively appropriated budget as the starting point for the 2019 biennium budget. `

Additionally, Stapp and Schmitz met with staff from the Department of Administration (DOA) to evaluate space options within MSL. MSL staff desires to enact plans to remodel the lower level of the library to make better use of the overall space and enhance our conference room facilities. To move forward, DOA needs to identify new tenants to occupy space that would be vacated by MSL. To date no tenants have been identified by DOA will continue to evaluate options.

**(Update: June 2016)** EPP were presented for final action to the Commission on May 25. They were then submitted to the Governor's Office for consideration.

#### 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.

**(Originally reported February 2016)** The annual Internal Control review is underway.

**(Update: June 2016)** Managers have completed their annual review of our Internal Controls.

#### 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.

**(Originally reported 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.

**(Originally reported February 2016)** Legislative Auditors resumed their work for two weeks in January and may return again in February to conclude the audit.

**(Originally reported April 2016)** Schmitz completed field work and write ups with Legislative Auditors to complete the financial audit. We currently await the final report and will draft a response to any recommendations or findings. The audit will be heard by the Legislative Audit Committee at a date to be determined. At that time the audit will become part of the public record.

**(Update: June 2016)** MSL's financial audit is complete. It will be heard by the Legislative Audit Committee on Friday, June 17. At that time the audit will be made public.

## 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.

**(Originally reported February 2016)** Refer to updates on goals 1.3, 1.4, and 2.3.

## Planning a move to the State Data Center

Another opportunity that IT staff is now in a position to pursue, now that our server 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.

**(Originally reported February 2016)** Staff has begun testing a virtual machine at the State of Montana Data Center (SMDC) with the goal of moving our MSLWEB server to the SMDC. MSLWEB resides in the DMZ and serves as a proxy to our internal .NET applications and also hosts static HTML and classic ASP sites. If successful, this move will allow MSL IT staff to use the easily configurable Netscaler to replace the Apache Reverse Proxy currently on MSLWEB, receive 24/7 support at the SMDC and reduce future hardware costs.

**(Update: June 2016)** Refer to information regarding the executive order.

### 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. Policies reviews

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.

**(Originally reported February 2016)** With the release of modern applications to replace the old Bundler, Topofinder and Digital applications, and now that the virtualization of the MSL data center is complete, staff can almost fully support on-call needs from anywhere. With this in mind, staff is testing the ability to support weekend on-call without the need to be physically in Helena. Further evaluation of data and user business needs will be conducted to determine what additional recommendations can be made to improve the agency on-call policy. Final recommendation for a revised policy will be brought to the Commission at a later date.

**(Originally reported April 2016)** Schmitz is reviewing the staff handbook and Commission policies and will make recommendations for updates to policies as necessary. This work will likely result in modification to our elimination of Commission policies. Policies will be brought to the Commission for review and action at future meetings.

**(Update: June 2016)** The first of what will be an ongoing process to update Commission policies will begin at the June Commission meeting when the Commission will be asked to delete several policies that are either replaced by statewide policies or which are no longer applicable. Additionally, the Commission will be asked to take action to update the MSL Broadband Pay Plan.

#### 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.

**(Originally reported April 2016)** At the direction of the Commission Stapp issued a limited solicitation to select a facilitator to guide the strategic planning process. Solicitations are due

March 31, 2016 and will be reviewed at the April Commission meeting.

**(Update: June 2016)** At their April meeting the MSL Commission selected Ned Cooney as the facilitator to guide our strategic planning process. The Commission will participate in a planning session with Mr. Cooney on June 9.

### **Additional updates, June 2016:**

MSL was notified by OBPP of the need to again cut our coal severance tax (CST) funding, this time by \$166,000 over the biennium in addition to the \$46,000 reduction we took over the winter as was reflected in the Statewide Library Resources budget approved by the Commission in April. On May 31 Schmitz will meet with OBPP and staff from the Department of Agriculture and the Department of Natural Resources and Conservation (the two other agencies that receive funding through the CST shared account) to submit our plans for this reduction based on anticipated Commission action at their May 25 meeting.

MSL IT staff is sad to announce that Scott Story, our GIS database analyst, will be moving on. Scott has been with the Montana State Library since July 2013. He will be leaving us for a new position outside of state government. His last day will be Friday, May 27th. During his tenure, he helped to migrate our SQL Server and ArcGIS Server environment off of physical servers and onto new virtual hardware. At the same time, he worked to upgrade those technologies to the latest software releases to get into compliance with state standards. Scott worked closely with our web developer and Digital Library staff on rewrites of the DataBundler, Digital Atlas, and he is currently helping with the Library Directory rewrite. Scott also put in significant time with the Digital Library staff on the Montana Parcel Fabric implementation, for which MSL received an ESRI Special Achievement Award. Scott has worked hard to move the Digital Library division to an enterprise geodatabase-centric model which utilizes versioning workflows and relies less on distributed, file-based workspaces.

Due to both planned recruitments and staff turnover, MSL is currently recruiting for a number of positions including the Statewide Library Resources Director, the new Lifelong Learning Position, the GIS Coordinator, the Information Products and the User Services leads, a Reader Advisor, and the GIS Database Administrator. This work required staff to write and/or review and update job profiles for each of these positions to ensure that duties were current. Additionally, two of the positions were reviewed for proper job classification by the Human Resources Division at the Dept. of Administration. Recruitment requires a great deal of Stark's time to post position announcements in the new HR system, and to organize and manage recruitment materials. It is MSL's goal to have all of these positions filled by July 14 ahead of the biannual personal services snapshot which is the basis for our personal services budget in the next biennium. If any General Fund positions are unfilled at that time, our budget will only be funded at entry (80% of market) for those positions. 33



## **Digital Library Work Report April and May 2016**

Prepared for the June 8, 2016 MSL Commission meeting  
by Evan Hammer, Digital Library Administrator

This report represents accomplishments of Digital Library staff: Troy Blandford, Keith Blount, Meghan Burns, Gerry Daumiller, Maya Daurio, Karen Dimmitt, Michael Fashoway, Jo Genzlinger, Evan Hammer, Bob Holliday, Jim Kammerer, Duane Lund and Diane Papineau.

### **Goal One—Content**

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

The information management team will be working on several projects that will add to or otherwise enhance the existing MSL Collection.

1.1. Land Information staff have already begun a project to gather information needed to develop a revised version of the state boundary in Northeast Montana and correct townships currently impacted by the misrepresentation of this boundary. The final product of this process will be an updated CadNSDI dataset that includes these corrected features and that is scheduled for delivery in early 2016.

**(Originally Reported December 2015)** In late September four GIS analysts visited three counties in Northeast Montana (Daniels, Sheridan, Roosevelt). To gather corner recordation survey documents. As a result of this trip and a July visit to Wibaux and Richland County, we are in the process of creating over 1,400 new ground control points that will be used to adjust approximately 200 townships in NE Montana.

**(UPDATE: February 2016)** After completing the ~1,400 new ground control points based on the corner recordation survey documents, additional aerial imagery-based pseudo-control was added as needed for the adjustment process. QA/QC of the points is just finishing, with the actual township adjustments to follow. The process had been challenging due to software issues, but we have been working through that with both the software company and our project partner. We are in the process of extending the project end date from January 31, 2016 to March 31, 2016.



**(UPDATE: April 2016)** From the work done in January, staff was able to perform an adjustment in early February making an extension to the project end date was unnecessary. Project tasks outlined in the contract with Fairview Industries have been completed. The Land Information group within the Digital Library is currently evaluating the success of this project to determine how to move forward with future CadNSDI adjustment projects and how to best leverage the ESRI parcel fabric tools.

**(UPDATE: June 2016)** While the Northeast Montana CadNSDI adjustment was completed in February/March, as part of MSL's stewardship of the CadNSDI, the digital representation of the Public Land Survey System in Montana, MSL staff were invited to participate in a training on the Parcel Fabric with the BLM in Wyoming. Three members of the land information team will be in Cheyenne during the week of May 23-27 for this training opportunity. In addition to receiving training, MSL staff will meet with Wyoming BLM staff about a possible Montana/Wyoming CadNSDI border adjustment.

1.2. The USDA Aerial Photography Field Office (APFO) is in the process of collecting 1m statewide imagery for Montana through the 2015 National Aerial Imagery Program (NAIP). MSL will work with the APFO to acquire a copy of this dataset, likely in late 2015. Digital library staff will develop a plan for adding this data to the MSL collection, identify what information products need to be developed to make this data accessible to users, and develop a communication plan to ensure stakeholders know that this dataset is available and how to access it. This will be the fifth year of statewide NAIP imagery data in the MSL collection which currently includes imagery from 2005, 2009, 2011, and 2013.

**(UPDATE: December 2015)** The 2015 NAIP collection was significantly impacted by the amount of fire activity in western Montana that went well into the fall. Originally scheduled to be completed by mid-August, there are still areas in western Montana that had not been flown as of November 20. The most current status is available on this status map maintained by the USDA - <http://arcg.is/1TbH2kk>. We are still hopeful that the remaining areas of the state will be collected and we are working with our partners to ensure we receive the data as quickly as possible once the full state is complete and available.

**(UPDATE: February 2016)** Aerial photo collection as part of the 2015 NAIP has stopped for the year due to snow. As you can see from the link above, there are still substantial holes in the coverage over western Montana. We have received all of the available 2015 imagery from the USDA/APFO via the NRCS and we are currently working on a storage and distribution strategy. We are aware that the USDA/APFO is considering continuing data collection in the spring to complete statewide coverage.

**(UPDATE: April 2016)** MSL has received a copy of the available NAIP 2015 data through our partnership with the NRCS. Also working in partnership we have been able to develop statewide compressed datasets in .sid format for distribution via the web -

[http://geoinfo.msl.mt.gov/data/Aerial\\_Photos/NAIP\\_2015](http://geoinfo.msl.mt.gov/data/Aerial_Photos/NAIP_2015). Patrons may request copies of the 2015 data through FTP (for small areas) or by sending in a hard drive (for a complete copy of the statewide dataset). We hope to have a 2015 NAIP web service available by the end of April, 2016. We are still waiting to hear from the USDA/APFO about any plans to fly any areas of the state that did not get completed in 2015.

**(UPDATE: June 2016)** The most current, though unconfirmed, information we have received is that the USDA/APFO does plan to fill in the 2015 gaps during 2016 but we should not expect that data to be delivered until the “normal” 2016 product delivery window (likely in the October –December 2016 time frame)

1.3. Water information staff are working on multiple projects to improve the quality of the data in the Montana Hydrography Dataset. The Department of Natural Resources and Conservation is working with the Water Information System to improve workflows for revising the Hydrography Dataset as well as to enhance it by integrating features in from the Water Rights database. Work is also underway through a grant from the USGS to develop bulk data loading procedures that will allow more efficient integration of data from existing sources such as the water rights database and the wetlands and riparian dataset managed by the Montana Natural Heritage Program. Both of these projects will run through the end of FY16.

**(Originally reported December 2015)** The USGS grant and DNRC contract are both in place. Preliminary work on the USGS grant started in July and we are currently ordering equipment – a desktop machine for hydro editing and processing tasks and a hard drive for data transfer – have been ordered and we expect delivery in the coming weeks. While not directly tied to these two projects, we have also received funding from the Army Corps of Engineers to continue work on the Yellowstone River Corridor Clearinghouse that has been developed with support from the Yellowstone River Conservation District Council for many years. The Yellowstone Clearinghouse is another potential data source for the Montana Hydrography Dataset if we can develop a manageable workflow for performing bulk data uploads through work with the USGS and DNRC.

**(UPDATE: February 2016)** USGS grant work has been focused on reviewing edits received from Glacier National Park to make sure the edits are ready to be imported into the hydrography dataset using USGS geoconflation tools. Significant revisions were made to flowdirection and additional attention is needed to fix snapping issues. Progress was also made identifying workflow for deriving flowlines from LiDAR data in the Musselshell. The work tasks identified in the USGS grant and the DNRC agreement were presented to the Montana Hydrography Working Group, Dec. 17. There was good discussion and good support for the projects, particularly the effort with DNRC to

develop a prototype demonstrating the value of the hydrography dataset and the long term vision for the water information system

**(UPDATE: June 2016)** MSL staff have successfully completed the first major objective of the USGS grant. The USGS Geoconflation Tools (USGS GCT) were used to import the North Fork edits from Glacier National Park into an NHD job. This job has been submitted back to the USGS for inclusion in the national production database. Staff are now working on integrating wetlands data and LiDAR data in the Upper Musselshell NHD and identifying how to best use USGS GCT and ESRI conflation tools to make bulk revisions. Work has begun on the DNRC agreement. Staff are preparing wetlands data for integration into the Middle Musselshell NHD and we expect to hire an intern next month to assist with the editing.

1.4. MSL continues to partner with the NRCS to develop mutually beneficial data products. In the coming year the NRCS will be seeking additional support with the stewardship of the Watershed Boundary Dataset. The NRCS is also interested in expanding on the monthly water supply products that the library has assisted with the development of for more than 20 years. The current collection of water supply maps including monthly Surface Water Supply Index maps dating back to 1992 is available at: [http://mslapps.mt.gov/Geographic\\_Information/Maps/watersupply/Default.aspx](http://mslapps.mt.gov/Geographic_Information/Maps/watersupply/Default.aspx)

There are also a number of collection development projects that will be collaborative efforts between the user services and information management teams.

**(Originally reported December 2015)** We have secured an extension to our current NRCS partnership agreement that provides an additional \$40,000 to perform GIS support tasks for the Montana NRCS through the end of September 2016. In a recent planning meeting with our NRCS liaison we began developing a work plan for the coming year which will include ongoing Ecological Site Development work, updated to the SSURGO Soils dataset, collaboration on Watershed Boundary Dataset updates and the continuation of our long term water supply mapping partnership. With the posting of the October 2015 water supply maps MSL and the NRCS have completed 23 years of Surface Water Supply Index (SWSI) maps. Originally created for the months of February through August, since 2002 these maps have been created each year for the months of January through October.

**(UPDATE: February 2016)** In early January, MSL in partnership with the NRCS released the new Snow and Water Supply website:

[http://mslapps.mt.gov/Geographic\\_Information/Maps/watersupply/Default](http://mslapps.mt.gov/Geographic_Information/Maps/watersupply/Default)

This new website provides improved maps compared to what was provided in past years and also adds new products, including precipitation and reservoir storage. Each month 49 maps will be updated and published to the website.

**(UPDATE: June 2016)** May snow and water supply maps were completed and posted to the web the first of the month. Two new statewide map products (reservoir storage and streamflow forecast) were created in April and we will be working with IT to create the new webpages for them. We are now producing 51 maps each month. Staff assisted with a Remote Sensing and Spatial Analysis training for NRCS personnel, including providing overview presentations of resources available at the State Library and assisting attendees with lab exercises. Updates have begun on the watershed boundary dataset. Edits along the International Boundary were completed for the Belly River and St. Marys hydrologic units. We will continue to coordinate with Canada to update shared watershed boundaries.

1.5. State publications will work with user services to identify opportunities to make existing tools and resources more usable for patrons. An example from last year was the development of a web interface to submit a request for web sites to be archived. This received positive response from users and also improves our ability to capture and archive sites at critical moments that may otherwise be missed.

1.6. User services has identified a need to develop a process for the regular evaluation of electronic resources. This should include creating electronic resources workflow documents that focus on ERMs (electronic resources management) particularly on the life cycle/renewal of an e-resource and the purchasing decision (acquisition) of a new e-resource

1.7. There are efforts underway to work with the Helena USGS office to consolidate and streamline their internal library through collaboration with the water information staff and engagement with our user services group. Possible outcomes may include the identification of materials to supplement the MSL collection and the development of a partnership with a key group of potential Water Information stakeholders.

**(Originally reported December 2015)** A group of staff made up of Library and GIS Professionals were able to visit the Helena USGS Office in October and get a tour of the existing library. Additional work on this project has been delayed by the ongoing Digital Library reorganization.

**(UPDATE: February 2016)** MSL staff developed a spreadsheet to assist the USGS Water Center with the reduction of their library and met with the director and other staff. The USGS is now proceeding by having an MSU student intern organize the

material. The intern has been focused on organizing the library room in the warehouse and has organized nearly all of the shelves and co-located similar publications. The intern will soon begin transferring the card catalog of USGS publications pertaining to Montana and adjacent states to a spreadsheet. MSL will review the inventory once complete in case there are materials to supplement the MSL collection.

**(UPDATE: June 2016)** The USGS library reduction effort continues to move along. The USGS MT/WY Water Center is currently going through their topographic map collection and have decided to largely discard (give away to staff) the hardcopies (they are all available online). USGS has a good handle on the project now and MSL staff are minimally involved, but we are receiving updates in case there are materials we want for our collections.

1.8. The Montana Department of Health and Human Services (DPHHS) has approached MSL staff about opportunities to collaborate to make a number of their GIS data products more publicly accessible via the MSL Map Gallery (AGOL).

**(UPDATE: April 2016)** While not specific to DPHHS GIS data products, several digital library staff members have been involved in a review of the use of ArcGIS Online (AGOL) at MSL and how we can better leverage this toolkit. In a March training event we were able to get some new ideas about how AGOL may be leveraged to simplify the process for providing access to different agency datasets such as those available from DPHHS.

**(Update: June 2016)** Staff met with DPHHS program staff to discuss how they could leverage ArcGIS online to make a map of fluoride levels in wells and public water supplies available to the public.

Finally, with the transition to a new organizational structure there is a need to develop workflows and processes for regular review of the MSL collection development policy and a process for evaluating new projects and the proposed products of those projects against the existing collection development policy. A successful outcome would be the development of guidelines for regular evaluation of the collection development policy as well as some process for evaluating ongoing efforts to follow that policy.

**(Originally Reported June 2016)** Not included in the original work plan was MSL involvement in the US Census Boundary Annexation Survey (BAS). As the Census Bureau's BAS contact in Montana, the Administrative Boundaries theme lead participated in the 2016 BAS program by contacting local governments that had not already submitted a response to the Census Bureau. MSL also had several meetings with visiting Census Bureau staff about existing Census programs that MSL has participated in (School District Review Program, Boundary Quality Assessment and Reconciliation Project, Geographic Support System), as well as new programs and efforts leading up to the 2020 census.

**(Originally Reported June 2016)** Not included in the original work plan was work to develop the Statewide Address point dataset. The recent addition of address points for Wheatland and Golden Valley counties means the Structures/Addresses Framework is now a statewide dataset, with addresses being provided by all 56 counties, as well as a number of city and tribal governments that manage their own addresses. These addresses will further enhance the MSDI Structures/Addresses Framework and MSL's geocoding web service.

## **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. With the recent changes in the Digital Library there is a need to work with the MSL Marketing Coordinator to develop a plan for communicating these changes with our partners and patrons. Part of this effort will be exploring existing branding that we may or may not want to continue to promote as well as developing a strategy for the structure and organization of Digital Library web pages. Specifically identified needs include the development of a plan for promoting the recently updated Digital Atlas as well as a need to evaluate potential enhancements to [research.msl.mt.gov](http://research.msl.mt.gov).

2.2. Cross training for the new user services group is needed to ensure they are prepared to handle requests for information from across the different library program areas. A plan for cross training staff and the development of a coverage calendar will allow for the different support phone numbers and email addresses to be redirected to the User Services group. There is also a need for broader cross training across the Digital Library to help staff be more comfortable and work more efficiently together.

**(Originally reported December 2015)** User services staff have begun a series of bi-weekly cross training sessions scheduled to run into the beginning of 2016. To date these have been primarily focused on providing the Library professionals with some basic GIS background and providing familiarity with the existing GIS data discovery tools.

**(UPDATE: February 2016)** The last of the initial series of cross training sessions took place on January 18. In the coming weeks we will be identifying additional cross training needs in order to plan future trainings.

2.3. The information products team will identify or develop a new reference request management/tracking tool to replace the existing request tracker. From a management perspective it is critical that all digital library reference requests are tracked through a

common system to allow for a better understanding of patron needs and to ensure we are making the most of our limited resources.

2.4. There is a library-wide need for more consistent collection of resource use information and tools that simplify the reporting of that information to encourage and feed a process of continuous improvement of the services we make available.

2.5. In an effort to make more of the existing collection accessible the state publications lead will be hiring a temporary cataloger to catalog the remaining historic print state publications needing MARC records. This will also provide an opportunity for evaluating the feasibility of relying on temporary staff to perform future cataloging needs.

**(Originally reported February 2016)** MSL conducted a limited solicitation of three bids and chose Backstage Library Works to do original cataloging of 200 state publications with the option of additional cataloging depending on resources and time once the initial project is completed.

**(Update June 2016)** Backstage Library works has catalogued and returned the state publications. MSL staff is now loading new records into local catalog and preparing same items for digitization shipment offsite.

2.6. Work with OCLC to edit the tags of 22,000+ catalog records for print resources in order to derive 22,000+ new bibliographic catalog records for electronic content. Completion of this project will allow MSL. There is also a need to create, document, and implement procedures for providing non-MSL libraries with MARC files for digitized state publications.

2.7. The Montana Cadastral Application was developed by and is currently hosted at SITSD but there is a growing list of enhancement requests from our users. Efficient, ongoing support of this tool will likely require it to be re-written in the near future. Digital Library staff will plan a scoping process for a new Cadastral application and work with IT staff to get the development of a new application on the calendar for 2016.

**(Originally reported February 2016)** The information products team has put together a project proposal using the draft MSL project proposal template. This will be reviewed by the management team for guidance before moving forward. Additionally, we have recently become aware of a new cadastral application that the Department of Revenue has developed. We will be reviewing that application to determine if it will impact our application update plans.

**(Update: April 2016)** MSL met with Department of Revenue staff in March 2016 to discuss plans for updating the Montana Cadastral Application. The primary purpose of the meeting was to let DOR know we are planning an update in the near future and to

solicit engagement from appropriate DOR staff and they seemed interested in being involved.

**(Update: June 2016)** Information Products staff met with the IT managers in April to identify initial project planning tasks that would put this project in a position to move forward when web development staff is prepared to take on new projects. A follow-up meeting is scheduled for early June.

2.8. MSL is in the process of moving web map services off SITSD hosted services and on to ESRI cloud hosted hardware. This transition will be complete by November 2, 2015. Information products staff are actively working to identify updates that need to occur to ensure tools and applications do not break as a result of this change and a change management plan has been developed to make this transition as smooth as possible for our partners and patrons that use the MSDI web map services.

**(Originally reported December 2015)** Hosted managed services went into production in October and the old services at SITSD were taken offline on November 2. An exhaustive effort was made during the month of October to notify the various user communities of the planned changes and this seems to have been effective since we have had very few calls specific to the service changes. This changeover did result in a number of unanticipated issues with the cadastral application that GIS and IT staff have been working hard to resolve through the month of November. At this point we believe that we finally have a solid stable application in place pointing to the new managed services and we are primarily dealing with educating users in how to refresh their browsers to ensure cached data is not impacting their user experience.

**(UPDATE: February 2016)** We have resolved a number of issues with the cadastral application that arose with the initial cutover to managed services and our users seem much happier. We are working with the ESRI Managed Services team to get regular, service based usage reporting that will allow us to compare the usage of our services now to the usage when they were hosted at SITSD.

**(UPDATE: April 2016)** With the transition to ESRI Managed services complete, future updates on Managed Services will be reported under section 5.2.

2.9. MSL provides access to tiled aerial imagery and topographic map data via the Montana Geographic Information Clearinghouse website. Currently users discover and download image data by clicking on a series of image maps. DNRC has developed ArcGIS Online applications that make it easier to discover what data are available for a given area and download it (for example, all NAIP years are in one application). Their applications are currently pointing users at MSL data. We should make users aware of these tools and evaluate them to see if there are opportunities to improve the tools we make available.



**(UPDATE: April 2016)** In building the distribution page for the 2015 NAIP, Information Products staff integrated an ArcGIS Online interface to allow users to access a dynamic map for finding and downloading the compressed imagery - [http://geoinfo.msl.mt.gov/data/Aerial\\_Photos/NAIP\\_2015](http://geoinfo.msl.mt.gov/data/Aerial_Photos/NAIP_2015). This was successful, and the same model has since been applied to the distribution pages for all of the Montana NAIP imagery accessible from MSL - [http://geoinfo.msl.mt.gov/data/aerial\\_photographs\\_of\\_montana](http://geoinfo.msl.mt.gov/data/aerial_photographs_of_montana)

2.10. MSL would like to pilot a project to develop a Corner Recordation Application to provide better access to corner recordation surveys. This could be a simple ArcGIS Online application (similar to Ravalli County's) and use corner recordation documents obtained during the NE Montana adjustment project. Before the end of FY16 the information product team will initiate a scoping project to identify the needs of and opportunities offered by such a tool and what resources would be needed for its development.

**(UPDATE: June 2016)** While we have not been able to pursue this project to date, we were very excited that the highest scoring MLIA Grant Application for FY2017 was a proposal from Lewis and Clark County to develop a similar Corner Recordation tool. We will be following their progress closely to see how this project may be leveraged to help with the development of a NE Montana Corner Record viewer.

2.11. There has been an enormous amount of climate data generated by the MSDI Climate theme steward. While accessible through web pages, this data isn't available through the bundler yet. We will work with the stewards to identify the best way to get this data into the bundler.

**(UPDATE: June 2016)** We have not had success getting MSDI Climate theme data into the data bundler to date, but we have begun working with the Montana Natural Heritage program to identify opportunities to integrate data bundler functionality into the MTNHP map viewer. It is possible this project may result in new bundler based tools that would be more usable by the MSDI climate theme (and others).

### **Goal Three—Training**

3. MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.

3.1. Efforts to lead the development of ArcGIS Online training for state agencies started in FY15 and we need to continue to push for this training to happen in FY16.

**(UPDATE: February 2016)** We are currently re-evaluating our use of ArcGIS online to determine what type of internal training is needed to administer and support the existing ArcGIS Online subscription. Once this process has been completed we will be in a better position to explore training options for other agencies.

**(UPDATE: April 2016)** This work has continued through March 2016 and included an on-site training/consultation visit from an ESRI ArcGIS Online specialist. Current project tasks include identifying needed staff resources and getting them any training needed to be able to support our planned use of ArcGIS online within MSL. Once we have our plan in place we will be in a better position to understand how we can better assist other agencies.

3.2. The Users Services team will continue to develop content for State of Montana new employee orientation but this effort will be broadened to include content from across the digital library.

3.3. User Services will lead the development of outreach priorities, an outreach calendar, and a process for adding or removing items from the outreach calendar through an annual review process that includes the MSL Marketing Specialist.

#### **Goal Four—Consultation and Leadership**

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

4.1. With an increasing recognition of the importance of GIS data in the development and implementation of Next Generation 9-1-1 we have been pushing for MSL to be included on the state 9-1-1 advisory council. We will continue to push for that to happen and if we are successful Digital Library staff will be available to support the State Librarian in that role. Outside of the 9-1-1 Advisory Council, MSL has been raising awareness of NG9-1-1 in the GIS community and reaching out to the 9-1-1 community in Montana by distributing information on GIS and NG9-1-1 to PSAP managers. MSL has also been working with some local governments to begin the process of planning for NG 9-1-1.

**(UPDATE: December 2015)** The GIS Coordinator and the Land Information lead were invited to present at the first meeting of the Energy and Telecommunication Interim Committee. They presented information about the role of GIS in NG 9-1-1 and provided additional information on the basic workflow for NG 9-1-1 GIS data development as well as information about NG 9-1-1 planning efforts in other states. Since that time MSL has participate in two additional meetings of a NG 9-1-1 working group tasked with developing a NG 9-1-1 implementation plan to present to the interim committee at their March 2016 meeting.

**(UPDATE: February 2016)** - MSL staff have been participants in an NG9-1-1 Working Group, created by MACo to provide recommendations to the Energy and Telecommunications Interim Committee. In the January working group meeting MSL

presented information about the role of GIS in NG9-1-1. MSL has also been given a seat on the 9-1-1 Advisory Council and has participated in their meetings since October 2015.

**(UPDATE: April 2016)** Thanks in part to MSL involvement on the ETIC Working group and the 9-1-1 Advisory Council we are happy to report that the working group recommendations to ETIC included a request for \$80,000 to fund a statewide NG9-1-1 GIS data assessment. While it is still early, ETIC did take action to draft a NG9-1-1 bill that includes the GIS assessment funding recommendation.

4.2. User services needs to provide the Land Information Advisory Council with a recommendation for how to proceed with the MSDI Elevation Theme. Elevation has been without a steward for many years and with the recent loss of our long term USGS contact there seems to be little ongoing interest from the USGS is continuing to support that theme.

**(UPDATE: June 2016)** Steve Shivers, the USGS National Map Liaison to Montana, indicated during the Intermountain GIS conference that he may be willing to serve in the role of MSDI Elevation theme lead. We will follow up with him to determine the extent that he will be able to support this critical theme.

4.3. With SITSD retracting from involvement in GIS, User Services and Information Products staff will need to develop a model for supporting agencies needing ELA and ArcGIS Online support. The State Librarian and the Digital Library Administrator will begin discussing a 2017 ELA renewal with ESRI in the coming months.

**(UPDATE: February 2016)** An initial ESRI Enterprise License Agreement (ELA) renewal meeting took place in early in December which included the State Librarian and the Digital Library Administrator as well as the DNRC CIO and the primary ELA contact for ESRI, Nathalie Smith. The meeting was generally focused on what the different parties need to begin the process. ESRI needs updates software deployment information that is currently being gathered by SITSD. The state needs to determine what type of procurement process needs to take place and we are pursuing the as a sole source procurement and are currently in the process of completing the justification forms needed for that.

**(UPDATE: April 2016)** MSL has compiled the documentation needed for a sole source procurement. SITSD has provided ESRI with a software deployment report though it may need a few updates. The GIS Managers have an initial ELA discussion on the calendar for late March.

**(UPDATE: June 2016)** MSL coordinated an ESRI site visit in early May. The State Librarian and the Digital Library Administrator as well as the DNRC CIO were able to meet with Nathalie Smith and other ESRI representatives early in the week and again at

the end of the week. ESRI met with agency GIS managers as a group and also had one on one meetings with several agencies over the course of the week to understand program needs. By the end of the week we were comfortable that we had a basic understanding of the framework for a new agreement – a two year extension to the current agreement that will run from July 1, 2017 – June 30, 2019. It will include the same modules as the current ELA with an additional Managed Services module that will mimic the exiting two year managed services we currently have with ESRI (outside of the ELA).

## **Goal Five—Collaboration**

5. MSL promotes partnerships and encourages collaboration among its users

5.1. As the user services team works on the next MSDI Work Plan consideration should be given to how the MSDI work plan integrate with Land Plan and MSDL Work Plan.

**(UPDATE: April 2016)** Better integration of the MSDL Work Plan and the Land Plan was a key consideration in the development of the new MLIA Land Plan timeline - [http://docs.msl.mt.gov/Central\\_Services/Commission\\_Councils/Montana\\_Land\\_Information\\_Advisory\\_Council/Archive/2016/03/land\\_plan\\_timeline.pdf](http://docs.msl.mt.gov/Central_Services/Commission_Councils/Montana_Land_Information_Advisory_Council/Archive/2016/03/land_plan_timeline.pdf) - that was proposed to the council at their March 2016 meeting. This generated some good discussion among council members and we will be updating the timeline in anticipation that the council will take action in their May meeting. We have also asked council members to provide feedback on the MSDI work plan and its integration into the MSDI framework pages as we begin the process of updating the plan and pages for the coming year.

5.2. As we transition to ESRI managed services as a replacement for SITSD hosting of web map services there is a need to work with existing and prospective state agency users to develop ESRI Managed Services Partnership that identifies how available service “slots” will be allocated and also addresses any future enhancements to the platform will be paid for.

**(Originally reported December 2015)** We have had a managed services kick off meeting with other partner agencies. This meeting was led by information products staff and focused on getting other agency administrators information about how to update their hosted managed services. We also used this meeting to identify agency needs for the remaining service slots available through the managed services contract. Knowing that there are several available slots, we have been able to significantly expand our service offerings including the addition of both State Plane and Web Mercator versions of most of our MSDI Framework Services. Information Products staff are currently working on setting up a number of additional support services including

USGS Topo Maps, Elevation and Hillshade, 1990s Digital Orthophoto Quarter Quadrangles, and possibly a Montana Highway Map service similar to what we have made available through the Montana Place Names application.

**(UPDATE: February 2016)** Information Products staff have been working with ESRI to understand the proper procedures for making updates to web services. We are currently coordinating with agencies to ensure they understand these procedures to ensure monthly updates occur regularly, on schedule, and without issues. New services described previously are not in production yet due to some data transfer issues, but we still hope to have those up in the coming months.

We are evaluating the possibility of making all production MSDI web services available via the Open GIS Consortium (OGC) Web Map Service (WMS) protocol. This has always been an option but we have resisted in the past because of uncertainty about the consequences of enabling this format. We have heard from some users of older or different GIS tools recently that they are unable to access some of our web services, and it appears that they can access them if we enable OGC WMS support.

**(UPDATE: April 2016)** We have been working with the ESRI managed services team to resolve some performance issues that were initially observed in late January. The ESRI response to date has been disappointingly slow and disorganized. They have put into place some temporary measures to resolve performance issues and provided a somewhat helpful after incident report. We are currently working to identify a sustainable long term solution to the performance issues. While existing services continue to be available as we work through this, it has delayed several new services from going into production for a couple of months now.

**(UPDATE: June 2016)** We continue to struggle to find satisfactory resolution to the performance issues that we experienced in January. We have a work around in place and existing services are performing to our expectations, but there continue to be delays in getting new services up and running. We will be working with ESRI to resolve these issues before fiscal year end.

5.3. The NRIS Advisory committee needs to be re-formed (many members are currently vacant) and a meeting will be scheduled before the end of 2015. Agenda items for that meeting will include an update on the MSDI organization changes, discussion of the ongoing role of the NRIS Advisory Committee, and updates to the Data Partner MOUs.

**(UPDATE: APRIL 2016)** – We are behind schedule in getting this group together. I still hope that we can get a meeting on the schedule before the end of the fiscal year, but I want to try to include the new GIS Coordinator in this process if possible since that position will have a big role in NRIS moving forward. In the interim, I will be working with our partner agencies to extend the FY14/15 Data Partner MOU through the FY16/17 biennium. The primary focus of the NRIS Advisory during the current

(FY16/17) biennium will be to develop an updated Data Partner MOU that will go into effect in the FY18/19 biennium.

**(UPDATE: June 2016)** Proposed Core Funding MOU extensions have been sent out to partner agencies for review.

5.4. The State Water Plan identified a number of recommendations specific to making water information available through the MSL Water Information System. We need to engage DNRC to identify how we can help ensure these recommendations are implemented effectively.

**(UPDATE: February 2016)** DNRC engages with the MSL about hydrography dataset needs and the water information system through the Hydrography Working Group. A review of the Water Information System was presented to the Water Policy Interim Committee on January 11 -

[http://montanalegislature.granicus.com/MediaPlayer.php?view\\_id=67&clip\\_id=18597&meta\\_id=139266](http://montanalegislature.granicus.com/MediaPlayer.php?view_id=67&clip_id=18597&meta_id=139266)

**(UPDATE: June 2016)** The Water Information Manager met with DNRC to discuss infographics, ArcGIS online, story maps, and other approaches to making State Water Plan and other water information attractive and available to the public. The Water Information Manager has also been in discussions with DNRC Water Planners and the EPA regarding the Upper Missouri River Drought Resiliency demonstration project. Due to key DNRC and NOAA staff retirements, monthly drought maps have been on hold since January. In later April, we began working with the new DNRC Drought Planner and we expect to have all the drought maps caught up for 2016 by early June.

## **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 staff will use the information gathered through the Patron Survey to develop an action plan for improving the services we make available through the Digital Library.

6.2. Through our User Services team, we need to continue to expand the use of social media to engage patrons. In the coming year we need to expand this effort across the digital library.

6.3. The Digital Library Administrator will continue to work with the leads to identify and work through issues that come up during the transition to the new organization structure.

**(Originally reported December 2015)** Since early October we have been able to schedule at least one meeting of each of the full working groups and we have also had multiple leads meetings. Weekly “stand-up” meetings with the Information Products team and the Information Management leads are now on the calendar and something similar for user services will be scheduled soon.

6.4. The User Services team needs to begin planning for the retirement of the State GIS Coordinator with the understanding that this position will likely be open for several months before it is filled

**(Originally reported December 2015)** With Stu retiring ahead of schedule we are still trying to get caught up on this. Fortunately, Stu did a great deal of work to prepare his staff to take on some of his regular tasks and he left thorough documentation behind to assist with this. Several staff have stepped up to help out in his absence. On the MLIAC side, the land plan subcommittee went out of their way to produce a land plan on schedule to ensure we would not have to delay the MLIAC granting cycle.

**(UPDATE: February 2016)** We were able to get the 2017 Land Information Plan approved by the MSL Commission on schedule in December and the Montana Land Information Act Grant application package was posted and announced on January 15, also on schedule. Over the coming weeks we will be working to spread awareness of this grant opportunity in hopes of encouraging a large number of applications.

**(UPDATE: April 2016)** The FY17 grant application process was a huge success. We received 26 grant applications requesting more than \$850,000 in funding. We are working with MLIAC to form an application review subcommittee to score grants and provide recommendations for funding at the May 2016 MLIAC meeting.

We hope to have the GIS Coordinator position posted by the end of March with the goal of filling it within four to six weeks of posting.

**(UPDATE: June 2016)** The MLIA Grant Review subcommittee recommended 12 grant proposals for funding at the May 18 MLIA Council meeting. The full MLIA Council approved this recommendation. The recommendation was presented to the MSL Commission at their May 25 meeting where it was approved. We will begin working with the 12 successful applicants to develop statements of work so that they will be in a position to begin work on these projects at the beginning of FY17.

The GIS Coordinator position has been advertised since early May. The first round of screening began during the week of May 23 and 42 applications were reviewed. We are very optimistic that we can have a well-qualified candidate in this position before the end of the fiscal year.

6.5. MSDL Leads will need to work together to identify training priorities and plan for the use of the MSDL training budget.

**(UPDATE: April 2016)** MSDL Leads had an initial discussion of training planning in January. The reorganization has presented some challenges both on a funding and staffing front for the current fiscal year, but we will meet again in late March or early April to plan for the final quarter of FY16 as well as to ensure we are in a good position planning-wise heading into FY17.

6.6. We need a process for identifying, documenting, and evaluating emerging opportunities to improve our collection, access tools, trainings, and other outreach and engagement. The need here is to ensure we are making active decisions about what we provide and how we provide it rather than simply acting on what we can in the moment without considering broader needs and goals. If done properly, this should improve the process for developing this work plan in the future.

6.7. We need a process for the ongoing evaluation of our access tools to ensure that they continue to serve the needs of our users. The need here is to avoid situations like we had with the Digital Atlas and Topofinder where we were forced to act quickly and in a manner that was disruptive to our users because these tools had not been updated in the past to keep up with current technology.





## **Statewide Library Resources- Library Development Report April and May 2016**

Prepared for the June 8, 2016 Commission meeting  
by Sarah McHugh, Director of Statewide Library Resources

This report represents accomplishments of Statewide Library Resources Library Development staff: Jennifer Birnel, Jo Flick, Jessie Goodwin, Jemma Hazen, Pam Henley, Amy Marchwick, Lauren McMullen, Cara Orban, Mike Price, and Suzanne Reymer.

### **Goal One—Content**

1. MSL acquires and manages relevant quality content that meets the needs of Montana library users.
  - 1.1. Enhance Montana State Library’s statewide e-content subscription and purchase programs.
  - 1.2. Work collaboratively toward developing, managing, presenting, and preserving Montana-relevant digital content.

#### SLR Work Objectives:

- Working with the MontanaLibrary2Go Executive Committee, develop a request for information in FY16 to gather information about other consortium models available through different e-content vendors. This will provide the consortium with more information to help assess value of existing contract and make informed decision for contract renewals going forward. *(Orban)*  
**(Originally reported December 2015):** With input from the MontanaLibrary2Go Executive Committee, Orban prepared a request for information, issued in October. The Executive Committee met November 13 to discuss the results of the request for information. Seven vendors responded. The Executive Committee will review the responses from Baker & Taylor and Recorded Books to compare their consortium models to the existing contract with OverDrive. Orban will review responses that were

submitted specifically for school and academic audiences and will share summary information through appropriate channels.

**(Originally reported February 2016)** Orban arranged trials for Baker & Taylor Axis 360 and for Recorded Books OneClickDigital for the MontanaLibrary2Go Executive Committee in January. The committee plans to meet in late January to discuss what they learned from these trials. Orban also organized a webinar for school libraries on January 28 to review vendor options for school consortia that were presented in the Fall, 2015 Request for Information responses. Currently our agreement with OverDrive (the vendor for MontanaLibrary2Go) does not allow for school library participation. However, there are several MSC school libraries that have individual contracts either with OverDrive or through Follet Bookshelf, etc. for downloadable e content, and their MSC bibliographic records, with connecting URL's, are maintained by MSC staff. Should an e content school consortia develop, workload to support a consortia would have to be considered.

**(Originally reported April 2016)** The Executive Committee met on February 26 and discussed the RFI responses and product trials. The consensus was that the competing services are similar to OverDrive, but do not offer some formats and device compatibility that the consortium currently enjoys with OverDrive. Lacking any perceived superior value in competing services, the committee agreed that the cost (in staff time and in content potentially lost through seeking publisher permissions) of moving to another service would not be justifiable at this time, and that the Executive Committee recommends continuing with the OverDrive renewal for FY17.

**(Originally reported April 2016)** Orban led a review of RFI materials specifically for schools on January 28, facilitated a follow-up discussion for interested k-12 librarians on February 18, and spoke in person with the Helena school district librarians group on March 2 in support of organizing a group to explore the possibility of forming an independently hosted e-content consortium (the State will not contribute funds or manage a contract). Working with teacher-librarians Joanne Didriksen from Helena and Kendra Hartman from Broadus, Orban collected school enrollment and annual circulation numbers from 53 school libraries that expressed interest in pursuing a group contract, and sent this information to three vendors who are amenable to k-12 consortia. The vendors have been asked to submit pricing estimates to Didriksen and Hartman before March 25. Orban will lead a discussion on consortium organization and responsibilities with this group on April 8 at the Montana Library Association conference in Missoula, with an online option for remote participants.

**(Update: June 2016)** Orban led a discussion on consortium organization and responsibilities with interested schools on April 8 at the Montana Library Association conference in Missoula. The group plans to meet during the MEA-MFT conference in October to develop policies and a fee structure for the consortium, to identify a fiscal

agent for the contract, and to determine how the contract will be awarded and negotiated in advance of a tentative January 2017 one-year renewable contract. Following MLA, Orban collected responses from interested libraries indicating available budgets for the potential contract and follow-up questions for vendors that will provide further details to help inform the group's fall discussion.

- Working with the MontanaLibrary2Go Executive Committee, review the current use of member library funds in the MontanaLibrary2Go annual budget and develop at least one different budget scenario that may address the need to cover both content and the annual hosting fee, where amount of available Library Services Technology Act (LSTA) or patron counts may be variable. The desired outcome is a sustainable and affordable budget model to implement in FY17. *(Orban)*  
**(Originally reported April 2016)** Orban shared plans with the Executive Committee to form two or three different cost sharing scenarios to discuss at the membership meeting. All of these options will be goal-oriented, with a specific figure in mind in order to meet the coming fiscal year contract obligations as well as to plan for the future. These options are to be posted in meeting materials on the MontanaLibrary2Go governance web page by March 23.

**(Update: June 2016)** Orban and Executive Committee chair Susie McIntyre worked together to form three different cost sharing scenarios to discuss at the membership meeting. All of these options were goal-oriented, with a specific figure in mind in order to meet the coming fiscal year contract obligations as well as to plan for the future. The committee ultimately recommended the customary 5% increase to the membership for the OverDrive content budget, but advised the membership that changes to the cost formula would be forthcoming for FY18 in order to develop a more proactive plan for sustaining the content budget as well as exploring other possibilities for expanding shared access to e-content. Orban will work on this proposal over the summer with the new Lifelong Learning Librarian and the Executive Committee, along with a plan listing desired and this information will be shared with the membership in the fall.

- Run a test period with the live MontanaLibrary2Go Local pilot in which usage statistics and participant feedback is collected. Prepare a summary report detailing the pilot's objectives, work accomplished, how and why desired outcomes were or were not met, and recommendations for moving forward. Outputs and qualitative feedback from pilot participants will be collected and a report generated detailing knowledge and experience gained from the pilot which may be useful internally as well as to other libraries or library groups considering e-content management options. *(Orban)*  
**(Originally reported December 2015)** The MontanaLibrary2Go Local pilot is live at <http://books.msl.mt.gov> and MSL staff has collected two months' worth of statistics to

date. Circulation numbers average to 40 per month. The pilot is open to any MontanaLibrary2Go libraries that have Session Initiation Protocol (SIP) authentication capability. This includes all Montana Shared Catalog libraries that subscribe to MontanaLibrary2Go. Staff feedback has indicated that the site functions well. Orban is collecting more information from participating libraries about their selection policies and priorities for local content so that we can create a more meaningful and efficient way of developing this collection.

**(Originally reported April 2016)** SLR-LD staff has initiated discussions with the New York Public Library regarding its IMLS-funded initiative, LEAP (Library E-Content Access Project). LEAP is a two-year IMLS funded federal grant project that advances work begun at the New York Public Library in conjunction with 19 partner libraries across the US and is coordinated through national strategic conversations led by DPLA. The outcomes expected through this project expand upon the desired outcomes that had been stated in the local e-content pilot:

- Expanded access to e-content that libraries want
- New avenues to distribute content of state and regional interest
- Affordable and manageable service that is advantageous for consortia
- Content ownership for libraries
- Mutually agreeable terms for publishers and libraries

The concept behind LEAP is to build the capacity to host and distribute ebooks on a national, library-driven platform and to launch a library-owned ebook marketplace through which libraries can purchase titles without vendor markup. The State Library may build upon its experience through the e-content pilot by making use of the Adobe Content Server to become a regional content hosting hub. State Library staff or consortium leaders in MontanaLibrary2Go may also have the opportunity to help shape policy and procedure as the LEAP marketplace develops; serve as a liaison to support publisher on-boarding to the LEAP Marketplace; serve as a liaison to support libraries as they wish to purchase from the Marketplace; and assist with metadata needs. In March, NYPL staff drafted a Memorandum of Understanding to codify MSL's interest in providing staff time and possibly infrastructure to this project. The MOU had not yet been delivered at the time of writing this report.

**(Update: June 2016)** NYPL delivered the draft MOU to MSL. At this time, MSL is considering whether it can contribute the staffing resources to meet the minimum match requirement expected of partners in the LEAP program, whether MSL could contribute match as part of a unified network of state library agencies, or whether NYPL should adjust these requirements, allowing for MSL's smaller scale while recognizing its unique perspective as a state library agency representing rural Western libraries.

- Develop and articulate a method and schedule for collecting and evaluating statistics on content and access provided through LSTA funded projects in order to better understand effectiveness and use of identified statewide projects, and to streamline reporting tasks throughout the year. SLR staff will receive training on how to evaluate statistics. The expected outcome is that SLR staff managing identified statewide projects have access to sets of statewide statistics that represent standard periods of time, and that can be divided into smaller groups (library type, size, geographic region) as necessary. SLR staff will gain knowledge about statistics evaluation that will make data collection a more useful tool for improving services and training and outreach strategies, and for communicating the value of SLR content and services to stakeholders. *(Lead: McHugh)*

**(Originally reported February 2016)** McHugh has led a working group comprised of SLR-LD staff Orban, Flick, Birnel, Henley, McMullen and Reymer in three initial brainstorming and planning sessions. The group has discussed the evaluation approach promoted at last year's Research Institute for Public Libraries conference using the concept of creating a data road map that incorporates the data trifecta of inputs, outputs and outcomes; identified inputs, outputs and outcomes that should be collected across all LSTA projects and services; talked about the data they currently collect; and suggested training gaps that need to be addressed to enable staff to more effectively understand and analyze their evaluation data. An initial list of possible sections for an eventual guide to LSTA funded project evaluation is being created as the next step.

**(Originally reported April 2016)** The evaluation guide has been drafted and during the drafting process the scope was expanded to address project evaluation standards for all Library Development projects and services regardless of funding source. The draft guide includes assistance with:

- Creating an initial data road map for a project or service
- Resources to utilize when creating the data road map that include the recent Library Development Study Task Force recommendations and the forthcoming individual project benchmarks anticipated from the Network Advisory Council
- Identifying potential audiences to anticipate reporting needs
- Questions to monitor successful ongoing evaluation throughout a project or service

The guide will be shared with the Network Advisory Council at their May meeting.

**(Update: June 2016)** The guide will be shared with the Network Advisory Council at their July retreat due to the cancellation of the May NAC meeting. The FY 17 Library Development project planning process now includes an evaluation component requiring staff to utilize the new guide to prepare evaluation benchmarks and techniques as part of the project they are managing.

- Following reorganization of SLR and Learning Portal websites, develop a plan with Learning Portal and SLR Portal groups to study Google Analytics reports and carry out usability testing to better understand areas that may continue to need improvement.  
(Lead: McHugh)

**(Originally reported April 2016)** The SLR Portal session at the April MLA Conference will include an opportunity for initial feedback from our end users. Following that session, the first usability survey will be launched.

**(Update: June 2016)** The session at MLA was well attended. There were few questions about the new site. The work being done to rewrite the Montana Library Directory was mentioned during the session to make those attending aware of this additional, substantial change to come. A usability survey has not yet been launched, but there is agreement among the SLR Portal web leads that we should not delay a survey process due to the Directory rewrite work.
- Present community engagement training and support at Fall Workshops, MLA retreats, MLA conference session and other meetings as appropriate, in order to develop an inventory of strategic partnerships and practices that can be shared with libraries statewide. Partnership areas include digital collections, digital inclusion, health information/insurance literacy, agriculture, and support for education. (McMullen)

**(Originally reported December 2015)** McMullen coordinated a panel presentation at Fall Workshops on community partnerships and development programs from Montana Legal Services Association, One Montana, Harwood Institute, and Humanities Montana. These partners and programs offer Montana libraries the opportunity to host conversations on community enrichment, empowerment, problem solving, and progress. Many attendees expressed intent to offer the programs in their libraries in 2016.

**(Originally reported April 2016)** McMullen and Reymer presented training on community engagement to the board of trustees at Lewis & Clark Public Library so they can develop new community partnerships aligned with community aspirations and library goals.

**(Update: June 2016)** McMullen coordinated a panel presentation at the MLA conference on library – museum partnerships. Libraries and museums are trusted community anchors with common missions. Librarian attendees learned how to initiate and build relationships with local museums through collaborative programming, shared community space, and digital collections.

- Identify 8-10 communities on the Hi-line in Montana that have rich collections of unique materials related to Montana’s economic, social, cultural or political history or materials that document a more current transition, such as the Bakken project. Encourage these communities, in partnership with their local library, to add these collections to the Montana Memory Project. *(Birnel)*

**(Originally reported December 2015)** Birnel met with several library directors, museum directors, and historical societies on the northeastern Hi-line, demonstrating how to use the site and discussing possible collections the institution may consider adding. Some of the visits were brief and introductory in nature, others included a presentation of the MMP for larger audiences.

**(Originally reported February 2016)** Havre-Hill Library has submitted a collection application for an oral history collection. This collection has been approved by MSL and the Montana Historical Society and has also been selected to receive LSTA Project funding to assist with digitization. Additionally, the Valley County Museum has been in touch and is seeking funding for a project through the Montana History Foundation Grant to digitize ledgers from a local general store.

**(Update: June 2016)** The audio tapes from Havre-Hill Library have been digitized by the vendor and will be shipped back later this month. These will then be uploaded to the MMP. The Valley County Museum was awarded funding from the Montana History Foundation and they are currently digitizing the historic general store ledgers. The public libraries in Cut Bank, Chinook, Malta, and Plentywood are sending their yearbooks to the digitization vendor to be digitized. Birnel will make outreach visits to the Northwest this June, visiting libraries and museums in Kalispell, Whitefish, and Libby.

- Collaborate with staff of the Montana Historical Society and the Montana Office of Public Instruction to create classroom lesson plans for the Montana Memory Project so that teachers can easily incorporate this resource into their yearly teaching activities.  
*(Birnel)*

**(Originally reported December 2015)** As new social media themes are developed the contact for these theme posts are being added to the Educational Resources section of the MMP as PowerPoints that can be downloaded and used by classroom teachers. Some examples are included here:

[World War II](#)

[Transportation](#)

[Firefighters](#)

[Horses and Horse Power](#)

[Logging Mills and Camps](#)

[Miners, mines, and mining camps](#)

### Boom and Bust: The Industries that Settled Montana

**(Originally reported April 2016)** The Content Priority working group felt that focusing on oral histories for a year would be nice way for the Montana History Foundation, the Montana Historical Society, The Montana Digital Academy and Montana PBS to work together to encourage new contributions to the MMP and to encourage use of the existing materials. The Montana Historical Society has offered some consultation time to help a history teacher from the Montana Digital Academy create a lesson plan prototype for other teachers to use. PBS has produced video oral histories and can see a role in this process. The Montana History Foundation provides funding for oral history projects and will continue to ask grant applicants to contribute their projects to the MMP.

**(Update: June 2016)** The Content Priority working group has made the further decision that resource materials for creating oral histories should be gathered and published. These materials will include recommendations for recording devices, best practices for video and audio recordings, best practices for asking questions and follow-up questions. Birnel is reaching out to particular partners to develop these materials.

- Explore in collaboration with UM, MSU, and The Montana Historical Society Research Center the possibility of becoming a direct service hub to the Digital Public Library of America. As a service hub we would send Montana Memory Project items to the Digital Public Library of America (DPLA) and aggregate and harvest other Montana digital repositories to share with the DPLA. *(Birnel)*

**(Originally reported December 2015)** Birnel and McHugh met with the other partners to discuss the options available and what needed to be explored. UM, MSU and the Historical Society Research Center have offered staff expertise and time to assist MSL in this investigation. A committee was developed to further explore options.

**(Originally reported February 2016)** The committee met in December and reviewed the application materials. Birnel demonstrated how the open source program, REPOX, can be used to harvest the metadata to make it available to DPLA. A centrally hosted version of this software is currently being configured to be made available through MSL. The group will meet again in February to discuss next steps.

**(Originally reported April 2016)** The committee met in February and reviewed the use of a centrally hosted instance of REPOX. Birnel has written a draft Memorandum of Agreement for the partner institutions, which is currently being reviewed. DPLA Content Manager, Emily Gore, has been invited to Montana to speak to the partner about the application process. A save the date has been sent for May 2, 2016.

**(Update: June 2016)** The Montana Memory Project, the Montana Historical Society, University of Montana, and the Montana State University have formed a partnership



called the Big Sky Country Digital Network. This group is working together to apply to be a DPLA Service Hub. On May 2, 2016 Emily Gore, DPLA's Director for Content, came to Helena to meet with the partners and discuss in more detail what being a hub entails. She made great recommendations on how to manage the partnership and on how to proceed. The group is now working on the application and on forming a Memorandum of Understanding to outline the details of the partnership.

The Montana Memory Project plans to discontinue their partnership with the Mountain West Digital Library, which is the current on-ramp for MMP content to the DPLA. As a direct DPLA service hub the Big Sky Country Digital Network will aggregate metadata from the partners and share it with the DPLA to be part of their discovery portal. The partners will also work with other digital repositories in the state to aggregate their content and share it with DPLA. Montana partners currently include:

| MMP             | MHS               | UM             | MSU               |
|-----------------|-------------------|----------------|-------------------|
| Jennifer Birnel | Molly Kruckenberg | Shali Zhang    | Kenning Arlitsch  |
|                 | Tammy Troup       | Wendy Walker   | Jim Espeland      |
|                 |                   | Teressa Keenan | Susan Borda       |
|                 |                   |                | Michelle Gollehon |

- Continue to seek a solution for individuals to share Montana related content through the Montana Memory Project, acting as a portal of discovery. *(Birnel)*

**(Originally reported April 2016)** The MMP Advisory Council Content Priorities group will collaborate on creating a possible work flow for accepting and uploading content within CONTENTdm that is provided by individuals. An application for a new collection of materials held by an individual has been submitted to the MSC Director. This application will give the MMP Advisory Council a starting point to explore more seriously the option of enabling individuals to share Montana related content in the MMP.

**(Update: June 2016)** The recent individual application was not approved, due to the fact that the applicant did not own the content. Options for individual contributions of content are still being explored.

- Continue working on launch of new EBSCOhost e-book collection. The outdated MSC “NetLibrary” collection was inherited by EBSCOhost when it was purchased from OCLC. The collection is out of date and needs to be refreshed with updated content and returned to the MSC database for discovery. *(Adams, Price)*

**(Update: June 2016)** This work was not completed this fiscal year, due to staff turnover and lack of time.

- Collaborate with vendors and the MSC Content Management Committee to bring the MSC catalog into full compliance with Resource Description and Access (RDA) metadata standards. The RDA standards are the new, unified, international cataloging standards. Cataloging best practices need to include RDA standards not only to bring the catalog in compliance but also to take advantage of enhanced displays in discovery platforms. *(Adams, Hazen)*

**(Originally reported December 2015)** Received cost quotes from several vendors for the cost of updating our bibliographic records for full RDA (Resource Description and Access) compliance. All were very high. We can use our SirsiDynix Premier Platinum Services consulting hours to pay for the cost of them performing the service. The update has been scheduled to take place Dec 3, 2015.

**(Originally reported December 2015)** The Content Management Committee had a special meeting in September and came to agreement on most of the standard cataloging practice changes needed for RDA. An updated Standard Cataloging Procedures document was finalized and posted to the membership shortly after the meeting.

**(Originally reported February 2016)** SirsiDynix performed the RDA update process in the Shared Catalog, January 15-18, to add RDA fields to all Shared Catalog bibliographic records. and this update brings the Shared Catalog bibliographic structure into compliance. Hazen supervised the process, working closely with SirsiDynix to ensure a successful completion over the holiday weekend. Marchwick and Price performed internal system tasks to manage cataloging processes and copy overs.

## 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. Improve the user interface of MSL’s Web sites and improve and expand online service to meet changing user needs.

2.3. Improve Montanans’ access to library materials (including discovery, request, and

delivery), providing more materials to choose from, and making access increasingly efficient.

2.5. 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.

2.6. Publicize Montana State Library's services and resources.

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

2.8. Actively investigate and implement, as appropriate, web-scale solutions including 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.

#### SLR Work Objectives:

- Work with the Courier Advisory Board to review the current cost sharing structure, with the desired outcome of making the courier an affordable option for lower volume libraries. (*Orban*)

**(Update: June 2016)** This work has resulted in a proposal to the Montana Shared Catalog libraries which was presented to the consortium at their May meeting and is further described below.

- Look for opportunities to extend courier service between Havre and Browning and develop a plan for sustaining service beyond this contract period which runs through December 2016. (*Orban*)

**(Originally reported December 2015)** Orban met with the Courier Advisory Board on October 22 to develop a strategy for planning for affordable and inclusive service in the second year of the contract and beyond. Currently, the group has \$5,428 in FY15 LSTA to sustain the \$2 per stop discount for current participating libraries. To complement the findings of the MSC Executive Board survey, Orban has distributed via listserv questions pertaining to physical delivery and courier service addressed to both potential and current participating libraries in order to learn more about partnerships, affordability, and other service issues in advance of planning for 2016-17. Responses will be reviewed in December, and in January the Board will study different fee structure options that emerge as a result of those responses.

**(Originally reported February 2016)** This project was delayed as Orban spent most of December working on the annual LSTA report. Orban resumed work on this project

in January, with the objective of producing two cost formula scenarios for the courier advisory board to consider by early February.

**(Originally reported April 2016)** Orban created a cost sharing formula for the courier after evaluating responses from the courier user and potential user surveys distributed in December and studying annual statistics from the courier contract, OCLC interlibrary loan, and Montana Shared Catalog holds reports. The purpose of this proposal is:

- To help fulfill the MSC's mission of encouraging resource sharing and collaboration
- To help libraries that are currently struggling or unable to participate see a benefit to taking part in the courier
- To help remote MSC libraries who do not have access to the courier network to take part in resource sharing by providing a shipping discount

MSC libraries are responsible for 91% of courier activity. This is an essential service to support resource sharing groups. Sharing group libraries could not support resource sharing at their current volume without a reliable courier. The formula also sustains the existing network by benefitting academic courier partners and public courier partners who are not yet part of the MSC. This proposal was shared with the MSC Executive Board at their March 2 meeting, with the Courier Advisory Board at their March 4 meeting, with the Network Advisory Council at their March 8 meeting, and with the MSC Partners resource sharing group at their March 15 meeting. Orban will collaborate with MSC Director Goodwin to incorporate the courier budget request into the MSC annual budget proposal in advance of the April deadline for MSC Spring meeting materials.

**(Update: June 2016)** Orban explained the purpose of the courier shipping proposal at the MSC spring members meeting. The majority of the membership in attendance voted to accept the proposal to contribute \$25 annually toward a shipping discount for sharing group libraries that are not eligible for courier service. Hub libraries that already receive a subsidy for courier service also contribute a separate amount that is calculated according to their courier discount, which is paid through LSTA funds. Next steps are to follow up with eligible MSC libraries and provide guidance on how they can take advantage of this opportunity, and to communicate changes in billing to Critelli for courier hub libraries. Orban expects further courier development to be part of her FY17 work plan. (An overview of the proposal will occur during the June Commission meeting).

- Review authentication processes and authentication testing for statewide projects. Using authentication statistics and gathering feedback from library staff, determine which methods are working for libraries actively using statewide services. An expected outcome is that MSL staff gain a better understanding of how authentication is enabling

or deterring library staff and patrons from using services, how any problems could be resolved and gains an understanding of current authentication options. *(Orban and Price)*

**(Originally reported December 2015)** Orban and Price worked together to create statistical reports from EZproxy logs sent monthly from OCLC. The reports cover authentication success rates and resources accessed, as well as indicate why users may not be successful in logging in. For 2015, as of October, EZproxy had been accessed 2,282 times. Missoula represents approximately half of this usage, at 1,131 logins, followed by Helena at 265 and Butte at 121. The failure rate averages to 23% and can mainly be attributed to incorrect entry of library card numbers. EBSCOhost, Taylor & Francis, and Reference USA are the most frequently accessed resources.

**(Originally reported December 2015)** Orban requested input from other state library agencies to learn more about their preferred authentication methods and their experiences working with vendors for statewide implementation. The four states that have responded (South Carolina, Massachusetts, Michigan, and Wisconsin) use geolocation and work with vendors on an individual basis to distinguish usage statistics by location. Based on these responses, geolocation is a top priority for further study and trial, if possible, in early 2016.

**(Update: June 2016)** The authentication study, which has the potential to primarily affect the statewide databases contract, has been suspended until a decision is made about use of funding for that contract for FY17.

- Contribute to the redesign of the My Montana Library website, with a focus on three major areas: Statewide Projects and Services, Community Partnerships, Montana Culture. This project is undertaken in order to improve the existing site by making it more responsive to direct library end user expectations. *(McHugh, Orban, McMullen, Groves)*

**(Originally reported April 2016)** An MSL Project Proposal Form detailing the outcomes, implementation, maintenance, evaluation and funding needs for this project was submitted to the MSL management team in March. An anticipated timeline includes identifying FY 17 funding for the anticipated cost of navigational templates for the redesigned site in July, implementation of the new site in July-August and promotion of the resource through the Fall.

**(Update: June 2016)** Next steps as described in the April update will be led by the new Lifelong Learning Librarian position.

- Create a “Montana Public Library Websites” cohesive effort so that all public libraries will have vibrant websites that provide excellent virtual services to their communities, including local access to statewide resources. *(McMullen, Henley, Reymer)*  
**(Originally reported April 2016)** McMullen is conducting an inventory of existing websites.  
**(Originally reported April 2016)** McMullen, Henley and Reymer are planning to meet with MSC staff to learn more about the website creation opportunities for MSC libraries within the MSC Enterprise tools used to create and customize the MSC catalog’s user front end interface, in order to expand MSL support for this website creation option.

**(Update: June 2016)** An inventory of Montana public library websites is completed, and problem areas have been identified, mostly involving outdated software, lack of maintenance, and missed opportunities. As an immediate step toward improvement, Montana public libraries wishing to update or improve websites will be invited to meet online for networking and discussion on how to create and maintain an effective web presence. The meeting will be scheduled in August, after the summer reading program season.
- Create a promotional campaign about the MSL consulting program, which may include an improved web presence, brochures and/or newsletters. Library directors and trustees will become better informed about consulting services available to them because of this campaign. *(McMullen, Henley, Reymer, Groves)*  
**(Originally reported December 2015)** A promotional brochure highlighting the consulting program was created and distributed at the Montana Association of Counties Conference in September. The brochure focuses on the areas of consulting services MSL makes available to public libraries and introduces the three Statewide Consulting Librarians and their consulting territories. Additional work on this initial brochure is expected this winter.

**(Update: June 2016)** No further work has been accomplished on this objective, however, the consulting pages within the SLR portal continue to be re-organized for improved communication to users.
- Launch an RFP process to seek options for new MMP software. The RFI done in FY 2015 revealed there are several new vendors offering services that compete with our current solution, CONTENTdm. This RFP will determine if there is a better alternative for usability and costs. *(Birnel)*

**(Originally reported December 2015)** The RFP has been put on hold until the recommendations from the Library Development Study Task Force have been made to the Commission and action taken.

**(Originally reported April 2016)** This item is not being pursued at this time, due to funding considerations. The MMP Advisory Council has created a working group to study the current MMP budget and to suggest long term options for the MMP software platform.

- Work to improve Search Engine Optimization (SEO) of the Montana Memory Project. Create a Wikipedia entry for the MMP, so that it is recognized as a trusted source. Measure success through the use of Google Analytics. *(Birnel)*

**(Originally reported December 2015)** Birnel has consulted with colleagues at MSU and has learned more about improving search engine results. Several searching issues have been resolved and now mtmemory.org and montanamemory.org are consistently showing as the top two search results in Google and Yahoo. The work to improve the results list in various search engines will continue.

**(Originally reported February 2016)** Birnel has discovered through additional consultations that a further step can be taken to improve search results by creating a Wikipedia entry for the State Library and the Montana Memory Project. Additionally, a Google for Business entry can be created to bring the MMP to the top of the search results. Birnel and Sara Groves, the Communications and Marketing Coordinator, will work together to develop Wikipedia pages for MSL.

**(Update: June 2016)** This work has not been accomplished this fiscal year. It remains a valuable effort to be continued next fiscal year.

- Continue to coordinate development of both DiscoverIt and the new Enterprise end user front end to the MSC catalog in an effort to reach library users in either environment, meeting the user wherever they may be searching *(Orban, Adams)*

**(Originally reported December 2015)** The direct link between Enterprise and the statewide Ebsco Discovery System (EDS) has been established and is being added to the individual Enterprise library profiles. The link provides seamless searching between the two interfaces.

**(Originally reported December 2015)** With the upgrade to Enterprise version 4.5, Enterprise and DiscoverIt search results can now be interfiled on the same search results screen. The results include the "Research Starter" from EBSO Enterprise Discovery Services as the first section of the display along with separate facet columns for both services.

**(Originally reported April 2016)** Activity on developing Discover It has been suspended, pending Commission action on the recommendation of the Network

Advisory Council to cancel the EBSCO Discovery Service contract as part of the proposed FY 17 Statewide Library Resources Library Development budget.

**(Update: June 2016)** The EDS subscription will not be renewed following Commission action in April on the FY 17 Library Development budget.

- Participate in evaluation and testing of the MSC's cloud-based library management system as it is rolled out by the vendor. Along with providing support to members as they learn about the new products, our participation will help ensure vendor development of cloud based cataloging, circulation and acquisition interfaces includes functionality required for consortia. *(Adams, Marchwick, Hazen, Goodwin, Price)*  
**(Originally reported December 2015)** "BLUEcloud" web services were installed on the MSC production server, which enables MSC staff to begin testing, evaluating and using the cloud based products now being developed by SirsiDynix.

BLUEcloud Analytics is now 90% functional with catalog, item, user, and historical usage statistics. Special accounts have been created for selected MSC member libraries so that they can begin becoming familiar with the product and assist the MSC staff with training which will begin in spring 2016.

BLUEcloud Cataloging has been implemented for testing on the MSC test server. It is not ready for consortial use yet but new functionality is added with each web services upgrade from SirsiDynix.

MSC staff has signed up to participate in the pilot evaluation of the Circulation and Visibility (linked data) products currently in development. "Visibility (linked data)" broadens the results of Shared Catalog searches so that they are included in major search engines.

**(Originally reported April 2016)** MSC Library staff and member libraries continue to test and evaluate BLUECloud Analytics functionality. McHugh and Goodwin will meet with a SirsiDynix representative on March 21 to negotiate FY 17 pricing to continue utilizing a hosted instance of Director's Station, given the difficulties in the current BLUECloud Analytics functionality for large consortia such as the MSC.

**(Update: June 2016)** BLUECloud Analytics continues to be tested and evaluated, with 6 MSC libraries testing logins and more expected to begin in FY17. Demonstrations of BLUECloud Analytics were presented at the MLA Conference and the MSC Spring Members Meeting. After McHugh and Goodwin's meeting with the SirsiDynix sales representative it was noted that MSC will not be charged for hosting of Director's Station. Concerns regarding the need for a larger number of BLUECloud Analytics users



in a large consortium such as the MSC were shared with the sales representative. SirsiDynix has offered additional instructor led training on the product, which is expected to be scheduled during the 2016 calendar year.

- Complete MSC Enterprise online catalog implementation for all MSC libraries and discontinue use of the older iBistro/eLibrary interface. Ending local support for eLibrary will reduce staff workload. *(Adams, Price)*  
**(Originally reported December 2015)** Enterprise profiles have been completed for all MSC member libraries and are in use, live, by 75% of the members. All member libraries' profiles will be in production by Dec 31<sup>st</sup>, after which, access to eLibrary will be discontinued.  
**(Originally reported April 2016)** Discontinuation of eLibrary has been temporarily postponed pending resolution of the length of time Enterprise takes to load the "Place Hold" button for member libraries as well as the On Order item display for libraries using the Acquisitions module.  
  
**(Update: June 2016)** MSC staff continues to work with SirsiDynix support to solve the issues regarding the length of time for the "Place Hold" button to appear as well as the Acquisitions module display problems. Because of these issues, the discontinuation of eLibrary has not been scheduled. This is a high priority item to resolve. It is possible that the removal of large numbers of circulation map lines and other system policies that will occur this summer as part of the final stages of the reorganization effort may reduce the hold button issues. MSC libraries will be required to standardize their use of the Acquisitions module in the future, which may resolve the display issues.
- Increase use by MSC member library staff of mobile devices and services available for interface with the MSC library management system enabling them to keep current with technology as it trends toward a more mobile user environment *(Adams, Marchwick, Hazen, Goodwin, Price)*  
**(Originally reported December 2015)** Increased training opportunities along with improved functionality has led to much wider acceptance and interest in MobileCirc with many libraries now using it as their primary tool for completing inventory.  
**(Originally reported December 2015)** A major marketing push for the Shoutbomb SMS texting service took place in May and June and has more than doubled the number of libraries and patrons using the service. Nearly 10,000 text messages for are now being sent monthly.  
**(Originally reported April 2016)** Following a training in February, a variety of additional MSC libraries activated MobileCirc and learned to assist patrons in the use of BookMyne, the SirsiDynix patron discovery app.

**(Update: June 2016)** Plans for summer 2016 regional trainings include additional information and guidance on MobileCirc usage. A major update to the app is expected this summer which will allow for additional functionality.

- Investigate the potential of a centralized RFI process for at least some pieces of the E-rate program in order to better support those libraries wishing to take advantage of new discount opportunities in the program. *(Reymer)*  
**(Originally reported December 2015)** Reymer has collected sample RFIs and RFPs from colleagues in other states which provide examples of the ways in which other state libraries are providing a more centralized approach to certain pieces of the E-rate process. This will assist us in considering this option for Montana libraries and how this approach might be developed within the Montana E-rate scene.
- Investigate the possibility of regional, consortial contracts for more uniform broadband services and pricing within E-rate program and without, in order to determine if an effort like this is feasible and would produce benefits to participating libraries. *(Reymer)*  
**(Originally reported December 2015)** Reymer learned about the Georgia Public Library Systems regional, consortial approach to contracts and received helpful advice on negotiating with vendors.  
**(Originally reported February 2016)** Reymer is reviewing the data gathered during the MSL's Broadband Technology Opportunity Grant program (BTOP) (2009-2012) pertaining to bandwidth upgrade purchases and hardware refreshment for BTOP libraries during the course of that program as part of an investigation into the possibility of purchasing a minimum, agreed upon level of bandwidth for public libraries.  
**(Update: June 2016)** Making significant impact in improving broadband access to Montana's public libraries is dependent on having a statewide plan and additional funding to help with the portion of broadband costs that isn't covered by E-rate. Reymer has worked with Stapp and McHugh on options that could be part of an EPP request in the next legislative session.
- Stay involved with and attuned to national and state initiatives related to broadband development during this time of significant national and state discussions related to broadband needs, in order to ensure that Montana libraries stay informed and have a voice. *(Reymer)*  
**(Originally reported December 2015)** Reymer attended meetings of the Internet 2 group and the Montana Telecommunications Association conference to learn more about alternatives and opportunities available within the state. Reymer also participated in the Silicon Flatirons meeting with the Federal Communications Commission to represent libraries' concerns about fiber build outs and E-rate modernization. Reymer

also attended American Library Association's (ALA) E-rate Task Force meetings at the 2015 ALA Annual Conference and Universal Service Administrative Company E-rate Training in Portland. Changes in the program were a focal point.

- Contribute to the planning for and implementation of the rewrite of the Montana Library Directory with a focus on current and future uses of this statewide library tool. (*Leads: McHugh, Price*)

**(Originally reported December 2015)** An initial informational meeting was held in November during which the rewrite team comprised of McHugh, Price, Orban, McMullen, Flick and Colleen Hamer learned about the overall process. This team is now compiling a master spreadsheet of "user stories", based on the Agile project planning process, to share with the MSL IT staff that will be involved in the Directory rewrite. These user stories communicate what functions SLR-LD staff, Montana librarians and trustees and the general public would like to see in a new Directory. The list is due to the IT staff in December, with the technical work scheduled to begin in January.

**(Originally reported February 2016)** The master spreadsheet of user stories was submitted to MSL IT staff December 15. A meeting to launch the technical work will take place January 25.

**(Originally reported April 2016)** Following the January meeting, the Agile process of work "sprints" organized by task commenced. The initial sprint has included McHugh and Price who receive daily progress updates on the creation of the underlying access structure for the new Directory. The next sprint will focus on the process of creating library records in the new Directory.

**(Update: June 2016)** Sprints have been completed that focused on the creation of library records in the Directory and the creation of position records. The next sprint will focus on Directory processes as they relate to the initial creation of a library, a new user, a position and the editing process for each.

### **Goal Three – Training**

3. MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.

3.1. Enhance Montana State Library's statewide training opportunities including all formats with client-learning as the Library's goal.

3.2. Provide users 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. Provide regular training opportunities for MSL programs and services.

3.5. Train and assist users to contribute content to MSL's collections.

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

#### SLR Work Objectives:

- In response to the increasing turnover in public libraries as directors enter retirement, focus on training needs of new public library directors to provide essential information and skills. Develop a comprehensive training curriculum for new public library directors that utilizes the Chief Officers of State Library Agencies (COSLA) New Directors 101 series and supplements that with Montana-specific self-paced online tutorials. (*Lead: Flick*)

**(Originally reported December 2015)** MSL contracted with Sage Solutions, Non-profit Consulting to conduct three onsite 3-hour trainings on preparing for succession. Sage trainers, Terry Profota and Teresa Geremia-Chart conducted trainings at the following federation meetings: Broad Valleys, South Central, and Golden Plains. A session at Tamarack was later added to the contract and costs for that training were shared with the Tamarack Federation. Sage provided a *Succession Toolkit*, which was published in a spiral bound book and provided as a handout and workbook for the first three sessions. Attendance was nearly double in total to similar sessions that MSL has offered in the past, owing at least in part to the coupling of the training to the federation meeting. Feedback has been very positive; leading the LD staff to request a proposal for another round of trainings and a webinar series for Winter-Spring 2016.

**(Originally reported December 2015)** The COSLA New Directors 101 series is being published on WebJunction. MSL's CE Coordinator served on the committee that created the 4-part video series and accompanying learner's guide/workbook.

**(Originally reported December 2015)** An outline for essential training and information for new public library directors has been drafted by the CE Coordinator and a series of self-paced tutorials will be developed using Adobe Articulate Storyline over the winter. These tutorials will focus on essential, Montana-specific information that every new public library director needs to know. A page on the Learning Portal will be devoted to New Directors with the "essential" curriculum to include links to the COSLA series, the self-paced tutorials, and "suggested" curriculum to explore related training.

**(Originally reported February 2016)** Sage Solutions Non-Profit Consulting has presented a contract to MSL for succession trainings at the Pathfinder and Sagebrush Federation Spring meetings in 2016, as well as a webinar series scheduled for April 2016. The *Succession Toolkit* will be reprinted for distribution at these two Federation meetings as well.

**(Originally reported February 2016)** Flick has scripted three of the 12-13 lessons planned for the New Library Director Administration series. Each lesson will be 10-20 minutes long with built-in assessments. A prototype lesson has been created in Adobe Articulate Storyline and a location on the MSL webserver is being sought to host these html files which will be linked to the Learning Portal.

**(Originally reported April 2016)** Terry Profota of Sage Solutions presented her Succession Planning to 20 attendees at the Sagebrush Federation meeting at Miles City Public City on March 5, 2016. Terry will also present at the Pathfinders Federation on May 19 and will host a noontime webinar series on March 23, 30 and April 13. Online self-paced tutorials are under production to provide new library directors with Montana-specific essential, need-to-know information. An additional training has been added for May 14 in at the Best Western GranTree in Bozeman focused on performance evaluation with Pat Wagner of Siera Consulting.

**(Update: June 2016)** Terry Profata of Sage Solutions presented Succession Planning training to trustees at the Pathfinder Federation meeting on May 19, 2016 This concludes a highly popular series of online and in person trainings geared toward trustees during this fiscal year.

**(Update: June 2016)** The online tutorial series for New Directors to supplement the New Directors 101 series created by the Chief Officers of State Library Agencies, with Montana-specific information is still in the process of completion. This project will continue next fiscal year.

- Using Camtasia, develop one tutorial each month for Statewide Projects to meet needs unique to Montana libraries and not available through vendors. This would result in higher statistical use and higher level of interest in statewide projects, as indicated by statistical reports and by number of monthly inquiries. Less time spent answering repetitive questions about a process that could be demonstrated through a recorded tutorial, indicated by online visits to tutorial. *(Leads: Orban, Flick, Goodwin)*

**(Originally reported December 2015)** The CE Coordinator created an online [tutorial](#) on the Hunter-Planner Map in collaboration with the GIS manager for FWP.

**(Originally reported December 2015)** Orban has created two short tutorials for MontanaLibrary2Go using Camtasia and posted them to the MontanaLibrary2Go Learning Portal page.

**(Originally reported December 2015)** MSL holds five Camtassia licenses and one Adobe Articulate Storyline license, but it takes time to learn to use the software and the staff has been struggling to find the time. The MSC trainer has been the most productive on this effort. Going forward, training staff plan to meet online in December to focus on Camtassia collaborative training with all staff committed to making an attempt before the meeting, so they can identify their hurdles and use peer support to overcome them.

**(Originally reported February 2016)** Goodwin continues to use the Camtassia software to create tutorials of interest to MSC members.

**(Originally reported April 2016)** Flick has created a brief tutorial on how to apply for certification online using Camtassia.

**(Originally reported April 2016)** Goodwin and Hazen created cataloging tutorial on adding RDA fields in WorkFlows. Goodwin created a short tutorial explaining a change to WorkFlows display columns to assist in searches with new RDA cataloging fields.

**(Update: June 2016)** Flick used Camtassia to augment the *Succession Planning for Library Trustees* recorded webinars so that viewers would receive instructions on when to pause during the videos for discussion or reflection. Camtassia is proving to be an excellent tool for enhancing the interactivity of recorded webinars. The new MSC Trainer will be utilizing one of MSL's five licenses to create and deliver short trainings in a variety of topics to MSC members.

- Establish a school library liaison for coordinating efforts in training and outreach on EBSCO content and services. This will provide more meaningful information sharing between school libraries and MSL results in higher use of existing services and/or better understanding of how services could be improved to meet student needs. *(Orban)*  
**(Originally reported December 2015)** In September, Orban contacted NAC representatives Dana Carmichael and Joanne Didriksen to discuss the use of statewide databases and to learn more about developing outreach and training specific to the needs of school libraries, considering their primary means of communication, curriculum standards that must be addressed, and any barriers to use of statewide resources that we may not have considered. Both responded that in-person networking and conference opportunities were important and more effective than mass distribution avenues; that school librarians are looking for content that directly supports Common Core standards and cannot spend a lot of time sifting through other materials; and that librarians need a higher level of support in customizing EBSCO interfaces to create a relevant, age-appropriate set of results. As a result of this initial outreach, Joanne Didriksen invited Orban to attend the Helena School District Librarians monthly meeting in October, where she shared an introduction to statewide library resources available to

school libraries and invited school library staff to contact MSL for assistance with any of these resources.

Goals for this year related to increasing use and understanding of the databases by schools include understanding more about schools' and school libraries' needs and what kind of content they need from us in order to develop meaningful services and outreach; removing barriers to easy authentication and access; and building up a centralized web presence for database information, intended for library staff, on the MSL Learning Portal. Resources will include tutorials and training resources and downloadable promotional materials for the databases most used by or most useful to school libraries. Highlighting resources especially for teachers and teacher librarians; and promoting knowledge sharing by collecting materials from school libraries that demonstrate the use of EBSCO databases to share with other libraries are also in the planning stages.

**(Update: June 2016)** Outreach and needs assessment for schools has been suspended until MSL funding for a statewide databases contract next fiscal year has been determined.

- Transition responsibility of makerspace pilot trunks to federations. Federations' responsibilities will be to facilitate movement of the trunk within the federations. The Statewide Projects Librarian will continue to provide a basic orientation to new hosting libraries and to collect signed paperwork and statistics from hosting libraries. Keeping the makerspace kit within the federations allows MSL staff to focus less on the time-consuming matter of statewide logistics for six trunks and more on targeted training that will benefit libraries hosting the trunks. *(Orban)*

**(Originally reported December 2015)** Beginning in October, the six makerspace trunks have been assigned to federations in order to reduce time spent planning around logistical challenges, while Orban will continue to provide online training and orientation for makerspace hosting sites and collect statistics and evaluations for the project. Online orientation was provided for Boulder Community Library and St. Matthews School Library in October.

**(Originally reported December 2015)** Orban worked with library consultant Sue Walker at the Idaho Commission for Libraries to gather and organize survey information from small and rural libraries in both states in order to create a best practices guide for smaller libraries that are interested in starting a makerspace. This work culminated in a presentation at the Association for Rural and Small Libraries conference in Little Rock, Arkansas, in October.

**(Originally reported April 2016)** Henley delivered the final makerspace trunk to a library in the South Central federation in March, and all makerspace trunks are now circulating in their respective federations.

- Present at least 3 strategic planning trainings to public library directors and boards, to include succession planning where needed. This is in response to the continuing training requests for strategic and succession planning, as directors and boards change. Make better use of resources created by COSLA and other regional and national organizations by organizing links in the learning portal and developing a flyer to inform library boards of material and training available. *(McMullen, Henley, Reymer, Flick)*

**(Originally reported December 2015)** Four Succession Planning trainings were presented at the Spring 2015 Federation meetings.

**(Originally reported December 2015)** COSLA trustee training materials developed this year include a checklist for hiring a new director with links to resources and the development of templates for hiring: outlining goals for the hiring process, sample job descriptions, sample job ads, interview questions, tips on checking references, how to introduce the new director to the community. Flick served as the COSLA working group leader for this project.

**(Originally reported February 2016)** Strategic planning has been included on the list of available and recommended trainings which the MSL will provide to Federations at their Spring meetings.

**(Originally reported April 2016)** McMullen provided board basics and strategic planning assistance at Valier Public Library and Harlem Public Library, so new board members can participate in an informed way, in continued strategic planning at these libraries.

**(Update: June 2016)** Reymer met with Manhattan Community Library Board to discuss community visioning in September and a new strategic plan for the library is developing based on that meeting.

- Present at least 3 board development trainings to public library directors and boards, focusing especially on those libraries that have new directors or boards. *(McMullen, Henley, Reymer, Flick)*

**(Originally reported December 2015)** McMullen facilitated a library board conversation at North Lake County Public Library on planning, future projects, and resources available from the State Library. The conversation gave attendees a chance to listen to one another, identify themes for moving forward and answer specific questions together.

**(Originally reported December 2015)** Henley conducted a joint board orientation for Fallon County and Ekalaka library boards. In addition to normal board topics, the



issue of hiring and retaining a library director in Ekalaka was discussed, as this is an ongoing issue for this library.

**(Originally reported December 2015)** Reymer facilitated a library board training at Madison Valley County Library in Ennis for new and existing board members to familiarize them with the duties of their job and their role within the Montana library community.

**(Update: June 2016)** Henley conducted a board training in Glendive to address concerns and familiarize members with open meeting law and Library Directory access. Flick organized a 3.5 hour training event called "How to be Confident and Competent Regarding Performance Evaluations" at the Best Western GranTree Hotel in Bozeman on May 14<sup>th</sup> featuring Pat Wagner of SieraLearn as the presenter. Fifteen people attended, five of whom were public library trustees. Reymer facilitated workshops on *Introduction to Library Law and Ethics* and *Making Use of Resources* for Jefferson County library staff and board April 2016.

- Produce short, on-demand webinar trainings about creating high impact reports and presentations to tell the library story using data from the Public Library Statistics. *(McMullen, with other MSL staff)*

**(Originally reported April 2016)** McMullen presented training on the Montana Public Library Statistics gathering and reporting for library directors at the Broad Valleys Federation retreat. Librarians learned how to use the Montana Statistics Center to identify trends and demonstrate value to stakeholders. These trainings identify elements that will be used as models when creating on-demand webinar trainings.

**(Update: June 2016)** McMullen presented training on the Montana Public Library Statistics gathering and reporting for library directors at the Pathfinder Federation meeting on May 19.

- Continue to develop an MSC plan to address staff turnovers in MSC libraries, particularly schools to ensure that new staff receive information and training from MSC staff in a timely manner. *(Adams, Goodwin)*

**(Update: June 2016)** The MSC Executive Board has discussed ways to deal with this need at their board meetings this year. Board members can play a role in this effort. This objective will continue next fiscal year.

- Develop training curriculum for new MSC software and services in order to ensure consistent training resources are available to all MSC sites *(Goodwin)*

**(Originally reported December 2015)** The outline of the training curriculum is in place and will be integrated into the MSL training portal during its redesign process.

- Recruit trainers from the MSC membership to assist with the MSC training program in order to increase regional on-site training opportunities and share knowledge among MSC library staff members (*Adams, Goodwin*).

**(Originally reported December 2015)** Library staff has been selected to begin using the new statistics platform, BLUEcloud Analytics, and help MSC staff with the significant training curve necessary to effectively use the product.

**(Originally reported December 2015)** Library staff has been selected to begin using limited-access administrative accounts in Enterprise to learn how to carry out their own local customization and help train others. *Please refer to the April 2016 update below for additional information on the administrative tool and the Shared Catalog user front end.*

**(Originally reported April 2016)** MSC member library staff continue to meet and train with MSL staff on BLUECloud Analytics, and have created training exercises that will be made available to member libraries at upcoming MSC trainings planned for April-July 2016.

**(Originally reported April 2016)** The Enterprise catalog for all MSC libraries is managed using an administrative login that allows staff to make changes to library catalog landing pages for libraries using SirsiDynix's Enterprise content management system. The ability to limit login access to a particular library's profile was put into place by SirsiDynix in a recent software update, and Goodwin and Hazen took part in a SirsiDynix instructor-led training in December in order to be able to effectively teach MSC librarians how to use the Enterprise Administrative console. Two MSC libraries have been assigned administrative logins and SirsiDynix training in order to edit, maintain, and update their library catalog home pages using the Enterprise interface. These two beta test libraries will then be assisting with training the next group of libraries on how to manage their Enterprise catalog home pages. Additional Enterprise administrative access is planned to be created for several more MSC library sites within the next three months. This will allow member libraries to locally customize colors, links, and logos on their catalog landing page.

**(Update: June 2016)** Due to staffing changes and the MSC trainer position vacancy between February and May, 2016, progress on peer trainer recruitment has slowed. Despite this, MSC staff have recruited catalogers from two different MSC libraries to assist with trainings, one in May and an upcoming training in June. With the trainer position now filled, a new focus on collaboration and peer training will be launched by the new MSC Trainer. The Statewide Library Consultants may also participate in supporting libraries wanting to further customize their catalog interface.

- Recruit new participants for and coordinate the statewide Montana Name Authority Cooperative Funnel (NACO). This ensures that Montana-specific Name Authority Records for original works are being created in the Library of Congress and WorldCat. Organize a refresher training for interested Montana NACO Funnel members. *(Hazen)*

**(Update: June 2016)** Discussion of NACO funnel training took place at the MSC's Content Management Committee meeting in March, as well as following the Technical Services Futures Summit meeting in April. Hazen has begun recruitment for new NACO participants.

- Organize a train-the-trainer meeting over winter with MSL trainers to review the use of the universal evaluation instrument developed in FY15, make revisions as needed, and determine best practices for harvesting, analyzing and sharing information gathered with the tool. *(Flick)*

**(Originally reported December 2015)** MSL staff who regularly provide training are planning to meet in December or January. The universal evaluation tool has been in beta use since May, and several training staff has used it for a variety of different trainings: Summer Institute, Fall Workshops, onsite MSC trainings, board development trainings, webinars, Ready2Read Rendezvous. At the trainer's meeting, the form will be finalized with input from all the trainers and everyone will receive training on how to access the forms and process the resulting data.

**(Originally reported February 2016)** MSL trainers did not meet as planned, rather plans for an MSL trainers meeting have been pushed back until February or March.

**(Originally reported April 2016)** Sara Groves presented a 5 hour training on March 9 for MSL staff who regularly provide training. Her presentation evolved from the Mind in the Making training which she attended in November. Sara took the brain research approach to how children learn and extrapolated that information to apply to how to better train adult learners.

## **Goal Four—Consultation and Leadership**

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

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

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

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.

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

SLR Work Objectives:

- Assist the MSC Executive Board in their work to complete the MSC Strategic Plan and their review and update of MSC by-laws and contract. *(Adams and McHugh)*  
**(Originally reported December 2015)** The membership approved the MSC Strategic Plan at their Spring meeting and the Executive Board, using survey results, are working on goals for the plan.  
**(Originally reported December 2015)** The MSC membership approved revised by-laws and an updated member library contract during their Fall meeting.  
**(Originally reported February 2016)** MSC member libraries are completing the signature process which includes signatures from both the library and the State Librarian.  
  
**(Update: June 2016)** The MSC Executive Board will review the MSC Strategic Plan at their July 2016 retreat, focusing on the future of technical services processes in MSC libraries.
- Produce additional information resources for districts, such as a template of legally-mandated policies and guidance about board education. *(McMullen, Henley, Reymmer)*  
**(Originally reported April 2016)** District directors have indicated that new resources are not needed at this time.
- Research and develop economic models intended to illustrate the benefits of shared administrative infrastructure in library districts, multi-library systems and other partnership arrangements. Examples might include: cost savings and efficiencies to be gained if county-wide standalone libraries merged into a single county library, or outsourced administrative services that could be provided for district libraries. This report will inform public library directors and trustees about options as they make future decisions for their libraries. *(McHugh, McMullen, Henley, Reymmer)*

**(Update: June 2016)** This objective was not accomplished, due to lack of staff time. It continues to be seen as a valuable effort and it is hoped that the SLR Director position will have more time to devote to this objective in the future.

- Update the SLR Learning Portal training resources related to public computing centers, to provide current information to public libraries as they offer this kind of resource to their communities. *(Reymer)*
- **(Update: June 2016)** Reymer has searched the web for up-to-date training resources and tutorials that would be useful to library staff and patrons in learning Windows 10, current Office suite software. Reymer feels that the quality of the materials currently available is lacking and will continue to investigate resources.
- Working with the Montana Library Association, develop a mentorship program to support new public library directors. This would create a partnership between experienced and new directors, offering increased support and possibly reducing chronic turnover in rural libraries. *(McMullen, Henley, Reymer)*  
**(Originally reported December 2015)** Henley presented an overview to the MLA board and formed a committee to develop a strategy to implement this program. We will report back to the board in January and present a program at the MLA conference in April.  
**(Originally reported April 2016)** Henley presented a mentor program proposal to the MLA board at their January meeting. The committee has developed guidelines and application forms which will be added to the MLA website prior to the April conference. A session at the MLA conference and an article in the April issue of the Focus newsletter will introduce the program and seek participants.

**(Update: June 2016)** Henley presented the mentor program in a session at the MLA conference in April and received valuable feedback. A report will be presented at the MLA June board meeting with the goal of handing the program over to MLA while continuing MSL involvement. The expectation is for MSL consultants to assist in making mentor-mentee matches, as well as using the Library Directory to track participant activity and CE credit.

## **Goal Five—Collaboration**

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

5.3. Assist users 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).

5.5. 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 library-related automation, data, networking standards, and web-scale solutions.

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

#### SLR Work Objectives

- In partnership with MLA, develop a robust online community where Montana librarians, staff and trustees can share information and resources, solve problems together, and collaborate to provide better services in their communities. (*Lead: McMullen*)

**(Update: June 2016)** Several discussions within the MLA community have been held this year related to this effort. The Library Directory rewrite includes several user stories having to do with MSL creating shared communication tools and these ideas will be investigated as the rewrite work continues.

- Complete the MSC system policies reorganization effort. This work re-aligns the MSC with its original goals of enhancing optimum resource sharing and library development among MSC members and striving to keep MSC staff costs down. (*Adams, Marchwick, Hazen, Goodwin, Price*)

**(Originally reported December 2015)** This work is the high priority for Hazen and Marchwick and most of the remaining libraries have moved to the new system policies. Final reorganization work is scheduled to be completed by the end of this year, though a few MSC member libraries will need to delay until their local library board process for changes to circulation policies can be completed.

**(Originally reported April 2016)** Final phases of the system policies reorganization project are currently in progress by Goodwin, Hazen and Marchwick with completion on track for the end of June, 2016. MSC libraries are currently working on simplifying the shelving location policies in the system.

**(Update: June 2016)** Policies reorganization work is on track to be completed by the end of June, 2016. Some additional policies and circulation map work will continue into July, however the bulk of the project is on schedule.

- Encourage cataloging partnerships between MSC libraries with the aim to leverage the cataloging staff at larger libraries to help smaller libraries who do not have dedicated cataloging staff. (*Hazen*)

**(Originally reported December 2015)** Several serious discussions within the membership about this concept began during the MSC Fall Membership Meeting and those discussions continue. Efforts to clarify levels of cataloging needs within the membership and methods of sharing original cataloging work will continue in 2016.

**(Originally reported April 2016).** A "Technical Services Futures Online Summit" will be held April 29. There are several factors driving the need for the summit:

- Growing interest in increasing collaborative cataloging and collection development efforts
- Need for training and consulting, including how to successfully repurpose funding, staff, physical space
- Digital collections continue to grow, not requiring physical processing
- A need for the State Library to evaluate opportunities to direct resources in an impactful way to support scalable infrastructure for libraries statewide
- A continuing need for an improved Montana Shared Catalog with more local content and fewer issues with bibliographic records
- More efficiency within MSC libraries that reduce the number of technical services staff hours required for collection processing
- Have initial discussions about the future of technical services work within the MSC as this relates to the MSL Library Development Study Task Force Recommendations related to Collaboration, Library Infrastructure and Staff

Outcomes planned for this online discussion are to:

- Come to a mutual understanding of the roles of MSL and Montana Shared Catalog libraries within the area of the future of technical services, based around MSL Library Development services and platforms
- Create an initial set of benchmarks based on the current MSL Library Development Study Task Force Recommendations that will guide MSL and MSC libraries as they drive changes within both training curriculum and software platforms
- Share the benchmarks with the MSL Network Advisory Council for them to consider as they continue to evaluate opportunities and necessary resources to implement the larger LD Study task force recommendations

MSC library directors will share their experiences and planning efforts related to the future of technical services processing and MSL staff will provide information on areas for improvement within the MSC platform. Following discussion, the participants will collaborate on an initial set of benchmarks as a next step in this process. Outcomes will also be shared with the MSC membership at its May meeting.

**(Update: June 2016)** The online Technical Services Futures Summit was held on April 29. MSC library directors shared their experiences and a variety of interesting and lively conversations arose. Following this summit, the MSC Executive Board approved the creation of a subcommittee who will work to define collaborative cataloging and collection development as they pertain to the MSC platform, as well as further explore the comments and suggestions gathered at the summit. The summit can be viewed online through the MSL Learning Portal and includes a survey for participants that will further inform the work of the MSC staff and the MSC Executive Board.

- Produce resources about the creation of library branches, including existing documents and suggestions for best practices. The branch option may in some cases offer greater access to library services in smaller communities, at lower costs, and increase usage of statewide resources. *(Henley)*

**(Originally reported April 2016)** Henley is currently collecting documents from libraries that have gone through the process of creating a branch library and visiting with directors who have been involved in this process as a first step in producing resources in this area.

## **Goal Six—Sustainable Success**

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

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

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

6.7. Foster staff members' 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.

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

SLR Work Objectives:

- Work together to provide additional and more consistent training on the content of our SLR webpages with the goal of significantly increasing the ability of all SLR staff to quickly, efficiently and successfully find answers on the SLR site to questions they are asked by external users, instead of passing the question on internally, wherever possible. *(Lead: McHugh)*

**(Update: June 2016)** SLR staff have contributed content to and participated directly in the design of the new SLR Portal webpages, leading to a better understanding of the overall site. Web leads representing the different sections of the site have worked together to achieve more consistency in the delivery of content across LD projects. Decisions on naming various navigational areas of the site has also improved the ability to successfully find answers.

- Renew our focus on improving the existing SLR website to make the information and format on the individual project pages more consistent, where relevant. *(Lead: McHugh)*

**(Originally reported December 2015)** The SLR-LD staff managing statewide projects (Orban, Adams and Birnel) and the staff focused on library development, consulting services and training (Henley, McMullen, Reymer, Flick and Colleen Hamer) met separately to identify ways to make standard, common information on their pages more consistent and to review the overall flow of these two major sections of the Library Development pages under the "Services to Libraries" sections of the MSL site. Reorganization of the content under Statewide Projects and under Library Development has happened and is continuing in order to meet this goal.

**(Originally reported December 2015)** The SLR-LD web leads, Orban, Henley and Flick, have met regularly with SLR-LD staff to discuss the layout, organization and design of the SLR portal pages as part of the upcoming move to the new design. These web leads will begin meeting with McHugh monthly to communicate discussions and come to decisions on changes where needed. The November decisions included selecting the content for four navigational tiles and investigating the possibilities of a customized search box for SLR-Library Development content.

**(Originally reported February 2016)** All MSL publications related to SLR-LD have been migrated to html format. These publications include the New Library Directors Handbook, the Federation Notebook and the Trustee Manual, as well as others listed at

[http://libraries.msl.mt.gov/consulting/online\\_publications](http://libraries.msl.mt.gov/consulting/online_publications) This change will enable staff to make changes as needed to these publications in real time, while still ensuring that users can easily download or print the material if desired.

- Create a standardized, consistent approach to managing directories and content on the internal SLR drive so that information available there is more easily retrieved. This work will include instituting appropriate archiving practices. *(Lead: McHugh)*  
**(Originally reported December 2015)** Jim Kammerer shared an update regarding appropriate archiving practices with the SLR-LD staff during one of our monthly meetings. Once the MSL website redesign is completed, we will look to the organization of the content on the SLR portal to inform our approach to managing and organizing directories and content on the SLR drive.  
**(Originally reported February 2016)** This effort will begin following the launch of the Records Management guidelines Kammerer is in the process of creating, so that files on the SLR drive reflect agency wide archiving practices and needs.  
**(Update June 2016)** This work will continue in the next fiscal year.
- Create an internal tool using OneNote software to better manage internal communication and planning related to specific internal SLR efforts, such as news and announcements, reports and work plans and event planning. *(Lead: McHugh)*  
**(Originally reported December 2015)** SLR-LD meetings and events are now planned and organized via OneNote notebooks that enable those participating to add to agendas, post additional materials and plan for events.  
**(Originally reported February 2016)** Birnel, Marchwick and Diane Papineau are sharing tips and tricks for optimizing use of OneNote at a January 27 training session for all MSL staff.
- Complete the process of adding all remote SLR staff to the virtual desktop environment to significantly improve staff ability to easily and quickly access the same internal storage used by Helena based staff. *(Lead: McHugh)*  
**(Originally reported December 2015)** cMullen and Henley now have virtual machines. Reymer and Marchwick will receive their new machines as soon as MSL receives a replacement server that is necessary to provide a virtual desktop environment to these additional remote staff.  
**(Originally reported February 2016)** Marchwick has been moved to a virtual machine. Reymer is scheduled to be moved at the end of January.  
**(Originally reported April 2016)** Reymer's move is now scheduled for March, to test a new server environment that includes the ability for remote staff to access their virtual desktop on mobile devices. Reymer will participate in this testing process.

**(Update: June 2016)** Reymer's move is delayed until this summer, pending her move to a new workstation.

- Continue to work with other MSL managers to identify a possible project management tool that will be available to all staff for the purpose of implementing and managing various pilots, projects and programs of all kinds, as needed. *(Lead: McHugh)*

**(Update: June 2016)** Though the use of OneNote has addressed some needs of staff, a more robust communication and planning tool that encourages deeper collaboration is still desired by the staff. It is hoped that this effort will continue next fiscal year.

- Provide at least one training session for SLR staff to lead them through the new LSTA reporting process. *(Orban)*

**(Originally reported December 2015)** Orban met online with Adams, Birnel, Flick, Christie Briggs and McHugh on November 4 to lead them through the changes pertinent to their reports in the new LSTA State Program Report format. Orban has prepared and distributed spreadsheets for each of the project managers outlining data and narrative information to be compiled for the report, which is due January 29.

**(Originally reported February 2016)** SLR staff completed work on the FY14 LSTA report in January.

- Evaluate future hardware requirements for the MSC system and explore the possibility of using virtual machines or hosted services. *(Leads: Adams, Price, Marchwick, McHugh)*

**(Originally reported December 2015)** Adams began the discussion with the MSC Executive Board during their Summer Retreat in Darby in July and again during the MSC Fall Membership Meeting. The value of future hardware needs and potential hosting was underscored when MSC Staff spent a considerable amount of hours over the summer to replace aging local hardware (power supplies and data storage units).

**(Originally reported December 2015)** A hosted service was implemented with SirsiDynix for replacing the now, out-of-service Windows 2003 server that was running Directors Station.

**(Originally reported April 2016)** At its May meeting, the MSC membership will be informed about the costs of a future move of MSC hardware to the State Data Center as one option for hardware location in the future. The upcoming fiscal year is the time for the consortium to investigate both this option and a move to a SirsiDynix fully hosted environment. Costs, transaction speed around the state, back up reliability and access are some of the considerations the consortium members and MSC staff will be exploring.

**(Update: June 2016)** MSC member libraries were informed of the future move of MSC hardware to either the State Data Center or the SirsiDynix hosted environment. Member libraries have been asked to participate in a testing process to examine SirsiDynix's "Saas" (Software as a Service) hosting option.

- Develop a plan to harvest certification application data and CE tracker data in order to create a report schedule and a statistical analysis plan. This schedule and plan will inform SLR staff about the trainings in which librarians are engaging and current training needs. *(Leads: Flick, Price)*

**(Originally reported December 2015)** Flick has included the harvesting request in the Library Directory "user stories" currently being compiled as part of the Directory rewrite process.

**(Update: June 2016)** Flick recently received a request from a library director for current status of her staff certification. Colleen Hamer was able to harvest the data as it exists, but this request proves the need for library directors to access this information themselves. Hamer and Flick have determined that with so much turnover in library directors across the state, information about when a library director starts their new position must be included in their profile in the Library Directory so that when their grace period expires, MSL staff can take action to remedy the lapse. Formerly, MSL staff relied on the CE Coordinator and the Statewide Consultants innate knowledge and awareness to identify any directors that failed to attain certification within four years. That process is now being formalized and is part of the Directory rewrite work that will continue this summer.

## **Montana Talking Book Library Report April and May 2016**

Prepared for the June 8, 2016 Commission meeting  
by Christie Briggs, MTBL Supervisor

This report represents accomplishments of the Talking Book Library staff:  
Jackie Crepeau, Bobbi deMontigny, Erin Harris, Martin Landry and Bert Rinderle

The mission of the Montana State Library's Statewide Library Resources Division/ Montana Talking Book Library is: "Montana Talking Book Library offers the highest quality of free library services to Montanans who have blindness, low vision, a physical and/or reading disability".

This mission, although specific to Montanans who have a visual and/or physical disability, is within the realm of and applies to the overall agency's mission in the current MSL Long Range Plan for 2012-2022.

As part of the efforts to meet this mission, Montana Talking Book Library within SLR strives to help all Montana citizens who have a visual, physical or reading disability receive the information they need in order to improve and enhance their lives by:

- Providing Accessible reading services to individuals with visual, physical or reading disabilities and institutions serving these individuals, to include public and private schools, assisted, independent, and retirement facilities.
- Promoting cooperation and accessibility among all Montana libraries.

In cooperation with and as a regional library of the National Library Service (NLS), MTBL engages in cooperative planning, development, and implementation of projects and pilots for new and improved library services to eligible Montanans.

This work plan is developed based on the goals contained in the [MSL 2012-2022 Long Range Plan](#). Specific work objectives for FY16 are organized by the MSL six agency-wide Long Range Plan goals. Together, these objectives represent a collective approach to defining the highest priority tasks for MTBL for FY16.

### **Goal One—Content**

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

## MTBL Specific FY16 Objectives

- Complete the July/August listing of National Library Service (NLS) cassettes MTBL is offering in the NLS XESS (redistribution and recycling of excess book copies). This listing is offered to MTBL three times per year for one month (March, July and November). Due to an NLS contract and software issue, we were not able to complete this in July or August. NLS approved us listing in September.

**(Originally reported December 2015)** Harris learned and collaborated daily with volunteers to seamlessly continue and complete the July/August/September NLS XESS process for 13,330 cassette book copies in September. Harris also trained and supervised a temporary hire to continue the October/November NLS XESS process.

**(Originally reported February 2016)** Rinderle received NLS approval to recycle 13,106 cassette book copies in January. Volunteers are processing these daily and shipping them to the NLS recycle vendor.

**(Originally reported March 2016)** Rinderle and volunteers completed the listing and shipping of the November, 2015 NLS XESS cassette books. MTBL is now back on schedule to begin listing the March, 2016 NLS XESS cassette books. This process is important to MTBL and our patrons because it systematically recycles outdated cassette books back to NLS in an orderly manner and makes space for incoming new digital books to be circulated to patrons immediately upon receipt.

**(Update: June 2016)** The 2016 NLS XESS cassette book recycling process has been running smoothly since last reported. It continues to be monitored by Rinderle.

- Develop and implement a systematic procedure to complete existing bibliographic records needing local subject and series codes for the book copies ordered through the annual Permanent Interlibrary Loan (ILL) quota distributed to MTBL by Multistate Center West (MSCW) in Utah. This will increase the accessibility of on-demand titles and offer more complete records for patron catalog searches.

**(Originally reported December 2015)** Landry added a new status option to the bibliographic records in the KLAS database catalog. This identifies titles ordered by Crepeau from the annual NLS Permanent loan quota process. This increased staff efficiency and maximized in-house duplication efforts by eliminating the same titles from also being chosen for in-house duplication-on-demand.

**(Originally reported February 2016)** Crepeau filled MTBL's annual 2015 Permanent ILL quota of 125 digital books.

**(Originally reported March 2016)** Landry and Crepeau set up, tested, and have

completed this objective. A weekly KLAS database report now alerts staff to patron on-demand books that are in high-demand. Staff then assesses whether to order additional permanent copies and/or duplicate additional in-house copies from NLS. We received positive patron and staff feedback.

**(Update: June 2016)** High demand titles continue to be identified daily, and are being sent faster to patrons, either through the Duplication-on-Demand process or the ILL ordering process. MTBL continues to receive weekly receipt of positive patron feedback on faster receipt of high demand copies.

## **Goal Two—Access**

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

### **MTBL Specific FY16 Objectives:**

- Reorganize the MTBL machine room to streamline workflow and better supply digital machines and accessories with maximum functionality. This will involve evaluation of existing machine circulation procedures and updates based on the discontinuation of obsolete equipment.

**(Originally reported December 2015)** deMontigny evaluated the existing machine workflow procedures in October and developed a more efficient plan. Briggs and deMontigny consulted with the Department of Administration's General Services Division (GSD) in November regarding electrical outlet configurations to maximize workflow and removal of certain cabinets obstructing workflow. GSD estimates are pending review and approval.

**(Originally reported February 2016)** After receiving administrative approval to upgrade the power and workflow area in the machine room, GSD's work was completed on January 22, 2016. deMontigny is now re-organizing equipment and accessories for a much more efficient workflow plan.

**(Originally reported March 2016)** General Services Division upgraded the electrical capacity in the machine room to meet safety standards. deMontigny completed reorganization of the machine room and trained key volunteers on the daily work flow process of checking returned patron machines in, and circulating machines out, to new and existing patrons. A staff in-service was completed in February. Improvement in the machine room workflow has been accomplished. Feedback of its success from volunteers and staff show that machines and supplies are easier to locate; machine battery charging is more efficient so machines are immediately ready for patron use; there is now an instant visual assessment available for the Telephone Pioneers to plan

their weekly workload; Bobbi, the Machine Lending Agent, is now able to catch machines with re-occurring problems more quickly through the new battery charging process.

**(Update: June 2016)** Staff and volunteers have reported a positive experience with the new workflow reorganization and increased efficiency.

### **Goal Three – Training**

3. MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.

#### **MTBL Specific FY16 Objectives:**

- Complete training for the new Machine Lending Agent and monitor cross-training of one other Readers' Advisor for back-up.

**(Originally reported December 2015)** Internal training of deMontigny was completed. Plans are being developed to have deMontigny attend the NLS Machine Lending Training and Orientation in 2016. Crepeau was cross-trained by DeMontigny on the daily patron machine processing. This was completed and successfully tested for three weeks in October, insuring back-up for seamless equipment services for patrons.

**(Originally reported March 2016)** Additional volunteer training and staff cross-training by deMontigny on the machine workflow successfully completed this objective.

**(Update: June 2016)** deMontigny accepted a position in the Montana Shared Catalog program starting May 2<sup>nd</sup>. Prior to leaving, an in-depth cross-training was completed with Crepeau and Rinderle to cover during the interim period until the Reader Advisor vacancy is filled. It was decided to have Readers' Advisor Crepeau take over the permanent responsibilities of the Machine Lending Agency and have the vacant Reader Advisor position focus on administrative support responsibilities. The hiring process will hopefully be completed prior to the end of FY16.

### **Goal Four—Consultation and Leadership**

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

### **Goal Five—Collaboration**

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



### **MTBL Specific FY16 Objectives:**

- Begin conversations with public library book mobiles to propose partnerships that would expand machine demo sites to create informational hubs during book mobile stops at assisted living facilities.

**(Originally reported December 2015)** Partnership conversations with the staff of one public library book mobile was initiated in September, resulting in positive feedback for further development.

**(Originally reported March 2016)** deMontigny placed MTBL equipment, applications and given training to the Lewis and Clark County Library book mobile staff. In February, contact was made with, and letters were sent to, four other libraries who either have a mobile unit or are planning one. This included Missoula, Billings, Sanders County (Thompson Falls), and Bozeman.

**(Update: June 2016)** No responses were received from the additional February outreach efforts. This will be re-evaluated once new staff is hired and trained.

### **Goal Six—Sustainable Success**

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

### **MTBL Specific FY16 Objectives:**

- Revise the job profile, and complete the recruitment and hiring process to fill the MTBL Circulation Manager position. Begin training and assist the new hire in setting FY16 work plan objectives.

**(Originally reported December 2015)** The MTBL Circulation manager job profile was revised. Recruitment and hiring process was completed in early October. Bert Rinderle started on November 16<sup>th</sup> and training has just begun.

**(Originally reported March 2016)** Rinderle has successfully completed his basic MSL and MTBL orientation, position responsibilities training. He is in the process of being cross-trained on circulation related duplication-on-demand of locally recorded books and magazines. Rinderle is in the process of developing his work plan, and has already identified some short and long term objectives to accomplish.

**(Update: June 2016)** Rinderle is still completing his initial training period guided by a list of circulation manager responsibilities yet to be evaluated. He is seven months into his current position and still in his probationary period. Rinderle will develop his first work plan for FY17.

- Receive training from NLS Audio Studio specialist, Phillip Carbo on the use of additional software sound editing tools within the Hindenburg software recording system to continue to improve sound quality and other issues with repairing the sound quality on digital books from the original LCM software that can benefit from applying the Hindenburg system tools.

**(Originally reported December 2015)** Phillip Carbo spent November 9, 10 and 12<sup>th</sup> at MTBL training the Recording Program Director on additional editing and sound equalizing software. He assessed, monitored and suggested improvements for existing sound equipment, and offered various recording teams techniques for maximizing their sound quality.

**(Originally reported March 2016)** Mr. Carbo plans to return to MTBL to assist in testing the recording equipment for a new commercial sound booth. Initial plans were presented to the Commission in December, 2015. Briggs will submit final plans for approval at the June, 2016, Commission meeting.

**(Update: June 2016)** Briggs developed and submitted a RFP (Request for Proposal) which was posted April 2nd. The Commission Memo for the MSL trust request outlines the timeline and projected expenses of a second booth installation, including ancillary equipment and post-installation work.

### **Activities Accomplished in April and May, 2016:**

Briggs and Harris collected statistics and quotes for an EPP (Executive Planning Process) request to outsource converting the remainder of Montana cassette titles. deMontigny represented Talking Books and gave a presentation at the Montana Library Association Conference. Landry and Briggs attended the National Library Service Biennial Conference. The Bits of Gold newsletter went out to all patrons and interested parties through a group effort of all staff and volunteers, cutting the cost by two-thirds. Rinderle created additional digital book shelving spaces and renamed all shelf locations. This increased volunteer and staff efficiency and provided an easier system for locating titles. This also has decreased the amount of database entry errors. Crepeau completed the second quarter NLS quota order and subject coding for MTBL to receive permanent interlibrary loaned digital books into the collection. Staff reduced the amount of time it takes each morning to pull the multiple amount of newly assigned patron book orders. By combining these into one large order for the outgoing mail pick-up this eliminated several daily trips up and down the stairs to the collection. Harris and Briggs are training Rinderle in the monitoring duties within the recording program. Harris and volunteers completed the archive inventory of Montana related cassette and reel-to-reel recordings for estimating conversion costs. The first ever recording of the Montana Constitution was completed and will be shared with

the Secretary of State's office for statewide distribution to our patrons. Rinderle and Harris completed the post-editing production and compilation of *Montana the Magazine of Western History* back issues that patrons have been waiting for. Harris presented a webinar for public libraries in May on the MSL/MTBL Volunteer Program and its history since being created in 1981. It was the first comprehensive volunteer program of its kind in a state agency.



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FAX: 406-444-0266 • <http://msl.mt.gov>

May 25, 2016

To the Montana library and education community:

On May 16, the Montana State Library (MSL) was informed by the Governor's Office of Budget and Program Planning that the Coal Severance Tax (CST) Shared Account continues to face dramatic revenue declines over previous revenue estimates; as a result, MSL was informed of the need to further reduce our CST expenditures this biennium by an additional \$166,000.

This \$166,000 reduction is in addition to the \$46,000 reduction MSL had been notified of in January. In total our \$943,458 biennial CST appropriation has now been reduced by \$212,591. The cut represents a 45% reduction to our FY 17 appropriation and a 23% reduction to the total biennial appropriation that had already been reduced by more than \$90,000 from the previous biennium.

Due to this very significant reduction, the State Library no longer has the luxury of the one-size-fits all approach afforded by statewide funding to procure and administer the current statewide databases contract model. In order to fund Library Development services in a stable and responsible manner it is imperative that MSL meet the challenges resulting from volatile and declining CST monies and stagnant federal Library Services and Technology Act dollars. While we have always made careful use of the limited resources available to us, MSL must now make very difficult choices about the services we offer. To help make these decisions, we are grateful to the guidance afforded to us through the recent recommendations of the Library Development Study Task Force (LDSTF) that reflect the most pressing priorities as identified by librarians and other stakeholders statewide and on which MSL will focus. Those recommendations are available online:

[http://about.msl.mt.gov/commission\\_councils/library\\_development\\_study\\_task\\_force](http://about.msl.mt.gov/commission_councils/library_development_study_task_force).

Given the significance of this reduction, on top of previous cuts, on May 25<sup>th</sup>, the MSL Commission made the difficult choice to completely eliminate funding of the statewide database contract. Access to the statewide databases will continue through August 31, 2016. Materials from the Commission meetings are available online:

[https://mslservices.mt.gov/About\\_the\\_Library/Commission\\_Councils/Commission/comm\\_MeetingMaterials](https://mslservices.mt.gov/About_the_Library/Commission_Councils/Commission/comm_MeetingMaterials).

As was previously announced, the Commission voted at their April meeting to significantly reduce the funding of the statewide databases. In the face of the most recent round of cuts, regardless of usage or where these resources fit within the LDSTF recommendations, we no longer have the financial resources necessary to sustain the current statewide contract model.

Additional CST cuts will be absorbed by statewide training, the Montana Memory Project, E-content, and the lifelong learning programming budgets. Some of these budgets have been zeroed out (E-content and lifelong learning programming). The other projects have sustained significant cuts.

The MSL Commission has decided to move forward with funding a new lifelong learning librarian position guided by the belief that in a society of lifelong learners – whether of a formal or informal nature – libraries are nodes connecting the local learning setting with the global resources of information and knowledge. Libraries must therefore be allowed to play a role of fundamental importance in the development of future systems of lifelong learning. Libraries are necessary prerequisites for a democratic knowledge society. It is the belief of the MSL Commission that an enhanced focus on lifelong learning will grow engaged community partnerships, high quality online information resources, and researched-based programming, in the absence of previously state-funded resources.

The MSL Commission and the entire State Library staff are very cognizant of the impacts that the difficult decisions made today will have on libraries across the state. Given the extreme circumstances we face, we believe we are making the best choices available to us that will allow us to continue to serve libraries and Montanans in every corner of our state. We look forward to the opportunity to work with the Network Advisory Council, which represents all library types, and other partners, to shape a future with rich information resources accessible to all Montanans, and continued collaboration to support efficient resource sharing.

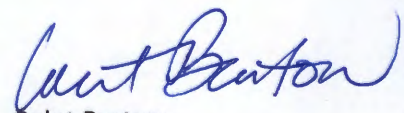
Please share any questions or comments with Jennie Stapp, [jstapp2@mt.gov](mailto:jstapp2@mt.gov).

Sincerely,



Jennie Stapp

Montana State Librarian



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MSL Commission Chair

**STATE OF MONTANA  
OFFICE OF THE GOVERNOR  
EXECUTIVE ORDER NO. 09-2016**

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**EXECUTIVE ORDER IMPLEMENTING THE STATE INFORMATION  
TECHNOLOGY CONVERGENCE PLAN**

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**WHEREAS**, it is the policy of the State that information technology be used to improve the quality of life of Montana citizens by providing educational opportunities; creating quality jobs and a favorable business climate; improving government; and protecting individual privacy and the privacy of the information contained within information technology systems;

**WHEREAS**, it is the policy of the State that the development of information technology resources in the state must be conducted in an organized, deliberative, and cost-effective manner;

**WHEREAS**, mitigation of risk is a priority to protect individual privacy and the privacy of information contained within information technology systems as these systems become more interconnected and as the risks stemming from cyber-attacks have increased;

**WHEREAS**, to minimize unwarranted duplication, similar information technology systems and data management applications are implemented and managed in a coordinated manner;

**WHEREAS**, state information technology systems are able to embrace the economics of digitized records to avoid duplication and transport costs;

**WHEREAS**, electronic record creation, management, storage, and retrieval processes and procedures are used to create and deliver professional records management experiences for the citizens of Montana;

**WHEREAS**, state information technology systems are able to embrace continuous process improvement initiatives to keep pace with new and emerging technologies and delivery channels, thereby allowing citizens to determine when, where, and how they interact with government agencies;

**WHEREAS**, it is a State of Montana information technology strategic goal to build and operate enterprise systems that are shared across state and local government. Montana's 2016 Information Technology Strategic Plan: Goal 3; and

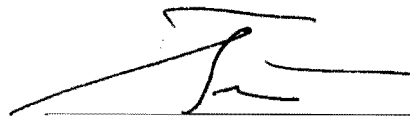
**WHEREAS**, the significant and continued growth of cyber-attacks against state and local government makes cyber security a critical issue for Montana, the sharing of enterprise-class infrastructure is necessary to maximize the protection of Montana's systems and data.

**NOW, THEREFORE, I, STEVE BULLOCK**, Governor of the State of Montana, by virtue of the authority vested in me under the Constitution and the laws of the State of Montana, do hereby order and direct as follows:

1. The Department of Administration, State Information Technology Services Division (SITSD), shall implement an information technology convergence plan resulting in the full use of shared enterprise infrastructure to be complete by December 31, 2017;
2. Executive Branch agencies not exempted from this Order shall cooperate with the migration of their information technology assets to the enterprise infrastructure;
3. Only SITSD is permitted to buy and deploy servers, storage, and cloud services, unless otherwise directed by the Budget Director and State Chief Information Officer;
4. An agency shall utilize enterprise systems, including but not limited to enterprise content management (ECM), directory services, email, telecommunications (voice, video, and data), and State data centers to further their missions with the effective and efficient use of enterprise information technology; and
5. This Order covers the Executive Branch and exempts (but does not prohibit from participation) elected official agencies and those entities identified in §2-17-516, Montana Code Annotated.

This Order is effective immediately and shall remain in effect until amended or rescinded by future Executive Order of the Governor.

GIVEN under my hand and the GREAT SEAL of  
the State of Montana this 24<sup>th</sup> day of  
May, 2016.



STEVE BULLOCK, Governor

ATTEST:



LINDA MCCULLOCH, Secretary of State





# State of Montana Department of Administration

## INFRASTRUCTURE CONVERGENCE FAQs

Governor Bullock recently signed an Executive Order for Infrastructure Convergence. Moving forward, the Department of Administration State Information Technology Services Division (SITSD) will buy and deploy servers, storage assets and coordinate cloud services. The Executive Order requires that all Executive Branch agencies migrate to shared enterprise infrastructure by December 31, 2017. This convergence plan expands a successful migration that included the Departments of Corrections, Labor and Industry, and Public Health and Human Services. Converged Infrastructure also centralizes the management of IT resources, consolidates systems, increases efficiencies, and lowers costs. The estimated conservative savings of this convergence total \$1.5 million annually and \$4.5 million in cost avoidance spending over the next biennium.

### PEOPLE

#### **How does this relate to my position?**

Agency IT jobs will not be eliminated as a result of this Executive Order and SITSD will not be adding positions as part of the migration plan. SITSD is adequately staffed to support this migration. Agencies will determine if roles may change, moving staff from infrastructure support to application creation and support. Agencies that have already moved to shared infrastructure did not experience major changes to staffing.

### PROCUREMENT

#### **How does this change procurement methods?**

The Information Technology Procurement Request (ITPR) process will remain in place. Existing Agency Procurement Delegation Agreements will be modified to provide guidance and clarity regarding agency's authority to purchase servers, storage assets, and cloud services. All State Term Contracts that include Information Technology products and services will be modified to include processes for agency purchases and direction to contractors. Server software procurement will remain the sole responsibility of SITSD. If there is an available enterprise solution, this must be utilized.

### HARDWARE

#### **What server hardware is within the scope of this order?**

Server and storage hardware in Helena will be migrated to shared infrastructure. Remote servers will be reviewed for opportunities to allow shared usage. All hardware procurement will be centralized. After migration to shared infrastructure, some agency server and storage assets will be transferred to SITSD. SITSD will provide credits for any usable transferred assets.

### BUDGETING

#### **How does this impact the Financial Transparency Model (FTM)?**

SITSD will provide direction through meetings and discussions with agencies over the next few months, for service modifications in the FTM sheets to ensure agencies are properly budgeting for services. Year end money may also be accrued for SITSD services.

### TIMELINES

#### **When will this migration start for my agency?**

The moves to the shared infrastructure will be completed by December 31, 2017. SITSD will provide a project plan through agency meetings and discussions. The plan will outline all migration dates that take into account services provided by said agencies. SITSD will work with agencies to minimize disruptions to operations.

### QUESTIONS

#### **What if I still have questions about this Executive Order?**

We are here to help. Contact Ron Baldwin for IT questions at 406.444.2777. For HR questions, contact Anjenette Schafer at 406.444.3885.



# Memo

**To:** Jennie Stapp, State Librarian      **To:** Montana State Library Commission

**From:** Kris Schmitz  
Central Services Manager      **From:** Jennie Stapp, State Librarian

**Date:** May 12, 2016

**Re: Policy Reviews**

At each upcoming meeting, you will review a number of Commission policies. The Commission may take action based on staff recommendations at each meeting at which the policies are discussed or defer a decision to the next meeting. The following are the policies for review at the June meeting and my recommendations.

You will find seven policies attached. I am requesting that you repeal these policies. They are now incorporated into the state policies or will become procedures and thus no longer require internal stand along policies. In the case of the Job Share Policy, the program is no longer supported by the state.

Seven policies recommended for deletion:

- Employee Record Keeping
- Family and Medical Leave Act
- Position Classification Procedures
- Reduction in Force
- Job Share
- Incentive Award Program
- Leave of Absence Without Pay Policy

Please let me know if you have any questions.

## **Montana State Library Commission Policy**

### **Employee Record Keeping Policy to Supplement State Policy 3-0110**

This policy is adopted in compliance with the Record keeping rules, found at ARM 2.21.6605 (also found in the State Personnel Policy 3-0110, and pursuant to records management procedures found in the Montana Operations Manual, Volume I, Chapter 800).

It is the policy of the Montana State Library Commission to collect and maintain employee personnel records while protecting an employee's right of privacy pursuant to Article II, Section 10 of the Constitution of the State of Montana.

Employee personnel records are confidential and access is restricted to those with a job-related purpose of viewing or using the records.

#### **DEFINITIONS**

- 1) "Access" means permission to view and use records.
- 2) "Confidential records" means records concerning an employee to which there is restricted access.
- 3) "Document" means an object upon which information is written, transcribed or recorded.
- 4) "Employee personnel record" means information relating to an individual's employment with the State of Montana or a department of the state and is appropriate for preservation as evidence of employment policies, practices and decisions. An employee record may be a paper document and/or it may be information maintained in the state's electronic Human Resource system. Other programs including Public Employees Retirement System and worker's compensation or unemployment insurance develop records relating to an employee which are not an employee personnel record as defined in this policy.
- 5) "Records" means a body of recorded information. This information may be manually or electronically recorded and maintained.

#### **EMPLOYEE PERSONNEL RECORDS**

The Montana State Library maintains the following employee personnel records:

Payroll and Benefits - copies of payroll status forms affecting employee's pay and/or status; W-4 forms; employee leave record; sick leave fund vouchers; time and attendance reports; authorization to deduct money from paycheck, such as health insurance premiums, credit union, savings bond and/or deferred compensation deductions, charitable contributions; copies of automatic bank deposit authorizations; copy of designation of person authorized to receive decedent's warrants; enrollment forms in health insurance plans, longevity computation, certification form and documentation of previous employment which affects employee benefits.

Personal Employee Records – Performance evaluations and employee rebuttals; disciplinary documents; documents relating to personal problems requiring employer intervention or affecting an employee's ability to perform job-related duties; state application and/or resume of employee, including any requests for preference; copies of professional licenses and certifications; individual training records; hiring documents such as offer letter, acceptance letters, EEO status, and I-9 form; transfer, reassignment, promotion, demotion, and employee exchange or loan records; documents pertaining to selection for training assignment or apprenticeship; records pertaining to awards, commendations, or other methods of recognizing achievement, performance or longevity; documents of separation such as letter of resignation or copy of any agency termination form.

#### **INVESTIGATIONS**

Employee personnel records, as defined in this policy and the state employee record keeping policy, do not include documents developed during the course of an investigation. Access to such documents shall be

determined on a case-by-case basis. Balancing the constitutional guarantees of the Right to Privacy, Art. II, Sec. 10, and The Public's Right to Know, Art. II, Sec. 9.

### MEDICAL RECORDS

The Americans with Disabilities Act of 1990 (ADA) requires that information collected with respect to medical examinations or inquiries must be collected and maintained on separate forms in separate files. These records must be treated as confidential medical records and access is limited to:

- 1) supervisors and managers for purposes of identifying necessary restrictions on the employee's work or duties or identifying necessary accommodations;
- 2) agency personnel/EEO officer;
- 3) legal counsel contracted by the agency;
- 4) first aid and safety personnel, when appropriate, if the disability might require emergency treatment; or
- 5) government officials when investigating compliance with ADA.

### ACCESS TO EMPLOYEE PERSONNEL RECORDS

All employee personnel records are confidential and access is restricted, except an employee's position title, date and duration of employment and salary, which are public information and must be released on request. It will be determined on a case-by-case basis whether or not the request must be in writing.

The Montana State Library permits access to employee personnel records for job-related purposes to the following agency employees or representatives:

- 1) the employee
- 2) the employee's immediate supervisor
- 3) other persons in direct line of supervision
- 4) State Librarian
- 5) the personnel/EEO officer
- 6) legal counsel contracted by the agency
- 7) accounting/payroll staff (for payroll and benefits records only)

Others with access to employee personnel records as provided in the state Employee Record Keeping policy are:

- 1) the office of the Legislative Auditor for purposes of auditing state agencies;
- 2) the Human Rights Division, Department of Labor and Industry, for purposes directly related to complaints of discrimination;
- 3) the professional staff of the State Personnel Division, Department of Administration, for purposes of gathering summary data on personnel programs or systems or to provide technical assistance at the request of an agency.

The Montana State Library may authorize others to have access to employee personnel records for purposes of conducting an investigation into areas including, but not limited to, grievance investigations, discrimination charges, review of department personnel practices, violation of department rules, policies and procedures, or matters which may result in civil or criminal prosecution.

Any other person or employee who is not listed in this section may obtain access to employee personnel records only with the employee's informed and written permission or with a valid legal order. The employee will be informed when a valid legal order has been received allowing access to his/her personnel records.

#### LOCATION AND SECURITY

Employee personnel records are maintained in the following locations:

- 1) State Library accounting office
- 2) State Library archives
- 3) The State's electronic Human Resources System

File cabinets or storage systems containing both active and inactive records will be kept locked during regular business hours at all possible times and will be kept locked after regular business hours. Security of automated records will comply with the security and privacy policy. An employee may view his or her personnel records during regular business hours by contacting:

- 1) the agency personnel/EEO officer
- 2) his/her supervisor
- 3) the State Librarian

A viewing area will be arranged where the employee may examine his/her file. No materials are to be removed from the files. The employee may request copies of specific records, which will be provided at no cost. An employee may request to have documents added to his/her file by contacting his/her immediate supervisor or the State Librarian. By mutual agreement between the employee and the supervisor, materials may be excised from the employee's file.

Other persons with authorized access to agency personnel records may view records by contacting:

- 1) the agency personnel/EEO officer
- 2) the immediate supervisor of the employee whose records are being viewed
- 3) the State Librarian

Those persons may check out or otherwise remove employee personnel records and/or may make copies of those records only with the express approval of:

- 1) the agency personnel officer;
- 2) the State Librarian; or
- 3) agency legal counsel;

and by signing for the records with the personnel/EEO officer or the State Librarian. Authorized employees/representatives who make copies of the employee personnel records may do so at no charge and must arrange for the security of those copies.

## Employee Records Management Policy

Resource: Administrative Rules of the State of Montana (ARM)

Human Resources/ Employee Benefits

*State Human Resources includes policies in administrative rules (ARM) when the policy may affect the public or be used by persons who are not currently employees. The policies that only affect state employees are not included in ARM. This policy is in ARM. This is a reproduction created for your convenience, but it is not the official version. Links to the ARM and Montana Code Annotated (MCA) are embedded throughout the document. You may also find the official ARM website at <http://www.mtrules.org>.*

### 2.21.6605 SHORT TITLE

(1) This subchapter may be cited as the Employee Records Management Policy.

History: 2-18-102, MCA; IMP, 2-18-102, MCA; NEW, 1981 MAR p. 1776, Eff. 12/18/81; AMD, 2007 MAR p. 612, Eff. 5/11/07.

### 2.21.6606 POLICY AND OBJECTIVES

(1) This policy:

(a) defines which records constitute employee records and establishes procedures for collecting and maintaining employee personnel records while protecting an employee's right of privacy under Article II, section 10 of Montana's constitution;

(b) ensures employee awareness of records held, provides employees access to their personnel records, and describes how employee personnel records may be corrected;

(c) provides minimum standards for employee records management and allows agencies to adopt supplemental employee records management procedures; and

(d) covers all positions in Montana's executive branch except elected officials, the personal staff of elected officials, those employed by the Montana University System and the Montana State Fund, and any other position specifically excluded under 2-18-103 and 2-18-104, MCA.

History: 2-18-102, MCA; IMP, 2-18-102, MCA; NEW, 1981 MAR p. 1776, Eff. 12/18/81; AMD, 1992 MAR p. 1232, Eff. 6/12/92; AMD, 2007 MAR p. 612, Eff. 5/11/07; AMD, 2010 MAR p. 1070, Eff. 4/30/10.

### 2.21.6608 DEFINITIONS

As used in this subchapter the following definitions apply:

(1) "Access" means viewing or using records.

(2) "Confidential records" means records which, by law, are not public records.

(3) "Employee personnel record" means information relating to an employee's employment with the state of Montana that is appropriate for preservation as an official record of employment policies, practices, and decisions. An employee personnel record may be a paper document or it may be information maintained in an information system such as the Statewide Accounting Budgeting and Human Resource System (SABHRS). Employee personnel records include the documents listed in ARM [2.21.6612](#).

(4) "Genetic information" means information about applicants' or employees' genetic tests, the genetic tests of their family members, and the manifestation of a disease or disorder in their family members, including information obtained orally or inadvertently (refer to [MAR Notice No. 2-21-448, New Rule I published in this issue]). Records containing genetic information are listed in ARM [2.21.6613](#).

(5) "Genetic test" means an analysis of human DNA, RNA, chromosomes, proteins, or metabolites that detect genotypes, mutations, or chromosomal changes.

(6) "Records" means a body of recorded information. This information may be manually or electronically recorded and maintained.

History: [2-18-102](#), MCA; [IMP](#), [2-18-102](#), MCA; [NEW](#), 1981 MAR p. 1776, Eff. 12/18/81; [REP](#), 1992 MAR p. 1232, Eff. 6/12/92; [AMD](#), 2007 MAR p. 612, Eff. 5/11/07; [AMD](#), 2010 MAR p. 1070, Eff. 4/30/10; [AMD](#), 2011 MAR p. 1677, Eff. 8/26/2011.

## [2.21.6612](#) RECORDS THAT CONSTITUTE EMPLOYEE PERSONNEL RECORDS

(1) Employee personnel records, both electronic and paper, include:

(a) preemployment information (resumes, references, interview questions, etc.);

(b) compensation, job history, and timekeeping records;

(c) employee accident reports and worker's compensation claims;

(d) I-9 forms;

(e) W-4 forms;

(f) benefit plans and employee medical records (including disability accommodation requests and supporting documents, and any record that contains genetic information);

(g) performance appraisals;

(h) disciplinary action records;

(i) background check information;

(j) office policies/documents signed by employee; and

(k) awards and acknowledgements.

(2) Employee personnel records do not include documents, information, or other evidence developed as part of an investigation. If an investigation results in disciplinary action, the disciplinary action record is an employee personnel record. Investigations include, but are not limited to, grievances, violations of agency rules, policies, and procedures, or matters that may result in civil or criminal liability.

History: [2-18-102](#), MCA; [IMP](#), [2-18-102](#), MCA; [NEW](#), 2010 MAR p. 1070, Eff. 4/30/10.

### **2.21.6613** RECORDS THAT CONTAIN GENETIC INFORMATION

(1) The federal Genetic Information Nondiscrimination Act (GINA) provides that the following records contain genetic information:

(a) an individual's genetic tests, including genetic tests done as part of a research study;

(b) genetic tests of an individual's family members;

(c) genetic tests of any fetus of an individual or family member who is a pregnant woman, and genetic tests of any embryo legally held by an individual or family member utilizing assisted reproductive technology;

(d) an individual's family medical history; and

(e) any request for, or receipt of, genetic services or participation in clinical research that includes genetic services (genetic testing, counseling, or education).

(2) Examples of frequently used employee personnel records that may contain genetic information include Family and Medical Leave Act (FMLA) request forms, reasonable accommodation requests, medical certifications, medically fit for duty forms, and records relating to worker's compensation claims and employee participation in wellness programs.

(3) Genetic records do not include:

(a) information about the sex or age of an individual or family members;

(b) information about the race or ethnicity of an individual or family member that is not obtained from a genetic test;

(c) information about an employee's disease that is already manifested or diagnosed;

(d) routine tests such as blood count, cholesterol, or liver-function tests; and

(e) analysis of infectious agents such as bacteria, viruses, and fungi.

(4) GINA prohibits the collection of genetic information, except in specific instances. Refer to the FMLA (MOM #03-0309), Sick Leave (MOM #03-0310), Equal Employment Opportunity, Nondiscrimination, and Harassment Prevention ([ARM Title 2, chapter 21, subchapter 40](#)), and Reasonable Accommodation and Equal Access ([ARM Title 2, chapter 21, subchapter 41](#)) policies for exceptions to obtaining genetic information.

History: [2-18-102](#), MCA; [IMP, 2-18-102](#), MCA; [NEW](#), 2010 MAR p. 1070, Eff. 4/30/10; [AMD](#), 2011 MAR p. 2020, Eff. 8/26/11.

### **2.21.6614** EMPLOYEE PERSONNEL RECORDS STORAGE

(1) Agencies shall store employee personnel records as follows:

(a) I-9 forms for all employees may be stored together, but must be kept separate from other records in a secured area such as a locked cabinet or drawer;

(b) employee background check information must also be maintained separate from other records in a secure location such as a locked cabinet or drawer;

(c) an employee's medical and genetic information may be kept in the same folder, but these folders must be stored and secured in separate locked cabinets or

drawers from other personnel records as required by the Americans with Disabilities Act (ADA) and GINA;

(d) all other employee personnel records, such as performance appraisals and preemployment information, must be stored in the employee's personnel file. These files must be stored in a secure location, such as a locked cabinet or drawer separate from other records; and

(e) electronic employee personnel records must be stored in secure electronic folders and must be separated in electronic folders as outlined in this rule.

History: [2-18-102](#), MCA; [IMP](#), [2-18-102](#), MCA; [NEW](#), 2010 MAR p. 1070, Eff. 4/30/10.

### **2.21.6615 ACCESS TO EMPLOYEE PERSONNEL RECORDS**

(1) All employee personnel records are confidential and access is restricted to protect individual employee privacy, except the following employee information which is considered public and must be released upon request:

(a) an employee's name;

(b) position title;

(c) dates and duration of employment;

(d) salary; and

(e) claims for vacation, holiday, or sick leave pay, except that the reason for taking leave is confidential and may not be disclosed.

(2) Agencies may require that a request for information be in writing. Agencies may not require justification for a request.

(3) An employee has access to all of his or her employee personnel records. An employee may file a written response to information contained in the employee's personnel records. The employee's response must be filed within ten working days of the date on which the employee is made aware of the information by the agency. The written response becomes a permanent part of the employee's personnel record.

(4) As provided in the ADA and FMLA, access to medical information may not be disclosed except to:

(a) the employee about whom the information pertains;

(b) supervisors and managers when identifying restrictions on the employee's work or duties or identifying necessary accommodations;

(c) first aid and safety personnel, when appropriate, if the disability might require emergency treatment;

(d) government officials investigating compliance with the ADA or FMLA; and

(e) support an employee's compliance with the certification provisions of the FMLA.

(5) As provided in GINA, genetic information may not be disclosed except:

(a) to an occupational or other health researcher if the research is conducted in compliance with the federal regulations and protections provided for under the Protection of Human Subjects, 45 CFR, Part 46;



(b) in response to a court order, but only the genetic information expressly authorized by the court order may be disclosed and the employee must be informed before the disclosure;

(c) to government officials investigating compliance with GINA;

(d) to support an employee's compliance with the certification provisions of the FMLA; and

(e) to a federal, state, or local public health agency only regarding information about the manifestation of a contagious disease that presents an imminent hazard of death or life-threatening illness, and the employee must be notified before the disclosure.

(6) The Legislative Auditor's Division has access to employee personnel records under [5-13-309](#), MCA, for the purposes of auditing state agencies.

(7) The Human Rights Bureau, Department of Labor and Industry, has access to employee personnel records directly related to discrimination complaints.

(8) The professional staff of the State Human Resources Division has access to confidential records when gathering summary data on personnel programs or systems or when providing technical assistance to an agency.

(9) Certain governmental entities have authority under state or federal law to access an employee's personnel record.

(10) Other persons may access an employee's personnel record only if there is a job-related purpose, the employee has granted written permission, or if a valid court order grants access. An agency shall inform the employee when a valid court order has been received directing access to an employee's personnel record.

History: [2-18-102](#), MCA; [IMP](#), [2-18-102](#), MCA; [TRANS](#) & [AMD](#), from ARM [2.21.6611](#), 2010 MAR p. 1070, Eff. 4/30/10; [AMD](#), 2011 MAR p. 1667, Eff. 8/26/11.

#### **2.21.6616 EMPLOYEE PERSONNEL RECORDS USE**

(1) Nothing in this subchapter prohibits authorized users from relying on the content of employee personnel records or in agency procedures when responding to requests for employment information from employers to which employees have applied for employment.

(2) Agencies may set and charge fees for copies of employee personnel records.

History: [2-18-102](#), MCA; [IMP](#), [2-18-102](#), MCA; [NEW](#), 2010 MAR p. 1070, Eff. 4/30/10; [AMD](#), 2011 MAR p. 1677, Eff. 8/26/11.

#### **2.21.6617 EMPLOYEE PERSONNEL RECORDS RETENTION**

(1) The Montana Secretary of State's Records and Information Management Division maintains a records retention schedule for payroll and personnel records. Most employee personnel records must be kept in the employer's office for three years after an employee terminates employment. The records must then be transferred to the state records center or retained within the agency for seven additional years. Some personnel records have different retention requirements, which are listed in the schedule.

(2) The GS5 payroll and personnel records schedule may be accessed via the Secretary of State's web site.

History: [2-18-102](#), MCA; [IMP](#), [2-18-102](#), MCA; [NEW](#), 2010 MAR p. 1070, Eff. 4/30/10.

#### **2.21.6622 CLOSING**

(1) This subchapter shall be followed unless it conflicts with negotiated labor agreements or specific statutes, which shall govern to the extent applicable.

History: [2-18-102](#), MCA; [IMP](#), [2-18-102](#), MCA; [NEW](#), 1981 MAR p. 1776, Eff. 12/18/81; [AMD](#), 2010 MAR p. 1070, Eff. 4/30/10.

## **Montana State Library Commission Policy**

### **Family and Medical Leave Act to Supplement State Policy 3-0309 (10/08/04)**

This Montana State Library Commission Policy to Supplement State Policy 3-0309 (10/08/04). The intent is to clarify and expand those areas that are left to agency responsibility in the state policy.


The federal Family and Medical Leave Act (FMLA) became effective in August 1993. FMLA "entitles qualified employees to up to 12 weeks of unpaid leave per year for the birth or adoption of a child, to care for a spouse or an immediate family member with a serious health condition, or when unable to work because of a serious health condition." "Serious health condition" is defined as one which requires either inpatient care, or "continuing treatment by a health care provider."

Employers covered by the law are required to maintain any pre-existing health coverage (the state share for employee only) during the leave period and, once the leave period is concluded, to reinstate the employee to the same or an equivalent job."

To be eligible for FMLA coverage, an employee must have worked for the state of Montana for a total of 12 months, and for 1,040 hours during the previous 12 months.

It is the policy of the State Library Commission to begin documenting FMLA when a qualifying condition is determined. Written notice must be provided to the employee when designation of leave has been determined. The notice will detail the rights, specific expectations and obligations of the employee and explain any consequences of a failure to meet these obligations. When FMLA becomes effective, it will be documented on an hourly basis as FMLA leave, and it may run concurrently with paid sick leave or exempt compensatory time, at the discretion of the agency. An absence due to an illness will not be charged against unused vacation leave or nonexempt compensatory time unless approved by the employee.

The provision of medical certification by an employee shall be dependent upon the type of FMLA leave requested. Normally medical certification will be requested after six weeks of the onset of a qualifying condition. An employee will be allowed fifteen calendar days to provide the requested medical certification.

|   |  |                |   |
|---|--|----------------|---|
|  | <b>Montana Operations Manual</b><br><br><b>Policy</b>                  | Category       | <b>Human Resources/<br/>Employee Benefits</b> |
|   |  | Effective Date | <b>05/07/2012</b>                             |
|   |  | Last Revised   | <b>01/30/2014</b>                             |
| Issuing Authority   | <b>Department of Administration<br/>State Human Resources Division</b> |                |   |
| <b>Family and Medical Leave Policy</b>  |  |                |   |

## I. Purpose

This policy provides the framework under which the Family and Medical Leave Act (FMLA) will be administered in Montana state government. This policy also provides employees information about FMLA entitlements and outlines any obligations employers and employees may have during such leaves. Employees and managers should direct questions regarding FMLA leave to their agency human resources office.

## II. Scope

This policy covers all agencies in Montana's executive branch except the Montana university system, the Montana State Fund, elected officials, personal staff of elected officials, and any other position specifically excluded under Sections 2-18-103 and -104, Montana Code Annotated (MCA).

Any state law or collective bargaining agreement that provides greater family or medical leave rights supersedes this policy.

## III. Procedures

The FMLA allows employees to balance their work and family life by taking reasonable leave for qualifying family and medical reasons. The FMLA provides eligible employees with job-protected leave and requires group health benefits to be maintained during the leave.

### A. Eligibility

1. To be eligible for FMLA leave, the employee must have:
  - a. worked for Montana state government a minimum of 12 months, which need not be consecutive or served just prior to taking leave; and

- b. been in a pay status for at least 1,040 hours during the 12-month period immediately preceding the commencement of leave.
2. Hours spent in service to the National Guard, Reserves, or Uniformed Services Employment and Reemployment Rights Act (USERRA)-covered service will count toward FMLA eligibility.
3. In most cases, all time worked for the state counts towards the 12-month period, including seasonal employment. Breaks in service of seven years or longer do not count toward this entitlement unless the break in service was related to military service covered under the Uniformed Services Employment and Reemployment Rights Act or otherwise specified in a written agreement.

## **B. Loss of Eligibility**

The employee's eligibility and protection under the FMLA ends when:

- a. an employee gives an agency unequivocal notice of the employee's intent not to return to work;
- b. the employee exhausts all FMLA leave benefits for the covered periods;  
or
- c. the employee exhausts all FMLA leave and is unable to return to work.

## **C. Types and Duration of Leave**

1. An agency will not deny employees the benefits of FMLA because they are "key employees," as that term is defined in the FMLA regulations.
2. **Basic FMLA Year: The executive branch uses** the 12-month period measured forward from the first date of leave designated as an eligible employee's FMLA leave. Under this method, an eligible employee is entitled to 12 weeks of leave during the 12-month period beginning on the first date FMLA leave is taken; the next 12-month period would begin the first time FMLA leave is taken after the completion of any previous 12-month period.
3. **Basic Leave:**
  - a. Eligible employees may take up to 12 workweeks of FMLA leave within a 12-month period for certain types of family and medical leave. The 12-month period begins on the first day an employee takes FMLA leave. Eligible employees may use leave for one or more of the following FMLA-qualifying reasons within the 12-month period:

- i. the birth of an employee's child and to care for a newborn child within one year of birth;
  - ii. the placement of a child for adoption or foster care with the employee (including counseling, consultation, court appearances, etc., prior to placement) and to care for the newly placed child within one year of placement;
  - iii. to care for the employee's spouse, son, daughter, or parent with a serious health condition;
  - iv. for the employee's own serious health condition that makes the employee unable to perform one or more of the essential functions of his or her job; or
  - v. any qualifying exigency arising when the employee's spouse, son, daughter, or parent is a military member, including members of the National Guard and Reserves and the Regular Armed Forces, on covered active duty or notified of an impending call or order to covered active duty.
- b. Eligible employees may take FMLA leave for the birth or placement of a child within 12 months of the birth or placement. Maternity leave provided by the *Maternity and Parental Leave Policy* will run concurrently with FMLA leave.
  - c. When both parents are employed by the State of Montana, both may take up to 12 weeks of FMLA leave for the birth, adoption, or placement of a foster child.
  - d. Eligible part-time employees will receive pro-rated leave based on the average weekly hours in a pay status. For example, a part-time employee who works 20 hours per week is entitled to 20 hours of FMLA leave per week for 12 weeks. An employer may convert the weeks to hours as long as the conversion equitably reflects the employee's normally scheduled hours.

#### 4. **Serious Health Conditions:**

A serious health condition is an illness, injury, impairment, or physical or mental condition either involving an overnight stay in a hospital, hospice, or residential medical care facility or continuing treatment by a health care provider.

#### 5. **Continuing Treatment:**

- a. The continuing treatment requirement may be met by:
  - i. a period of incapacity of more than three consecutive calendar days combined with at least two visits to a health care provider, or
  - ii. one visit and a regimen of continuing treatment, or
  - iii. incapacity resulting from pregnancy, or
  - iv. incapacity due to a chronic condition, or
  - v. permanent or long-term conditions; or

- vi. conditions requiring multiple treatments.
- b. Other conditions may meet the definition of continuing treatment. Agency staff should direct questions to their agency HR office.

## 6. Exigency Leave:

- a. Examples of qualifying exigencies are:
  - i. short-notice deployments (when notice is given seven or less days before deployment);
  - ii. military events and related activities;
  - iii. child care and school-related activities;
  - iv. arrangements for the care of a military member's parent who is incapable of self-care;
  - v. financial and legal arrangements;
  - vi. counseling (provided by someone other than a health care provider);
  - vii. rest and recuperation (up to fifteen days while the military member is on rest and recuperation leave);
  - viii. post deployment activities (within 90 days of the end of the military member's covered active duty); and
  - ix. any other event an employee and their supervisor agree is a qualifying exigency.
- b. Exigency activities are further described in *A Manager's Guide to the FMLA* located at: <http://www.hr.mt.gov/newresources/default.mcp> and in 29 CFR 825.126.

## 7. Military Caregiver Leave:

- a. In addition to the basic FMLA leave entitlement above, an eligible employee who is the spouse, son, daughter, parent, or next of kin of a covered servicemember is entitled to take up to 26 weeks of leave in a single 12-month period to care for the service member with a serious injury or illness.
- b. Leave to care for a covered servicemember will only be available during a single 12-month period and, when combined with other FMLA-qualifying leave, may not exceed 26 weeks during the single 12-month period.
- c. The 12-month period begins on the first day the employee takes leave to care for a covered servicemember, even if basic FMLA leave was taken within the 12 months prior. *A Manager's Guide to the FMLA* contains examples on determining the 12-month period.
- d. Eligible part-time employees will receive pro-rated leave based on the average weekly hours in a pay status. For example, a part-time employee who works 20 hours per week is entitled to 20 hours of military caregiver FMLA leave per week for 26 weeks. An employer may convert the weeks to hours as long as the conversion equitably reflects the employee's normally scheduled hours.

## **8. Covered Servicemember:**

- a. A covered servicemember is:
  - i. a current member of the Armed Forces, including a member of the National Guard or Reserves, undergoing medical treatment, recuperation, or therapy, or who is in outpatient status, or is on the temporary disability retired list for a serious injury or illness; or
  - ii. a covered veteran who is a former member of the Armed forces, including the National Guard or Reserves, undergoing medical treatment recuperation or therapy for a serious injury or illness and 1) was discharged or released under conditions other than dishonorable and 2) was discharged within the five-year period prior to the first date the eligible employee takes military care leave to care for the covered veteran. (The period between enactment of the FY2010 NDAA on October 28, 2009 and the effective date of the 2013 Final Rule is excluded in the determination of the five-year period for covered veteran status.)
- b. A servicemember is considered to have a serious injury or illness if he or she incurred the injury or illness in the line of duty on active duty, and the injury or illness renders the servicemember medically unfit to perform duties of his or her office, grade, rank, or rating. A serious injury or illness also includes conditions that existed before the servicemember's active duty and were aggravated by service in the line of duty on active duty in the Armed Forces.
- c. A veteran of the Armed Forces is considered to have a serious injury or illness if the injury or illness incurred or was aggravated in the line of duty on active duty and manifested itself before or after the member became a veteran. The covered veteran's serious injury or illness must be one of the following:
  - i. a continuation of a serious injury or illness that was incurred or aggravated when the covered veteran was a member of the Armed Forces and rendered the service member unable to perform the duties of their office, grade, rank, or rating;
  - ii. a physical or mental condition for which the veteran has received a Veterans Affairs (VA) Service Related Disability Rating (VASRD) of 50 percent or greater as long as the VASRD rating is based on the condition precipitating the need for military caregiver leave;
  - iii. a physical or mental condition resulting from disability related to military service which substantially impairs the veteran's ability to secure or maintain a substantially gainful occupation or would do so absent treatment; or
  - iv. an injury, including a psychological injury, resulting in the veteran's enrollment in the Department of Veterans Affairs Program of Comprehensive Assistance for Family Caregivers.

## **9. Intermittent Leave or Reduced Leave Schedule:**



- a. FMLA leave will usually be taken for a period of consecutive days, weeks, or months. However, eligible employees may take FMLA leave intermittently or on a reduced leave schedule, in one-half hour increments or greater, when medically necessary because of:
  - i. his or her own serious health condition;
  - ii. to care for a spouse, parent, or son or daughter with a serious health condition; or
  - iii. to care for a covered servicemember with a serious injury or illness.
- b. When requested by an agency representative, the employee must provide certification confirming the medical necessity for intermittent leave.
- c. If an employee needs leave intermittently for planned medical treatment, the employee must make a reasonable effort to schedule the treatment so it does not unduly disrupt agency operations.
- d. Eligible employees may take intermittent leave or leave on a reduced leave schedule for a qualifying exigency or following birth or adoption, subject to supervisor approval. In this case, the employee will notify his or her supervisor as soon as the need for leave is known and request a schedule that minimizes disruption of the workplace.
- e. In all cases of intermittent and reduced-schedule leaves, the agency reserves the right to transfer an employee to another position that better accommodates the employee's need for leave and the agency's operations. This decision is at the discretion of the employee's supervisor. The alternative position must have equivalent pay and benefits.

## **D. Agency FMLA Leave Obligations**

### **1. General Notice Requirements:**

- a. State agencies must provide employees with information about the FMLA, including information about the provisions and procedures for filing complaints for violations of the FMLA. Agencies must:
  - i. post and keep posted an FMLA notice in a conspicuous place that explains the rights and responsibilities of employees under the FMLA; and
  - ii. provide information about employee rights and obligations under this policy and the FMLA in employee handbooks or other written materials. Written materials should include the agency's requirements for requesting FMLA leave.
- b. Agencies should also provide ongoing FMLA training that includes information about any changes to the policy or the FMLA.

### **2. Agency Notice Requirements:**

Agency representatives determine whether leave qualifies as FMLA-covered leave. Agency representatives must designate all leave meeting FMLA requirements as FMLA leave regardless of an employee's desire regarding

the designation. When an employee requests FMLA leave, or when an agency representative acquires knowledge an employee's leave may be for an FMLA-qualifying reason, three notice requirements are triggered.

- a. **Eligibility Notice:** The agency representative must notify employees about their eligibility to take FMLA leave within five business days. Employees requesting FMLA leave are entitled to receive written notice from the agency notifying them whether they are eligible for FMLA leave and, if not eligible, the reasons why they are not eligible.
- b. **Rights and Responsibility Notice:** The rights and responsibility notice may be included with the eligibility notice and must:
  - i. state the leave may be designated as FMLA leave;
  - ii. include the state's 12-month period;
  - iii. describe any certification requirements;
  - iv. state the employee's right to substitute paid leave;
  - v. state the requirement to use accrued sick and other leave concurrently with FMLA leave, according to Paragraph F, below.
  - vi. notify the employee of his or her responsibility to continue paying the employee's portion of insurance premiums; and
  - vii. reaffirm the employee's right to return to their position with the same benefits they received prior to using FMLA-qualifying leave;
  - viii. notify of the employee's potential liability for payment of health insurance premiums paid by the employer if the employee fails to return to work after taking FMLA leave.
- c. **Designation Notice:** Agency representatives must provide a written designation notice for each FMLA-qualifying reason within an applicable 12-month period. When an agency representative has enough information to determine whether an employee's leave is FMLA-qualifying, they must notify the employee within five days. The designation notice must include:
  - i. the agency's designation determination;
  - ii. any fitness-for-duty requirements; and
  - iii. the amount of leave, if known, that will be counted against the employee's FMLA leave entitlement.

### 3. Recordkeeping Requirements:

Agency representatives must make, keep, and preserve records under the FMLA for no less than three years. These records are usually maintained in the agency's payroll or human resource offices or in the central payroll system. The following must be kept in accordance with the requirements of the FMLA, Fair Labor Standards Act (FLSA), Genetic Information Non-Discrimination Act (GINA), and Americans with Disabilities Act (ADA):

- a. basic payroll and identifying employee data and compensation details;
- b. dates FMLA leave is taken by eligible employees;
- c. if leave is taken in less than full days, then the hours taken;

- d. copies of notices given by employees and the agency (these copies may be maintained in the employee's personnel file);
- e. policies describing employee benefits and the practice of taking paid and unpaid leave;
- f. premium payments of employee benefits;
- g. disputes between the agency and employee regarding the designation of leave as FMLA leave;
- h. GINA notice requirements: Agency managers must include the safe-harbor language required by the GINA regulations on all certification requests. This language should also be included in any documents addressed to a medical professional or the employee when any type of medical information is requested or may be disclosed;
- i. agency representatives should not ask employees probing questions about the FMLA-qualifying event that may elicit genetic information about an employee or an employee's family members. See the Non-Discrimination EEO Policy (2.21.4001 et seq., ARM) for further guidance; and
- j. records or documents relating to the employee or the employee's family's certifications.\*\*\*These records will be maintained as confidential medical records in separate files from the usual personnel files and maintained according to ADA and GINA confidentiality requirements. See the Employee Records Management Policy (2.21.6601 through -.6622, ARM) for further guidance.

## **E. Employee FMLA Leave Obligations**

### **1. Employee Notice of Leave Requirements:**

- a. An employee requesting FMLA leave must provide:
  - i. at least a 30-day advance oral or written notice of the need to take FMLA leave when the need is foreseeable; or
  - ii. timely notice, as soon as possible and practical, when the need for FMLA leave is not foreseeable; and
  - iii. sufficient information for the employer to understand the leave is for an FMLA-qualifying reason.
- b. The following sections provide direction as to the content and timing of employee notices.

### **2. Content of Employee Notice:**

- a. To trigger protections under the FMLA, employees must inform their agency representative of the need for FMLA-qualifying leave. Employees must also notify the agency of the anticipated timing and duration of leave, if known.
- b. Employees can do this by specifically requesting FMLA leave or explaining the reason for the leave so the agency representative can

make a determination if the leave is FMLA-qualifying. For example, employees might explain that:

- i. a medical condition renders them unable to perform the functions of their job;
  - ii. they are pregnant;
  - iii. they have been hospitalized overnight;
  - iv. they or a covered family member are under continuing care of a healthcare provider;
  - v. the leave is because of a qualifying exigency caused by a military member being on covered active duty or notified of an impending call or order to covered active duty; or
  - vi. the leave is for a family member unable to perform daily activities or the family member is a covered servicemember with a serious injury or illness.
- c. Calling in “sick” without providing the reasons for the needed leave will not be considered sufficient notice for FMLA leave under this policy.
  - d. Employees are expected to respond to the agency’s questions to determine if absences are potentially FMLA-qualifying.
  - e. When the agency representative receives enough information to determine the leave qualifies as FMLA, the agency representative must retroactively designate the leave as FMLA, provided the agency notifies the employee about the designation.
  - f. If an employee fails to provide enough information to make a determination, the agency may deny the leave.
  - g. Employees who are seeking additional leave because of a previously-qualified FMLA reason and who have not exhausted their FMLA leave benefits must continue to provide sufficient information to agency representatives so the agency may properly record, account for, and track the use of FMLA leave.
  - h. Employees should never provide genetic information when responding to a request for FMLA medical certification. GINA prohibits employers from requesting or requiring genetic information of an individual or family member of the individual, except as specifically allowed by this law.

### **3. Timing of Employee Notice:**

- a. Employees must provide 30 days’ advance notice of the need to take FMLA leave when the need is foreseeable.
- b. If 30-days’ notice is not possible, or the approximate timing of the need for leave is not foreseeable, employees must provide the agency notice of the need for leave as soon as practicable under the facts and circumstances of the particular case.
- c. Employees must comply with their agency’s customary notice requirements for requesting leave, absent unusual circumstances.

- d. An agency may delay or deny FMLA coverage if the employee fails to provide notice, without a reasonable reason for the delay, or otherwise fails to satisfy FMLA-notice obligations.
- e. An employee who requests intermittent leave or a reduced leave schedule will notify his or her supervisor as soon as the need for the leave is known.

**4. Scheduling of Planned Medical Treatment and Intermittent Leave or Reduced Leave Schedules:**

- a. Employees must consult with their agency representative and make a reasonable effort to schedule medical treatment so it does not unduly disrupt the agency's operations. The employee's health care provider must approve treatment schedules.
- b. An agency representative may temporarily transfer an employee during the period of the intermittent or reduced-leave schedule to an alternative position for which the employee is qualified. The alternative position must have equivalent pay and benefits and better accommodate the recurring periods of leave.
- c. Employees seeking intermittent or reduced-schedule leave for reasons unrelated to planned medical treatment must advise their agency representative of the reason for the leave. In such cases, the agency representative and employee will develop a leave schedule meeting the employee's needs without unduly disrupting the agency's operations.
- d. Intermittent or reduced schedule FMLA leave for childbirth or placement of a child for adoption or foster care is subject to supervisor approval.
- e. Employees must provide reasonable and practicable notice to an agency representative when requesting intermittent leave or a reduced leave schedule because of a qualifying exigency.

**5. Medical Certifications Supporting Need for FMLA Leave:**

- a. Depending on the type of leave requested, employees may be required to submit medical certifications supporting their need for FMLA-qualifying leave. Employees may be required to provide medical certification for their own serious health condition, to care for a family member with a serious health condition, because of a qualify exigency, or to care for a covered service member with a serious injury or illness.
- b. Three types of FMLA medical certifications exist: an initial certification, a recertification, and a return-to-work or fitness-for-duty certification (refer to FMLA guide for more information on recertification and fitness-for-duty certification).
- c. The employee is responsible for providing an agency representative with timely, complete, and sufficient medical certifications. When the agency representative requests employees provide FMLA certifications, employees must provide the requested certification within 15-working days after the agency's request unless it is not practicable to do so

despite an employee's diligent, good-faith efforts. Employees must keep an agency representative informed of any delays in providing the appropriate FMLA certification and when they can reasonably expect to receive the certification.

**6. Incomplete or Insufficient Medical Certifications:**

- a. An agency representative will inform an employee in writing if his or her medical certification is incomplete or insufficient. The written notice must identify the specific information required.
- b. Employees will have seven working days to correct incomplete or insufficient certifications. Agency representatives may deny FMLA leave for employees who fail to correct deficiencies in a timely manner or otherwise fail to timely submit requested medical certifications or furnish the healthcare provider providing the certification with authorization to release a sufficient and complete certification.

**7. Authenticating or Clarifying Information on a Medical Certification:**

- a. Agency representatives may not request additional information from an employee's health care provider once the employee has provided a complete and sufficient certification. However, an agency representative (not the employee's direct supervisor) may contact an employee's health care provider to authenticate or clarify a completed and sufficient medical certification. The agency representative may verify the health care provider completed or authorized information on the certification, clarify handwriting on the form, or clarify the meaning of a response to a question on the form.
- b. An agency representative may deny FMLA leave if certifications are unclear and the employee chooses not to provide the agency representative with sufficient and complete certification.
- c. An agency representative may waive its right to receive timely, complete, and sufficient FMLA medical certifications, as it deems appropriate.

**8. Second and Third Medical Opinions:**

- a. Agency representatives may request a second opinion if they doubt the validity of the medical certification for a serious health condition. Agency representatives will select the health care provider for the second opinion.
- b. If the first and second opinions agree, agency representatives must accept the second opinion. If they disagree, the agency representatives and the employee must jointly select the health care provider for the third opinion. The third opinion is final and binding.
- c. The agency must pay for the second and third opinion as well as reasonable out-of-pocket travel expenses incurred by the employee.

- d. An employee may request copies of the second and third medical opinions. Agency representatives must provide the opinions within five business days of the request.

**9. Certifications Supporting the Need for Exigency FMLA Leave:**

- a. Upon request, employees seeking qualifying exigency leave may be required to provide:
  - i. a copy of the military member's covered active-duty orders or call to covered active-duty status, and
  - ii. a certification from the employee setting forth information concerning the nature of the qualifying exigency for which the leave is requested.
- b. An agency representative may request the covered active-duty orders only once. Subsequent separate calls to covered active duty may constitute a new request for exigency FMLA leave.
- c. An employee who provides optional Form WH-384 may not be required to provide additional certification.

**10. Certifications Supporting Need for Military Caregiver FMLA Leave:**

- a. Agency representatives may require employees to obtain certifications completed by authorized health care providers when military caregiver leave is taken. Authorized health care providers may include Department of Defense, VA, TRICARE network and non-network health care providers, or non-military-affiliated health care providers. The agency representative may request the certification include additional information confirming an eligible employee's entitlement to military caregiver leave. Agency representatives may request second or third opinions if the healthcare provider completing the certification is not affiliated with DOD, VA, or TRICARE.
- b. The employee may use WH-385 or WH-285-V to ensure certification meets FMLA requirements.
- c. An employee who provides an international travel order or authorization (ITO or ITA) may not be required to provide additional certification.

**F. Substituting Paid Leave for Unpaid FMLA Leave**

- 1. Employees may elect to use any accrued paid time while taking unpaid FMLA leave. Use of some paid leave may be required as described below.
- 2. The substitution of paid time for unpaid FMLA leave time does not extend the length of FMLA leave. Paid time off will run concurrently with an employee's FMLA leave entitlement.

3. **Annual Leave:** As provided in 2-18-615, MCA, agencies may not require employees to take accrued annual leave concurrently with FMLA leave if the reason for absence is illness. However, the employee may do so voluntarily.
4. **Required Use of Sick Leave:**
  - a. Employees taking FMLA leave for purposes that also qualify for use of sick leave will be required to take a minimum of 20 hours of accrued sick leave each week, concurrently with FMLA leave, except as provided below. The 20-hour requirement will be prorated for part-time employees based on either:
    - i. The part-time employee's regular schedule at the time the employee is on a FMLA-qualified absence; or
    - ii. The average amount of time the employee is in a pay status when agency management cannot determine or has not assigned a regular schedule.
  - b. The employee may also be eligible to use sick leave fund benefits concurrently with FMLA leave.

#### 5. **Workers Compensation**

Leaves of absence taken in connection with a workers' compensation injury or illness will run concurrently with any FMLA leave entitlement. Once FMLA leave expires, employees will be responsible for self-paying the state share in order to maintain health benefit eligibility."

#### 6. **Required Use of Banked Holidays**

Agency representatives may require employees to use banked holidays. Banked holidays will run concurrently with FMLA leave.

#### 7. **Required Use of Compensatory Time**

Agency representatives may require employees to use accrued exempt and nonexempt compensatory time (as defined under the FLSA) concurrently with all types of FMLA-approved leave.

### **G. Benefits During Leave**

#### 1. **Employee's Share of Insurance Benefits:**

- a. Employees on approved FMLA leave are entitled to continue insurance benefits under the same conditions as if they had continued to work.
- b. The agency will continue to pay the state contribution towards the cost of the employee's insurance while the employee is on approved FMLA leave.
- c. If the employee is receiving pay from the agency during the FMLA leave, the agency will continue to deduct the employee portion of the insurance



premiums from the employee's paycheck in the same manner as if the employee was actively working.

- d. If the leave is unpaid, the employee is required to continue to pay the employee portion of any insurance premiums normally deducted from the employee's paycheck. The employee will pay such amount on or before the due date determined by the Health Care and Benefits Division. A check payable to the State of Montana should be sent to:

Health Care and Benefits Division  
100 N Park Avenue, Suite 320  
P.O. Box 200130  
Helena, MT 59620-0130

- e. If coverage lapses because an employee has not made his or her share of the required payments, upon the employee's return to work, the agency will restore the employee and their dependents to coverage/benefits equivalent to those the employee would have had if leave had not been taken and payments had not been missed. The employee may elect to remove dependent coverage/benefits by completing and returning an enrollment/change form, either before or within 30 days of the date that he or she returned to work.
- f. If an employee fails to return to work for 30 calendar days after the leave entitlement has been exhausted, the agency may recover the cost of any insurance benefits provided during FMLA leave.
- g. The employee will not be required to reimburse the agency if there is a recurrence or onset of a serious health condition or, in the opinion of agency management, there is a change of circumstances beyond the employee's control.

#### **H. FMLA Leave on Holidays**

1. Employees may be paid holiday pay while on FMLA leave if they meet the requirement of the Holiday Policy.
2. If an employee takes intermittent leave during a week a holiday occurs, the holiday is not counted towards the employee's FMLA entitlement unless the employee was scheduled to work the holiday and takes the day off for an FMLA-qualifying reason.
3. If an employee is using leave for the entire week, agency representatives will count the entire week including the holiday as FMLA leave.

#### **I. Return to Work or Reinstatement**

1. An employee taking leave under this policy will be returned to the employee's same position or to an equivalent position, unless the employee would have been terminated for reasons unrelated to the FMLA leave of absence.
2. FMLA leave will not result in any loss of benefits or conditions of employment accrued prior to the beginning of the leave period unless the benefit or condition of employment has been discontinued for other agency employees during the FMLA leave. For example, an agency may discontinue employee benefits during a reduction in force lasting more than six months.

## **J. Employees Who Are Unable to Return to Work**

If an employee is unable to return to work because of his or her own serious health condition, agency representatives must consider the implications of ADA.

## **K. Transfers**

If an employee transfers between agencies, the record of any FMLA leave taken will transfer with the employee and will count toward an employee's FMLA leave entitlement in the new agency.

## **L. Abuse of FMLA**

FMLA leave abuse occurs when an employee uses leave for unauthorized purposes or misrepresents the actual reason for charging an absence to FMLA leave. Abuse is cause for discipline, up to and including discharge.

## **M. Enforcement Mechanisms**

1. An employee who determines that an agency has violated the FMLA may either:
  - a. file a complaint with the U.S Secretary of Labor, or
  - b. file a lawsuit.
2. Complaints should be filed within a reasonable time and may not be filed more than two years after the last action the employee contends was in violation of the FMLA or more than three years if the violation was willful.
3. A complaint to the Secretary of Labor may be made in person, by telephone, or by mail with the Wage and Hour Division, Employment Standards Administration, U.S. Department of Labor. No particular format is required. The complaint must be in writing and include a full statement of acts and omissions which are believed to constitute a violation. The complaint must include all pertinent dates.

4. An employee may recover wages, benefits, or other compensation denied, or actual monetary loss sustained by the employee as a direct result of being denied leave. When appropriate, the employee may be reinstated and promoted. If the employer is found in violation, the employee may recover reasonable attorney fees and other costs of the action.
5. An employee may have additional enforcement rights under a collective bargaining agreement.

#### IV. Definitions

All definitions contained in the FMLA and 2-18-101, MCA, apply to this policy. The following definitions also apply:

**Agency Representative:** The employee's immediate supervisor, agency upper management or agency HR personnel, or as defined in an agency policy.

**Child:** A biological, adopted, or foster child, stepchild, legal ward, or a child of a person standing in loco parentis who is either under age 18 or age 18 or older and "incapable of self-care because of a mental or physical disability" at the time the FMLA leave is to commence. The term "child" who is a "covered service member" for purposes of exigency leave or military caregiver leave includes sons and daughters of any age.

**Continuing treatment:** A serious health condition by a health care provider includes any one or more of the following: incapacity and treatment, pregnancy or prenatal care, chronic conditions, permanent or long-term conditions, or conditions requiring multiple treatments.

**Covered Active Duty:** In the case of a member of a regular component of the Armed Forces, it means duty during the deployment of the member with the Armed Forces to a foreign country. In the case of a member of a reserve component of the Armed Forces, it means duty during the deployment of the member with the Armed Forces to a foreign country under a call or order to active duty under section 101(a)(13)(B) of title 10, United States Code.

**Genetic information:** As defined by GINA, includes an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.

**Inpatient care:** An overnight stay in a hospital, hospice, or residential medical care facility, including any period of incapacity as defined in (29 CFR) 825.113(b), or any subsequent treatment in connection with such inpatient care.

**Incomplete certification** means one or more of the applicable entries on the certification form have not been completed.

**Insufficient certification** means the information provided on the certification form is vague, unclear, or non-responsive.

**Intermittent leave:** FMLA leave taken in separate blocks of time because of a single qualifying reason.

**Next of kin of a covered service member:** Nearest blood relative other than the covered service member's spouse, parent, son, or daughter, in the following order of priority: Blood relatives who have been granted legal custody of the covered service member by court decree or statutory provisions, brothers and sisters, grandparents, aunts and uncles, and first cousins, unless the covered service member has specifically designated in writing another blood relative as his or her nearest blood relative for purposes of military caregiver leave under the FMLA. When no such designation is made, and multiple family members have the same level of relationship to the covered service member, all such family members will be considered the covered service member's next of kin and may take FMLA leave to provide care to the covered service member, either consecutively or simultaneously. When such designation has been made, the designated individual will be deemed to be the covered service member's only next of kin.

**Parent and parent of a covered service member:** A biological parent or any other individual who stood *in loco parentis* to an employee, when the employee was a son or daughter as defined in law. The terms do not include parents "in law."

**Parent of a military member:** A biological parent or any other individual who stood *in loco parentis* to a military member, who is an employee's spouse, son, daughter or parent.

**Pay status:** The employee is being paid for hours worked or for annual leave, sick leave, or other paid leave, sick leave fund grants, holidays, or compensatory time.

**A reduced leave schedule:** A leave schedule that reduces an employee's usual number of working hours per workweek or per workday.

**Serious injury or illness:** An injury or illness incurred by the covered service member in the line of duty on covered active duty that may render the service member medically unfit to perform the duties of his or her office, grade, rank, or rating.

**Serious health condition:** An illness, injury, impairment, or physical or mental condition that involves inpatient care or continuing treatment by a health care provider.

**Spouse:** A husband or wife, as defined or recognized under state law for purposes of marriage in the state where the employee resides, including common law marriage.

## V. References

The State Human Resources Division publishes a guide designed to assist human resource professionals and managers in Montana state government in administering the FMLA. The guide is available at <http://hr.mt.gov/newresources/default.mcp.x>.

The US Department of Labor provides several resources and forms which are helpful in complying with the FMLA. They can be found at <http://www.dol.gov/whd/forms/index.htm>.

# Montana State Library Commission Policy

## Position Classification

Under a Delegation of Classification Authority Letter of Agreement signed by the Director, Department of Administration, and the State Librarian, the responsibility for classification of State Library positions has been delegated to the State Librarian.

It is the policy of the State Library Commission that position classification by the State Librarian will be accomplished with assistance from the State Personnel Division, the division manager in direct line of supervision over the position being classified, and the agency personnel officer. The State Library will ensure proper training for division managers. The agency may initiate a classification review of any position or class. An employee may also request a classification review as follows.

An employee's request for a classification review must be approved by his or her supervisor and division manager, who will consider the following criteria in granting a review:


- 1) Length of time since last review;
- 2) Changes in position duties, Knowledge, Skills and Abilities (KSA requirements, or supervision received or exercised;
- 3) Changes or revision in implementation of the classification system.

If the supervisor and division manager agree that the position warrants a review based on any or all of the criteria, they will convey the request, the reason for the request, and a signed current position description to the State Librarian. The State Librarian will approve or disapprove the request and convey this decision to the personnel officer, division manager, and supervisor.

If approved, the personnel officer will send the position description and all other necessary documentation to the State Personnel Division or to an independent qualified contractor for an analysis and a recommendation, based on the Benchmark Factoring Methodology. The State Library shall forward the contractor's analysis and recommendation to the Personnel Division for their review. The Personnel Division will return the results of the review to the State Library. The division manager and the personnel officer will review the results and make a recommendation to the State Librarian, who will decide and certify that the action will not cause the State Library to exceed its appropriation, within thirty calendar days of receiving the review from the Personnel Division.

Any employee who disagrees with a decision made during the classification process can appeal informally in writing directly to the State Librarian, within ten working days of the decision. The appeal shall include the exact reasons for the disagreement. The State Librarian will have the option of responding directly to the appeal or referring it to the division manager and the personnel officer for reconsideration. The State Librarian will respond to the appellant within ten working days of receipt of the appeal. That response will complete the informal appeals process.

Any employee who is unsatisfied with the results of the informal appeal may obtain a state employee classification and appeal form and follow the formal grievance procedure outlined in ARM 24.26.501 through 24.26.530.

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|---|--|----------------|---|
|  | <b>Montana Operations Manual</b><br><br><b>Policy</b>                  | Category       | <b>Human Resources/<br/>Employee Benefits</b> |
|   |  | Effective Date | <b>01/29/2010</b>                             |
|   |  | Last Revised   | <b>06/04/2013</b>                             |
| Issuing Authority   | <b>Department of Administration<br/>State Human Resources Division</b> |                |   |
| <b>Broadband Classification Policy</b>  |  |                |   |

## I. Purpose

This policy provides guidelines and requirements for the broadband classification plan according to Sections 2-18-201 through 2-18-209, MCA.

## II. Scope

This policy covers all employees in Montana's executive branch except the Montana University System, the Montana State Fund, elected officials, personal staff of elected officials, and any other position specifically excluded under [2-18-103](#) and [-104](#), MCA.

Agencies must follow the provisions of this policy unless they conflict with collective bargaining agreements, which will take precedence to the extent applicable.

## III. Procedures

The Department of Administration ("department") creates, reviews, and maintains the procedures and standards for classifying positions under the broadband classification plan. The classification method for the broadband classification plan is known as the benchmark factoring methodology.

### A. Classification Standards

1. The department shall adopt an effective date for the use of each new or revised classification standard. The effective date of the standard may be retroactive provided the department notifies agencies in writing. Agency managers and human resources personnel may provide input and comment on all new or revised classification standards.
2. Positions under the broadband classification plan must be classified using three standards established by the department. Standards for the

broadband classification plan are factor levels, occupational descriptions, and benchmarks.

3. Factor level determines the pay band under the broadband classification policy. Methods for determining the factor level are detailed in the Broadband Classification Manual.
4. Occupational descriptions are established based on criteria from the U.S. Department of Labor's Standard Occupational Classification (SOC) system. Current occupational descriptions are available from the department.
5. Procedures for determining a position's occupation are detailed in the Broadband Classification Manual.
6. The department establishes and maintains written benchmark standards. All classifications must be verified and supported by comparisons to published benchmarks. The department may suspend or retire a benchmark. Suspended or retired benchmarks may not be used for classification purposes.
7. The department shall consult with bargaining representatives before making adjustments to classification standards affecting positions covered by collective bargaining agreements.

#### **B. Classifying Positions**

Each position in the broadband classification plan must be classified using procedures and standards outlined in this policy. Positions under the broadband classification plan must be:

- a. properly classified before they are filled;
- b. reviewed regularly to comply with job description standards;
- c. documented and filed with the department.

#### **C. Delegating Classification Authority**

The department shall delegate classification authority to agencies demonstrating acceptable performance with the provisions of the plan. Agencies with more than 100 employees must obtain delegation authority. A written agreement between the department and agency shall detail the extent of authority, provide



guidelines, and outline procedures. Agencies with delegation authority shall be responsible for:

- a. remaining in compliance with the terms of the delegation agreement, policies, procedures, timetables, and standards established by the department; and
- b. basing classification actions on the recommendations of a trained classifier.

#### **D. Classification Reviews**

The department has the responsibility of maintaining the classification system's integrity. Therefore, the department may correct a position's classification upon request by agencies, or upon the department's review. The department may correct a position's classification when it identifies:

- a. incomplete or erroneous information about essential job duties; or
- b. inconsistent application of the classification procedures or standards within an agency

If the department identifies a pattern of improper classifications or application of the classification procedures, the department may remove classifiers from the list of trained classifiers. The department may also withhold, suspend, or revoke delegated classification authority from an agency until the underlying classification problems are resolved.

#### **E. Contracting with Consultants**

1. Agencies may seek the assistance of a consultant to perform job analyses, write job descriptions, and recommend classifications. Consultants providing classification recommendations shall use the department's current classification methodology.
2. Each classification recommendation submitted by a consultant must include the job description, job evaluation, organizational chart, and all supporting information.
3. A trained classifier employed by either a delegated agency or the department shall review and approve all classification recommendations made by consultants before those recommendations can be implemented.

#### **F. Trained Classifiers**

The department provides training for the methods used to classify positions. Individuals who meet all training requirements may achieve classifier status. To maintain classifier status, classifiers shall:

- a. review new standards issues by the department;
- b. participate in training updates; and
- c. remain in compliance with methods and procedures set by the department.

### **G. Job Descriptions**

1. Agency management shall assign the position work and write accurate job descriptions. Managers and supervisors shall update and review job descriptions. Agency classifiers may either assist managers in writing job descriptions or write the job description for management approval.
2. Agency classifiers who assist managers in writing job descriptions may also classify those job descriptions. Assistance includes:
  - a. reviewing the job description for compliance;
  - b. clarifying wording; and
  - c. grouping tasks.
3. Agency classifiers who write the job description independently may not also independently classify the position. For these job descriptions, the agency classifier shall:
  - a. request that another agency classifier classify the position;
  - b. request a different classifier; or
  - c. request the department to approve the agency classifier's evaluation.

### **H. Reclassifications**

1. Reclassification requests must be based on the methods and procedures in effect at the time of the request. Two types of reclassification requests may occur.
  - a. **Change in method** – If a change in method occurs, agency classifiers shall review all affected position classifications. If the change in method results in a change in classification, the effective date of the new classification is the date the new method is applied to the position.
  - b. **Change in position duties** – A manager may request a reclassification due to a change in the duties of the position. When a position is reclassified to a different job code because of a change in the duties and

responsibilities, the effective date of the new classification is the date the agency designee signed the reclassification request.

2. Any resulting change in pay is governed by the Broadband Pay Policy.

#### **I. Classification Appeals**

1. Under [2-18-203](#) (2), MCA, employees and/or their exclusive bargaining representatives may appeal the classification assigned to their position. Employees and/or their exclusive bargaining representatives may not appeal the pay band assigned to occupations or to published benchmarks. The Board of Personnel Appeals, Montana Department of Labor and Industry, sets appeal rules under ARM [24.26.508](#).
2. Issues that do not directly affect the position's classification are not appropriate for a classification appeal. These issues may be subject to internal complaint procedures.
3. Awards for retroactive pay as a result of an appeal decision may not exceed the date the agency designee signed the reclassification request. If the agency designee did not sign a reclassification request before the employee files an appeal, awards of retroactive pay may not exceed 30 days prior to the date the employee signed the Employee Classification and Wage Appeal Form issued by the Board of Personnel Appeals, Department of Labor and Industry.
4. The department shall apply the classification method in effect at the time the appeal is filed unless a review of the classification standard is in progress. The department must complete the review of the classification standard before addressing the appeal.

#### **IV. Resources**

- A. State Employee Classification, Compensation, and Benefits, [2-18-201](#), MCA, et al.
- B. Classification Appeals, [ARM 24.26.501](#) et seq.
- C. The Broadband Classification Manual, <http://hr.mt.gov/Portals/78/guidesandforms/Classification%20Manual%20Final.pdf>.
- D. Benchmarks, <http://mine.mt.gov/personnel/officers/default.mcp>

E. Market Analysis and Montana-Specific Occupational Descriptions – contact Bonnie Shoemaker at [bshoemaker@mt.gov](mailto:bshoemaker@mt.gov)

F. Job Code Inventory – contact Bonnie Shoemaker at [bshoemaker@mt.gov](mailto:bshoemaker@mt.gov)

## V. Definitions

All definitions under [2-18-101](#), MCA, apply to this policy. The following definitions also apply:

**Benchmark Factoring Methodology:** A method of classifying work using comparisons to benchmark descriptions, occupational descriptions, and job evaluation factors.

**Classification:** A process of evaluating the work performed in a given position to determine the appropriate occupation and pay band.

**Classification Standards:** The classification manual, including the factor levels, benchmarks, and the occupational descriptions, that form the basis for the evaluation of the work performed in a given position.

**Factor Level:** A measure of the predominant-duty complexities for the position.

**Job Code:** The unique identifier of an occupation and pay band used by the department and based on the U.S. Department of Labor’s Standard Occupational Classification (SOC) system, maintained by the Bureau of Labor Statistics.

**Job Evaluation:** A written decision justifying the classification determination.

**Occupational Description:** A written standard identifying the type of work performed in a typical position of an occupation. Occupational descriptions provide typical work assignments, common working titles, and other information used to describe an occupation.

**Standard Occupational Classification (SOC):** The SOC is a national job classification system developed by the federal government that lists occupations in which work is performed for pay or profit and excludes occupations that are unique to volunteers. Occupations are classified based upon the work performed with consideration given to required skills, education, training, or credentials.

**Trained Classifier:** A person who effectively applies the benchmark factoring methodology after successfully completing department-provided training, who demonstrates the ability to make accurate classification decisions, and who is included on the list of approved classifiers maintained by the department.

# Montana State Library Commission Policy

## Reduction in Force

**To supplement Policy 3-0155** This policy of the Montana State Library Commission is to supplement those established by Montana State government to provide for "Reduction in Work Force" as defined in Policy 3-0155.

It is the intent of the Montana State Library Commission that reductions in force be based on mandated programs as defined by Montana statutes and Administrative Rules and by agency priorities as determined by the Commission.


The State Librarian shall prepare a reduction in force plan for presentation to the Commission whenever:

1. Legislative or Executive Action requires a reduction in force or personnel reassignment; or
2. there is reduction or elimination of funds received from the federal government; or
3. there is reduction or elimination of funds received from state government; or
4. the Commission takes action to establish new priorities, objectives, or programs which affect levels and assignments of personnel; or
5. there is a need to eliminate or consolidate positions or a need to reorganize the State Library; or
6. there is any other reason that the Commission requests the State Librarian to do so.

Criteria to be used by the State Librarian in the preparation of a reduction in force plan:

1. Language and intent of Legislative or Executive actions requiring a reduction in force or personnel reassignment.
2. Statutory charges to the Montana State Library Commission as given in Montana Code Annotated and accompanying Administrative Rules.
3. Statements of priorities, goals and objectives, motions in force, planning documents, or other records of or actions by the Montana State Library Commission that could reasonably be interpreted as affecting reduction in force.
4. Program evaluations documents and statistical data.

Upon approval of the plan by the Montana State Library Commission, the State Librarian shall implement the plan as specified by the Department of Administration Policy 3-0155.

|   |  |                |   |
|---|--|----------------|---|
|  | <b>Montana Operations Manual</b><br><br><b>Policy</b>                  | Category       | <b>Human Resources/<br/>Employee Benefits</b> |
|   |  | Effective Date | <b>11/15/2010</b>                             |
|   |  | Last Revised   | <b>05/02/2013</b>                             |
| Issuing Authority   | <b>Department of Administration<br/>State Human Resources Division</b> |                |   |
| <b>Implementing a Reduction in Force Policy</b>                                   |  |                |   |

### **I. Purpose**

This policy establishes uniform agency procedures for conducting a reduction in work force in Montana state government.

### **II. Scope**

This policy covers all employees in Montana's executive branch except the Montana University System, the Montana State Fund, elected officials, personal staff of elected officials, and any other position specifically excluded under [2-18-103](#) and [-104](#), MCA.

Agencies must follow the provisions of this policy unless they conflict with collective bargaining agreements, which will take precedence to the extent applicable.

### **III. Procedures**

When reducing the workforce, agency managers shall consider the programs they administer and the staff structure that most efficiently accomplishes the agency's program objectives. Agency managers shall consider employees' skills, qualifications (including performance), and length of continuous service, among other factors, when making reduction-in-workforce decisions.

Agency managers must provide laid-off employees with the required notice, benefits, and reinstatement rights as provided in this policy and by law.

#### **A. Skill Assessment**

Agency managers shall first assess the skills and qualifications (including past performance) of employees when making reduction decisions. When making reduction-in-force decisions, managers should consider the following in relation to the remaining positions:

- a. employees' qualifications and experience in performing the duties of the remaining positions;
- b. employees' qualifications and experience that benefit the agency's future goals and objectives;
- c. employees' skills to perform the specific tasks assigned to the retained positions; and
- d. employees' performance history.

## **B. Length of Service**

If the skills assessment does not adequately distinguish between employees, agency managers shall then consider the employees' continuous length of service to make the decision.

## **C. Veterans' Preference**

During a reduction in force, agency managers shall apply veterans' employment preference according to the provisions of [39-29-111](#), MCA, and ARM [2.21.3623](#). Veterans' preference does not apply to a position covered by a collective bargaining agreement.

## **D. Employee Notice**

1. Agency managers shall provide notice to the employee and/or the employee's collective bargaining agent as soon as possible and with written notice as follows:
  - a. at least 60 days in advance when 25 or more employees are affected; or
  - b. at least 14 days in advance when fewer than 25 employees are affected ([2-18-1206](#), MCA).
2. Collective bargaining agreements may contain greater notice requirements and will supersede the above notice requirements.

## **E. Layoff or Leave Without Pay**

When agency managers anticipate the reduction will be more than 15 working days, they shall layoff the affected employees through a reduction in force. If they anticipate the reduction will last 15 working days or less, they shall place the employees in a leave-without-pay status.

## **F. Prohibitions**



Agency managers may not use a reduction in force as an alternative to discharging an employee for cause or for other disciplinary purposes. Agency managers shall refer to the Disciplinary Handling Policy when disciplining or terminating employees for cause ([ARM 2.21.6505](#) et seq.).

## **G. Employee Benefits**

1. An employee who is laid off because of a reduction in force may choose either:
  - a. retirement benefits provided in statute at [19-2-706](#), MCA, if eligible; or
  - b. State Employee Protection Act benefits provided in statute at [2-18-1201](#) et seq., MCA.
  
2. Retirement Benefits
  - a. A laid-off employee who chooses the retirement benefits must be eligible for normal or early retirement as a member of the public employees', game wardens' and peace officers', sheriffs', firefighters' unified, or highway patrol officers' retirement systems.
  - b. The agency is required to contribute a portion of the total cost of up to three years of additional service that the laid-off employee is qualified to purchase ([19-3-513](#), MCA). A laid-off employee may elect to pay the difference, if any, between the total actuarial cost and the agency contribution. If the employee does not pay the difference, the agency's contribution may not cover the total years of service the employee is eligible to purchase.
  
3. State Employee Protection Act Benefits
  - a. A laid-off employee who chooses State Employee Protection Act benefits is entitled to the following:
    - i. access to any job training and career-development programs offered by the state, provided the employee begins participation within one year after the employee's effective layoff date;
    - ii. inclusion in a special job registry for two years from the employee's effective layoff date or two years from the employee's completion of job training, whichever is later; and
    - iii. continuation of coverage by the state's group health insurance plan including the agency's contribution to the employee's insurance premium for six months from the employee's effective layoff date or until the employee becomes employed, whichever occurs first.

- b. Additionally, a laid-off employee who chooses State Employee Protection Act benefits and who is subsequently transferred to or applies for and accepts a different position in any state agency is also entitled to:
  - i. the same hourly pay rate as previously received if the new position is in the same occupation and pay band or a higher pay band than the position the employee previously held;
  - ii. retain all accrued sick-leave credits. Sick-leave credits are not transferred when an employee accepts temporary or short-term employment in another state agency;
  - iii. retain annual-leave credits, cash-out annual-leave credits, or use accrued-leave credits to extend the employee's layoff date. Annual-leave credits are not transferred when an employee accepts temporary or short-term employment in another state agency; relocation expenses as provided in the hiring agency's policy;
  - iv. longevity restoration for years of continuous employment back to the effective layoff date;
  - v. permanent status; and
  - vi. a waiver of the qualifying period for use of annual and sick leave. Any leave the employee elected to retain transfers to the hiring agency
4. A laid-off employee who elects to retain sick leave, annual leave, or both may subsequently submit a written request to cash out the leave at any time during the one-year reinstatement period or the State Employee Protection Act benefit period. At the end of the State Employee Protection Act benefit period, provided the employee elected these benefits, agency managers must cash out all leave balances and effectively terminate the employment relationship.
5. An employee affected by a reduction in force may compete for a position as an internal applicant in the original employing agency for one year from the employee's effective layoff date. The agency is not required to offer the position internally if the agency's policy or usual practice would not require it.
6. Montana state government may elect to provide severance pay and a retraining allowance to laid-off employees ([2-18-622](#), MCA). Severance pay and retraining allowances are mandatory subjects of bargaining in work units covered by collective bargaining agreements.

## **H. Job Registry**

1. The State Human Resources Division administers the job registry. A laid-off employee who chooses to participate in the job registry must complete the Job Registry Participant Information Form and a State of Montana

Employment Application and email to the Job Registry Coordinator. Agency managers are encouraged to consider laid-off employees included in the job registry before recruiting from the public.

2. A laid-off employee who is hired from the job registry and accepts permanent or seasonal employment with any agency is entitled to all the protections outlined in section G(3) of this policy.
3. A laid-off employee who accepts permanent employment at a lower hourly salary or who accepts seasonal, temporary, or short-term employment may continue participation in the job registry. An employee's eligibility to participate in the job registry ends when:
  - a. the employee secures employment with an hourly salary equal to or higher than the position from which the employee was laid off;
  - b. an employee notifies the State Human Resources Division in writing that he or she no longer wishes to participate; or
  - c. two years have elapsed, either since the employee's effective date of layoff or since the date of the employee's completion of job training whichever is later ([2-18-1203](#), MCA).
4. The public employment hiring preferences for veterans, persons with disabilities, and American Indians do not apply when agencies consider participants from the job registry because it is not an initial hiring ([39-30-103](#), MCA).
5. When an agency hires a job-registry participant, the agency shall notify the State Human Resources Division.

#### **I. Reinstatement**

1. Agency managers shall offer reinstatement to the laid-off employee if the same position or a position in the same occupation in the employing agency becomes available within one year of the employee's layoff date. Agency managers shall offer reinstatement on a "last-out, first-in" basis within an occupation.
2. A reinstatement offer must be made in writing and contain the response requirements and the consequences of failure to respond. The laid-off employee has five working days to accept or reject the reinstatement offer. The employee shall respond in writing.

3. If the employee is not reemployed with the state in a different position and rejects or fails to respond to a reinstatement offer, the employee terminates employment and loses all rights to:
  - a. the reemployment offer;
  - b. compete in internal recruitment efforts;
  - c. future reinstatement;
  - d. protections under the State Employee Protection Act; and
  - e. longevity restoration.
4. A laid-off employee, who accepts a permanent, seasonal, or temporary position in another state agency does not forfeit his or her right to reinstatement with the agency that laid off the employee.
5. If the employee has accepted another position with any agency and rejects or fails to respond to a reinstatement offer, the employee loses all rights to:
  - a. the reemployment offer;
  - b. future reinstatement; and
  - c. further protections under the Employee Protection Act.
6. If a laid-off employee is reinstated within one year, the employee's years of continuous employment up to the effective layoff date must be restored. The employee is reinstated with permanent status if the employee had attained permanent status prior to the layoff date.

#### **IV. Resources**

1. The State Human Resources Division publishes a Reduction in Workforce Guide. The guide is available at <http://hr.mt.gov/newresources/default.mcpX>.
2. The job registry is on the MINE page under Personnel/HR Officer Resources: <http://mine.mt.gov/personnel/officers/default.mcpX> (for state employees) or you may contact State Human Resources Division at 444-3871.
3. Job Registry Coordinator email is [jobregistry@mt.gov](mailto:jobregistry@mt.gov)
4. Job Registry forms and documents are located at <http://hr.mt.gov/newresources/default.mcpX> under the Reduction in Workforce Guide.

## V. Definitions

All definitions under [2-18-101](#) and [1202](#), MCA, apply to this policy. The following definitions also apply:

**Effective layoff date:** The date agency managers determine will be the last day of work for an employee.

**Job Registry:** A special job registry from which all agencies may attempt to hire laid-off employees prior to seeking applications from the general public.

**Reduction in workforce:** A management action taken for non-disciplinary reasons in which an employee is laid off from employment. The reduction may take place for reasons including, but not limited to: elimination of programs, reduction in FTE, lack of work, lack of funds, expiration of grants, reorganization of an agency, or privatization of a service traditionally provided by an employee of a department.

**Reinstatement Period:** One year from the effective date of layoff.

**Termination Date:** The date the laid-off employee is no longer eligible for reinstatement or to benefits provided under the State Employee Protection Act. The termination is considered a break in continuous employment as defined in [2-18-601](#)(4), MCA, for purposes of longevity, sick leave, and annual leave, and therefore ends permanent status.

**Work Days:** The days during which the position is regularly scheduled to work.

**STATE OF MONTANA**

***JOB  
SHARING  
GUIDE***



**PERSONNEL DIVISION  
DEPARTMENT OF ADMINISTRATION**

**April 16, 1984**

# JOB SHARING GUIDE

APRIL 16, 1984

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THIS IMPLEMENTATION GUIDE IS DESIGNED TO PROVIDE ASSISTANCE TO STATE SUPERVISORS, MANAGERS AND EMPLOYEES IN ADMINISTERING JOB SHARING ARRANGEMENTS. THIS GUIDE IS NOT STATE POLICY OR ADMINISTRATIVE RULE. IT IS NOT BINDING ON ANY AGENCY AND IT IN NO WAY ESTABLISHES PRACTICE OR SETS PRECEDENT.

## AUTHORITY IMPLEMENTED

This guide provides assistance in implementing 2-18-107, MCA, which provides for job sharing. Citations of specific policies and rules to be used to administer salary and benefits are found in the sections covering these areas.

## INTRODUCTION

In 1983, the Montana Legislature approved a bill formally establishing job sharing as an employment option for state agencies and employees.

Job sharing means the sharing by two or more persons of a position that is considered a permanent or aggregate position. The Legislature intends that job sharing be used by agencies as a means to promote increased productivity and employment opportunities.

The source of increased productivity in job sharing is principally the reduced labor cost that comes from the superior job performance of part-time employees. Compared with full-time employees, their productivity is often higher, their absenteeism and tardiness lower, and their turnover is also lower.

Early results of studies of job sharing show that:

- (1) job-sharing partners usually combine diverse skills that are complementary; and
- (2) the main problems with job sharing are ensuring that job sharers have compatible personalities, that the two partners' salaries are equitable, and that there is accountability for work quality between the two job sharers.

This guide is intended to provide agencies and employees with tools to evaluate whether specific positions and employees are appropriate for job sharing. Methods are suggested for handling day-to-day work assignments, for administering performance appraisal and for work planning. Each agency is responsible for establishing job sharing arrangements and administering and evaluating their success. The relationship of current law and rules on salary and benefits to job sharing arrangements also is explained in this guide.



## EVALUATING POSITIONS FOR JOB SHARING

A proposal for job sharing commonly is developed in two ways. Where a supervisor believes a position may be appropriate to job share, the supervisor may develop the proposal. The supervisor should evaluate the position to determine if it is appropriate for a job share. Sometimes, current employees want to share a position. In this case, it would be appropriate to have the interested employees evaluate their personal situation, determine if job sharing is appropriate for them, and develop the proposal, subject to revision and approval by management.

An accurate position description is the foundation for the evaluation of a specific position for job sharing. While some studies indicate that any position has the potential to be shared, some types of jobs lend themselves more easily to this type of arrangement.

Some questions you may consider when looking at a specific position include:

- Does it require a broad range of skills?
- Can duties and responsibilities be clearly defined and divided?
- Does this position entail unusual amounts of stress?
- Does this position encompass regular peaks of activity and periods of non-activity?
- Are the job responsibilities reasonably autonomous?
- Are the job responsibilities unusually tedious or monotonous?
- Would the position benefit from coverage during unusual working hours?

Where you can answer yes to some or all of these questions, the position may be a good candidate for job sharing. The employee who currently is in the position or a comparable position also is a good source of information on whether it appears job sharing may be successful.

A position description for a position which currently is being successfully shared follows. The working title of this position is Policy Development Coordinator.

STATE OF MONTANA  
DEPARTMENT OF ADMINISTRATION  
PERSONNEL DIVISION

POSITION  
DESCRIPTION

Personnel  
Use Only

(PIQ and PD combined 7/79)

The Position Description should provide a detailed statement of the duties and responsibilities assigned to an employee. As the building block of an effective personnel administration program, the Position Description must be completed to assist in classification, pay, recruitment, selection, performance evaluation, training, staffing analysis and other management functions. Thus, in order for this form to be effective, adequate time and effort must be expended in following its instructions, in understanding its intent and in completing it.

Each agency may decide who should complete the form. Considerations that affect this choice are the circumstances for completing the form, the desire to stimulate employee participation and interest, and the authority and responsibility of management to determine the duties and responsibilities of positions. The form does require that management complete the sections concerning physical demands, supervision received and requirements. Signature blocks have been provided to allow larger agencies several levels of review and approval. Each agency should establish its policy and procedure regarding the review and approval of the form.

Before proceeding, PLEASE READ THE ENTIRE FORM to understand how sections relate to each other and to avoid repeating information. If there are any questions about completing this form, contact your agency personnel officer or the State Personnel Division at 443-5000.

PLEASE TYPE OR PRINT CLEARLY

|  |   |   |                                       |                               |                      |                        |                      |  |
|--|---|---|---------------------------------------|-------------------------------|----------------------|------------------------|----------------------|--|
| PART 1: TO BE COMPLETED BY EMPLOYEE OR SUPERVISOR / MANAGEMENT   | 1   | Classification  | Current:                              | Title<br>Personnel Specialist | Class Code<br>166058 | Grade<br>13            | Position No.<br>6202 |  |
|  |   |   | Proposed:                             | Personnel Specialist III      | 166055               | 14                     |                      |  |
|  | 2   | Agency  | Department, Agency or University Unit |                               |                      | Division or equivalent |                      |  |
|  |   |   | Administration                        |                               |                      | Personnel              |                      |  |
|  | 3   | Address   | City                                  |                               | Building & Street    | Room Number            | Business Telephone   |  |
|  |   |   | Helena                                |                               | Mitchell Bldg.       | 130                    |                      |  |
| 4  | Prepared by:  | <input type="checkbox"/> Employee<br><input type="checkbox"/> Supervisor/Management |                                       | Name of Employee: _____       |                      |                        |                      |  |
| 5  | Describe the activity, function, product or service of the office or work unit in which the position is situated: |   |                                       |                               |                      |                        |                      |  |
| Responsible for state personnel rule development and revision, including research, drafting, revising policies, analyzing and incorporating comments received and preparing policies for adoption as administrative rules; develops and presents workshops; prepares monthly personnel newsletter; sets agenda and serves as chairman for Personnel Policy Network; supervises 1 staff position; provides technical assistance to agencies.  |   |   |                                       |                               |                      |                        |                      |  |
| 6  | DUTIES AND RESPONSIBILITIES OF POSITION:  |   |                                       |                               |                      |                        |                      |  |
| Describe the duties, tasks and responsibilities of the position. Begin with a general statement of what the position does and then organize the description into duties and tasks beginning with the most important duties. A duty is a large segment or category of work performed and can be used to group related tasks. Task statements are effectively written by using the following format: an action verb, an object, an output and how accomplished. Use language that will enable a person not familiar with the work of the position to understand what is taking place in the work activities described. Avoid words that are not graphic, such as "assists", "develops", "manages", "processes" and "works with". Complete this section by estimating the percent of time spent on each duty. |   |   |                                       |                               |                      |                        |                      |  |
| Development and revision of state personnel rules.   |   |   |                                       |                               |                      |                        |                      |  |
| 1. Researches the literature, law, and regulations covering proposed rule development or revision to assemble an overview of possible options for rule content using knowledge of library services, other available sources of technical literature, state and federal law, rules and regulations.   |   |   |                                       |                               |                      |                        |                      |  |
| 2. Drafts content of new personnel rules and revises content of existing rules to initiate review and comment using knowledge research material, technical writing style, rule format requirements of Secretary of State and related rules and laws.   |   |   |                                       |                               |                      |                        |                      |  |
| 3. Requests comments and recommendations for revision on proposed rule activities from internal policy staff, task forces, personnel network, agency heads and legal staff to receive ideas from those affected by rules using correspondence and meetings.  |   |   |                                       |                               |                      |                        |                      |  |
| 4. Revises initial rule drafts to write a draft ready to submit to Secretary of State for notice of rule action, using appropriate comments from interested persons and continuing internal review of earlier drafts.  |   |   |                                       |                               |                      |                        |                      |  |

Monthly Personnel Newsletter.

1. Assembles list of story ideas by maintaining list of stories from previous issues which require follow-up and by contacting division administrator for ideas.
2. Writes memo to staff member who will write story giving him or her topic, content recommendations, other pertinent information and the deadline using story list and newsletter style and time line guidelines.
3. Edits stories to make style consistent throughout draft which is submitted to bureau chief and division administrator for review and approval to publish using newsletter style guidelines.

Technical Assistance.

1. Answers questions from agencies to provide policy interpretations using MOM, Administrative Rules, law, policy interpretation manual, and other guides and resources by using telephone or composing memos.
2. Compares agency policies to state rules to comply with requirements of adoption of Personnel Policy Rules by using specific state policy, interpretations and by writing a memo to the agency either finding the agency policy is acceptable or pointing out conflict with state rule and suggesting specific alternatives.

Personnel Network.

1. Assembles an agenda for Personnel Policy Network meetings using suggestions from division staff and agency representatives.
  2. Serves as chairman for the Personnel Network meeting by making presentations, summarizing discussion and stating a consensus where one is reached, using meetings and platform skills, knowledge of specific topics to be discussed
- Supervision. Supervises one professional staff position to assign and review work using daily contact, performance appraisal and work plans.

(Attach additional sheets if necessary)

PART I: continued

7 SUPERVISION EXERCISED: List the position number and title of positions directly supervised.

| Position No. | Title                            | Position No. | Title |
|--------------|----------------------------------|--------------|-------|
|              | Personnel Specialist II-Directly |              |       |
|              | Administrative Aide I-Indirectly |              |       |
|              |                                  |              |       |
|              |                                  |              |       |

Describe the nature of supervision exercised in the following areas: setting policies, objectives, work plans, work methods and priorities, assign review, evaluate, train, hire, discipline.

8 EQUIPMENT OR MACHINERY USED: Indicate the percent of total work time.

| Type       | % | Type | % |
|------------|---|------|---|
| Typewriter |   |      |   |
| Calculator |   |      |   |
| Dictaphone |   |      |   |
|            |   |      |   |

PART I: continued

**9 PERSONAL CONTACTS**

Describe the types, reasons for and frequency of personal contacts necessary to perform the work of this position by using the following as a guide:

|              | WHO              |  | WHY                    |                       | FREQUENCY |
|--------------|------------------|--|------------------------|-----------------------|-----------|
| clerical     | clientele        |  | to provide information | to gather information | daily     |
| professional | general public   |  | to make arrangements   | to elicit cooperation | weekly    |
| management   | private business |  | to negotiate           | to advise             | monthly   |
|              | etc.             |  | to persuade            | etc.                  | quarterly |

Indicate whether contacts are within work unit, within agency or external.

Clerical Staff - once or twice a day - assignments.  
 Professional Staff - once or twice a day - instructions, review.  
 Management Staff - several times a week - instructions, review.  
 Legislators - several times a year - explanations of policy.  
 Private Sector Professional Staff - several times a year - explanations of policy.  
 Private Sector Managers - several times a year - explanations of policy.  
 General Public - several times a year - explanations of policy.  
 Federal Grant - several times a month - review, explanations of policy.

**10 DECISIONS AND COMMITMENTS: SCOPE AND EFFECT**

Describe areas, kinds and impact of decisions and commitments; the effects, influence and significance of the work of the position; the consequence of error and subsequent accountability, and limitations on the extent and finality of actions and decisions.

Error in policy communication could create a legal liability for the State. Depending on the issue, could range from inconsequential to a significant monetary award to the affected party that was informed. Incumbent has program responsibility and makes policy decisions, subject to approval of supervisor; sets own priorities and schedules with broad parameters set by supervisor; independently provides advice and interpretations; seeks supervisor's approval on major or controversial questions; supervises positions following bureau work plans to establish work priorities.

**11** To the best of my knowledge, the duties & responsibilities described herein are accurate & complete.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**12 IMMEDIATE SUPERVISOR.** Name: \_\_\_\_\_ Title: \_\_\_\_\_

**13** ADDITIONAL COMMENTS OR INCORRECT ITEMS:

**14 SUPERVISION RECEIVED**

Describe how this position is supervised by using the following as a guide:

- How is work assigned, i.e., in what format, by whom, etc.?
- How are work methods, procedures and priorities determined?
- What guidelines, manuals, procedures & references are available & how are they used?
- What assistance is available from others (i.e., supervisor, coworkers, outside specialists, etc.)?
- How is work reviewed, i.e., by whom, how often, by task, by objective work methods, etc.?

1. Incumbent sets own priorities and schedules within broad parameters set by supervisor;  
 2. Establishes own work methods and procedures;  
 3. Uses broad variety of references, other policies in research;  
 4. Solicits opinions and comments from a variety of sources;  
 5. Work is reviewed by bureau chief, administrator, director, and agency personnel. Major policy provisions are subject to their approval.

PART II: continued

15 KNOWLEDGES, SKILLS AND ABILITIES

Describe the knowledges, skills and abilities (KSA's) that are specifically job related, essential to perform the work of this position and are essential for appointment to this position. Do not include those things typically learned on the job.

Considerable knowledge of personnel management, ability to communicate effectively orally or in writing. Ability to deal effectively with the public.

Which of the above can be used to distinguish superior performance?

Excellent communication skills would be an asset.

16 EDUCATION AND EXPERIENCE

Describe specific kind, amount and level of education (curriculum, courses, specialization) and experience that indicate the source of KSA's and that can be used in selecting a person for this position.

College degree in Personnel Management, Public Administration, or related field. Two years of professional experience in personnel administration or related field.

17 PHYSICAL DEMANDS AND WORKING CONDITIONS

Describe any physical demands, working conditions or job hazards that affect how the incumbent performs the job or that modify additional requirements in selecting a person for the position or that affect the complexity and nature of work.

N/A

18 To the best of my knowledge, the statements in Parts I and II are accurate and complete. Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

ADMINISTRATIVE REVIEW AND APPROVAL: Agency option except number 3

PART III: APPROVAL

Comment: \_\_\_\_\_  Additional comments attached

1. Signature: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

Comment: \_\_\_\_\_  Additional comments attached

2. Signature: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

Comment: \_\_\_\_\_  Additional comments attached

3. Agency Director or Designee: \_\_\_\_\_ Date: \_\_\_\_\_

## Analyzing the Position

This analysis of the position for job sharing potential uses the preceding position description to evaluate positive aspects of sharing the work and potential problem areas.

(Note: The numbers indicate the numbers used in specific sections of the position description.)

6. Duties and Responsibilities of position: Duties require a wide range of knowledges, skills and abilities, including writing, researching, analyzing, interpreting, running effective meetings, public speaking, supervising, working with other technical staff, knowledge of rules, formats, publishing.

7. Supervision exercised: This may be a duty which cannot be divided between job partners, but should be assigned to one partner in trade-off for other duties. Sharing supervision could prove to be ineffective and confusing for the job share partners and especially for the employee being supervised. However, having a part-time supervisor over a full-time employee also can create problems.

8. Machinery used: Use of machinery listed is helpful, but not critical to effective work in the position. No special training would be needed.

9. Personal contacts: Position requires a fairly high degree of accessibility, because it handles numerous requests for technical assistance, both from other agencies and jurisdictions and from division staff. Scheduling needs to maximize accessibility of both partners, probably with time at work daily.

10. Decisions and commitments: scope and effect: Partners need to provide consistent and accurate advice and document that advice. On-going communication on project development critical to avoid unnecessary duplication of effort. Partners need not follow exactly the same work routine, but need compatible working habits.

14. Supervision received: Partners are responsible for establishing work methods and procedures and setting schedules, with approval of supervisor. Methods and procedures should minimize duplication of contact with supervisor on problems. Work methods also must be flexible enough to handle special requirements of management, such as special legislative session, unanticipated research or reports, etc.

## Conclusion

An analysis of this position shows it would be appropriate to job share, because two persons would bring strength in a wider range of knowledges, skills, and abilities needed to perform the job. Possible problem areas include supervision exercised and supervision received. Assignment of supervision exercised to one partner should resolve that problem. Establishment of sound work methods and procedures and close, on-going communication between partners should reduce supervisory conflicts.

## WORK PLANNING

A comprehensive work plan is an important element in the success of a job sharing arrangement. Without clearly defined goals, specific projects, and time frames, the partners in a job share may duplicate effort in some areas and overlook needed work in others.

This sample work plan for a policy development section concentrates on specific projects in the major program areas covered by the section and includes time frames for the projects. A discussion follows on the ways in which the work is divided or shared.

## POLICY SECTION Work Plan FY-84

### I. Policy Development

(Goal: To have a complete revision of the MOM, Volume III by October 1, 1984, and begin enhancements to increase its usefulness as a supervisory tool.)

- A. Review and research all priority 1 and 2 policy areas with second drafts for distribution to network by June 1, 1984.
- B. Use task force approach (3 to 5 network members) in drafting policy changes.
- C. Develop comprehensive model policies in two major policy areas by December 31, 1983. Sexual Harassment, Alternative Work Schedules, Job Sharing.)
- D. Complete planning form by first week of month every other month.
- E. Begin development of guide material for inclusion in MOM, (model policies, checklists, forms, implementation guides). Complete guides on discipline and grievances by October 31, 1984.

### II. Technical Assistance

- A. include complete records of policy interpretation so staff can provide prompt consistent assistance to agencies.
- B. Keep network informed of policy revisions or interpretations.
- C. Encourage agencies to provide input on problem areas and needed policy revisions.
- D. Take steps to promote use of agency personnel officers.

### III. Personnel Network

(Goal: improve the use of the Personnel Network as a general communication process between personnel practitioners.)

- A. Schedule and conduct network meetings.
- B. Inform members of topic for concerns of members portion of agenda at least one week prior to meeting date.

### IV. Publications

- A. Prepare monthly newsletter for distribution by 20th of each month.

### V. Training

- A. Provide training as scheduled on selected topics (discipline, personnel practices, personnel policies, etc.).
- B. Provide assistance with coordination and promotion of personnel training.



## Sharing the Work

It is important to remember that the partners share responsibility for completion of the duties assigned to a position. However, the work itself frequently is divided in ways that best use the strengths of the individuals who share the job. In reviewing specific requirements of the policy section work plan, ways of dividing the work become clear.

- I. In the section on policy development, one duty is to review and research all top priority policies and have drafts prepared for review by June 1. To implement this duty, specific policies are divided between the partners, according to interest or expertise in specific policy areas. The individuals are leaders of specific policy task forces. Researching the specific policy areas is the responsibility of one partner. Actual drafting of policy is done by one person. The other partner reviews the drafts and comments and provides research material pertinent to the policy area which may be discovered while researching other policies.
- II. In the technical assistance area, the partners have prepared and continually update an interpretation guide on specific policy questions. Developed as a desk reference, the partners can turn to the guide for assistance in responding to policy questions in a consistent and accurate manner.
- III. In the area of the Personnel Network, the partners are prepared to report on specific areas of work. They trade off serving as chairperson for the meeting.
- IV. In the area of publications; the partners alternate serving as editor for the monthly newsletter.
- V. In the area of training, the partners specialize in training for specific policy areas.

As special projects evolve which are not anticipated in the work plan, management may assign the project to one of the partners or may assign the work to the team and allow them to divide specific tasks.

## PERFORMANCE APPRAISAL

Thinking of job sharing as completion of the duties of one full-time position by more than one person helps differentiate job sharing from part-time work. In part-time work, there are not enough duties to fill a full day. In developing the position description and the work plan, the "one position-two person" approach is important.

But what is difficult to evaluating actual performance on duties, you cannot realistically hold one partner responsible for the work of the other.

A single performance appraisal should be developed for the position which applies to each of the partners. The duties and the standards should be the same in most cases. Each partner should receive his or her own copy of the appraisal forms. If there are duties which are to be performed by one partner and not the other, that should be clear in the performance appraisal. For example, the duty of supervision exercised in the policy development coordinator position is assigned to only one of the partners. The other partner is not evaluated on this duty.

Development of the appraisal should involve the supervisor and both partners. It is always useful to involve the employee in development of performance duties and standards, but with job sharing, this joint effort paves the way for clear understanding on the part of all involved.

The supervisor should plan to meet individually with the partners when the actual performance rating is done, although it would be useful to also conduct a joint meeting to examine strategies for strengthening the overall work done in the position.

A performance appraisal for this position follows.



# EMPLOYEE PERFORMANCE APPRAISAL FORM

Page 1 of 7

First Name: \_\_\_\_\_ Middle: \_\_\_\_\_ Last Name: \_\_\_\_\_ Class Title: Policy Coordinator

APPRaisal TYPE:  Periodic  Probationary  Other

PERFORMANCE APPRAISAL PERIOD: Dates from 6/83 to 6/84

Performance Standards/Objectives

|   |  |                   |  |  |  |  |  |
|---|--|-------------------|--|--|--|--|--|
| A. Develop and revise State Personnel policies. | <ol style="list-style-type: none"> <li>1. Planning form is completed at least quarterly including approved deadlines and completion dates.</li> <li>2. Procedures are clearly outlined in manual within one month of establishing new procedures.</li> <li>3. Policies are completed in accordance with planning form. 2nd draft 90% final rule 75%</li> <li>4. Maintains complete documentation and files on policy development.</li> <li>5. Initial drafts provide a good basis for revision and review, including research and outline of all major policy issues.</li> <li>6. Policies draft are consistent with other policies, rules, and laws, accepted practice, criteria, adoption of policy rule.</li> </ol> | Outstanding       |  |  |  |  |  |
|   |  | Above Standard    |  |  |  |  |  |
|   |  | Standard          |  |  |  |  |  |
|   |  | Needs Improvement |  |  |  |  |  |
|   |  | Unacceptable      |  |  |  |  |  |

EMPLOYEE: \_\_\_\_\_ DATE: \_\_\_\_\_

SUPERVISOR: \_\_\_\_\_ DATE: \_\_\_\_\_

REVIEWER: \_\_\_\_\_ DATE: \_\_\_\_\_

Comments: \_\_\_\_\_

ACCOMPLISHMENTS: \_\_\_\_\_



STATE OF MONTANA

# EMPLOYEE PERFORMANCE APPRAISAL FORM

Last Name

First Name

Middle

Class Title

Policy Coordinator

PERFORMANCE APPRAISAL PLAN

Dates from 6/83 to 6/84

Duties/Responsibilities/Goals

Performance Standards/Objectives

B. Provide technical assistance on policy interpretation and administration.

7. Policies are adopted in accordance with established procedures for public review and comment, including ARM.
8. Complete all major revisions to existing policies and adopt unissued policies by October 1, 1984.
9. Begin development of guide material (model policies, check-lists, forms, implementation guides). Complete at least two major guides (discipline, job sharing) by October 31, 1984.
1. Provides clear interpretation of policy provisions as needed - consistent with other policies, rules, legal rulings and precedent.
2. Informs supervisor of issues requiring significant policy decisions.

APPRAISAL TYPE:

Periodic

Probationary

Other

ACCOMPLISHMENTS

Comments

|                   |  |
|-------------------|--|
| Outstanding       |  |
| Above Standard    |  |
| Standard          |  |
| Needs Improvement |  |
| Unacceptable      |  |

EMPLOYEE

EMPLOYEE

DATE

DATE

SUPERVISOR

SUPERVISOR

DATE

DATE

SIGNATURE

REVIEWER



STATE OF MONTANA

# EMPLOYEE PERFORMANCE APPRAISAL FORM

Page 3 of 7

Last Name

First Name

Middle

Class Title

Policy Coordinator

APPRaisal TYPE:  Other  Periodic  Probationary

PERFORMANCE APPRAISAL PLAN

Dates from 6/83 to 6/84

Duties/Responsibilities/Goals

Performance Standards/Objectives

- 3. Responds to routine inquiries by next day.
- 4. Requests requiring policy decision; research issued within 3 days of request.
- 5. Set up an interpretation guide and begin documenting significant policy interpretations by June 30, 1984.
- 1. Assistance is practical, tactful, and consistent with agency needs, state law and rules. Criticism includes recommended alternatives. (Responses do not cause valid complaints or require major redrafting in 9 out of 10 cases.)
- 1. Meetings are scheduled as needed in order to provide adequate input on policy issues.
- 2. Conduct of meetings allows adequate discussion and input.

- C. Provides assistance in development of agency policies and reviews same for compliance with minimums. (Reviews policies when asked to.)
- D. Conduct network/task force meetings and public hearings.

|                   |
|-------------------|
| Outstanding       |
| Above Standard    |
| Standard          |
| Needs Improvement |
| Unacceptable      |

ACCOMPLISHMENTS

Comments

EMPLOYEE

SUPERVISOR

DATE

DATE

EMPLOYEE

SUPERVISOR

comments attached

comments attached

DATE

DATE

SIGNATURES

Signature of Employee: \_\_\_\_\_ Date: \_\_\_\_\_  
Signature of Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

RECEIVED

STATE OF MONTANA

# EMPLOYEE PERFORMANCE APPRAISAL FORM

Page 4 of 7

LAST NAME: \_\_\_\_\_

MIDDLE: \_\_\_\_\_

Class Title: Policy Coordinator

APPRaisal TYPE:  Periodic  Other  Probationary

PERFORMANCE APPRAISAL YEAR: \_\_\_\_\_

Covers from 6/83 to 6/84

Duties/Responsibilities/Goals

Performance Standards/Objectives

- 3. Comments are incorporated into policies where appropriate.
- 4. Important issues and comments are communicated to participants with adequate time for review prior to meetings or deadlines.
- 1. Newsletter is distributed by the 20th of each month. (10 out of 12 months.)
- 2. Includes major items - each Bureau has chance for input - content is verified.
- 3. Major technical editing is completed before the review stage.
- 4. Articles are clear and concise - only 1 or 2 minor errors in content, grammar, or spelling per issue.
- 5. Provides news articles and news releases which meet accepted newsletter practices.

E. Prepare Newsletter monthly.

ACCOMPLISHMENTS

Comments

|                   |
|-------------------|
| Outstanding       |
| Above Standard    |
| Standard          |
| Needs Improvement |
| Unacceptable      |

EMPLOYEE

DATE

comments attached

DATE

SUPERVISOR

DATE

comments attached

DATE

# EMPLOYEE PERFORMANCE APPRAISAL FORM

APPRaisal TYPE:  Other  Periodic  Probationary

PERFORMANCE APPRAISAL FOR: 6/83 to 6/84

Performance Standards/Objectives

|   |   |
|---|---|
| <p>Duties/Responsibilities/Goals</p> <p>F. General personnel assistance</p> | <ol style="list-style-type: none"> <li>1. Prepare research plan for study of performance appraisal implementation by July 1, 1983.</li> <li>2. Conduct interviews of supervisors on PAS implementation and provide specific recommendations for System improvement by April 1, 1984.</li> <li>3. Establish task force to study Employee Assistance Program by July 1, 1983.</li> <li>4. Identify steps which can be taken to assist managers with EAP by September 1, 1983.</li> <li>5. Research EAP's in business and government and develop a legislature proposal by April 1.</li> <li>6. Coordinates initial employee open forum meetings in accordance with plan.</li> <li>7. Revise employee handbook by July 1, 1983.</li> </ol> |
|---|---|

|                   |  |
|-------------------|--|
| Outstanding       |  |
| Above Standard    |  |
| Standard          |  |
| Needs Improvement |  |
| Unacceptable      |  |

ACCOMPLISHMENTS

Comments

EMPLOYEE: \_\_\_\_\_ DATE: \_\_\_\_\_

SUPERVISOR: \_\_\_\_\_ DATE: \_\_\_\_\_

REVIEWER: \_\_\_\_\_ DATE: \_\_\_\_\_



STATE OF MONTANA

# EMPLOYEE PERFORMANCE APPRAISAL FORM

Last Name: \_\_\_\_\_ Middle: \_\_\_\_\_ Class Title: Policy Coordinator

APPRaisal TYPE:  Periodic  Probationary  Other \_\_\_\_\_

PERFORMANCE APPRAISAL PLAN Dates From: 6/83 to: 6/84

Duties/Responsibilities/Goals Performance Standards/Objectives

|   |   |                          |
|---|---|--------------------------|
| <p>G. Program administration.</p>   | <p>1. Recommends modifications or enhancements to procedures, objectives, or standards as needed.</p> <p>2. Establishes long-term program goals for next biennium.</p>  | <p>Outstanding</p>       |
| <p>H. Provides staff support to Bureau Chief.</p>   | <p>1. Is responsive to special assignments from Bureau Chief within assigned objectives and time frames.</p> <p>2. Bureau Chief is kept informed/informed in important or sensitive issues affecting Bureau operations, image, or morale.</p>           | <p>Standard</p>          |
| <p>I. Supervises Personnel Specialist II and indirectly supervises Administrative Aide I.</p> | <p>1. Provides work plans and schedules to Personnel Specialist II and generally directs work plans of Administrative Aide I.</p> <p>2. Reviews work plans and performance appraisal at least monthly with employee; updates and revises as needed.</p> | <p>Needs Improvement</p> |
|   |   | <p>Unacceptable</p>      |

EMPLOYEE: \_\_\_\_\_ DATE: \_\_\_\_\_  comments attached

SUPERVISOR: \_\_\_\_\_ DATE: \_\_\_\_\_  comments attached

ACCOMPLISHMENTS

Comments





STATE OF MONTANA

# EMPLOYEE PERFORMANCE APPRAISAL FORM

Page 7 of 7

Last Name

Middle

Class Title

Policy Coordinator

APPRaisal TYPE:

Periodic

Probationary

Other

PERFORMANCE APPRAISAL PLAN

Dates: from 6/83 to 6/84

Duties/Responsibilities/Goals

Performance Standards/Objectives

- 3. Communicates new rules, procedures and other appropriate information to employees on a timely basis.
- 4. Monitors general conduct, i.e., absenteeism, tardiness, and takes prompt and appropriate disciplinary action when necessary. Consults on disciplinary actions for administrative aide, if needed.

ACCOMPLISHMENTS

Comments

|                   |
|-------------------|
| Outstanding       |
| Above Standard    |
| Standard          |
| Needs Improvement |
| Unacceptable      |

EMPLOYEE

DATE

EMPLOYEE

DATE

SUPERVISOR

DATE

SUPERVISOR

DATE

comments attached

comments attached

SIGNATURES

REVIEWER

## EVALUATING EMPLOYEES FOR JOB SHARING

When two individuals share one full-time position, it does not mean an equal division of labor. Instead, it relies on using the specific talents of two individuals to accomplish the duties usually performed by a single employee.

The partners must develop compatible, consistent and cooperative work methods and procedures. They must develop effective ways to communicate with each other and with their supervisor, in order to maximize productivity and reduce duplication of effort.

The following worksheet addresses issues related to sharing work which employees, or potential employees, interested in job sharing should consider. Completing this worksheet should assist interested current or potential employees in deciding if job sharing is for them.

If the answer is yes, current employees should prepare a proposal for sharing a position as outlined in this guide. Supervisors should make copies of the worksheet available to current employees, before an actual proposal is prepared. It is designed to be for the employee's personal use and is not intended to become part of the proposal or the employee's personnel file. The checklist should also be made available to outside applicants for job share positions as part of the recruitment process.

**WORK SHEET A**

This work sheet is a guide to assessing how sharing a job will affect your life-style. It is for your personal use and will not become part of your personnel file.

**I. CAN I AFFORD IT FINANCIALLY?**

|  | <u>Your monthly figures</u> | <u>Example A (monthly)</u> |
|--|-----------------------------|----------------------------|
| 1. My current monthly budget.  | 1. \$ _____                 | 1. \$ 600                  |
| 2. The amount of money I need to spend to live.                                | 2. \$ _____                 | 2. \$ 500                  |
| 3. Additional identified income.   | 3. \$ _____                 | 3. \$ 100                  |
| 4. What my take-home pay must be (#2 minus #3).                                | 4. \$ _____                 | 4. \$ 400                  |
| 5. The amount of time I want to work (1/2 time, 3/4 time).                     | 5. \$ _____                 | 5. 1/2 time                |
| 6. What the net full time salary would have to be for the job I want to share. | 6. \$ _____<br>+            | 6. \$ 800                  |
| 7. Plus taxes (FICA, Federal & State withholding, etc.).                       | 7. \$ _____                 | 7. \$ 200                  |
| 8. What the advertised salary would have to be of the job I want to share.     | 8. \$ _____                 | 8. \$1,000                 |
| 9. Are the positions you are qualified to apply for in this salary range?      | 9. _____                    |                            |

**II. CAN I AFFORD IT PROFESSIONALLY?**

1. What do I want to be doing three years from now? \_\_\_\_\_

2. Do I need to obtain additional knowledges, skills and abilities in order to perform the duties of the position I want to share?

---

3. Will sharing a job allow me to reach my career goal?

---

### III. CAN I ADJUST TO A SHARED ARRANGEMENT?

Make a list of all the jobs you have had and answer the following questions for each job.

1. Rate the job on a scale of 1 to 10, 1 signifying that the job required you to be very competitive and 10 that the job required you to be very cooperative.

---

2. Apply this same rating system for the general work environment of the job. In other words, was the atmosphere and/or the people around you primarily competitive or cooperative?

---

3. How would you have changed each job to make it more satisfying? Would you have made it more competitive?

---

4. How did you feel about the competitive aspects of the job and the environment?

---

5. In retrospect, do you feel any differently about any of the jobs?

---

After you have made your list and answered the questions, think seriously about the following questions:

What do you expect to get from sharing a job-both generally and specifically?

What do you expect to give to a sharing arrangement?

Do you believe you are temperamentally suited to job sharing?

What impact will job sharing have on your personal life?

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## MAKING THE JOB SHARE PROPOSAL

There is no required way in which a job share arrangement must be proposed. It may be done in a letter or memorandum, it may be done verbally, or the following form may be used. Whichever method is used, some written approval, with the effective date of the arrangement should be included in the files of job share partners. This is important because the effective date of the arrangement triggers the pro-ration of benefits, which is discussed in a later section.

The form provides space to indicate the information on the partners, the positions involved, effective date, the proposed work schedule, the proposed division of duties and responsibilities and management's response. The position description, work plan and performance appraisal all should be used to complete the proposal.

PROPOSED JOB SHARING PLAN

SECTION I. GENERAL INFORMATION

Name \_\_\_\_\_  
Current position title \_\_\_\_\_  
Current grade/step \_\_\_\_\_

Bureau \_\_\_\_\_  
Division \_\_\_\_\_  
Telephone \_\_\_\_\_

Name \_\_\_\_\_  
Current position title \_\_\_\_\_  
Current grade/step \_\_\_\_\_

Bureau \_\_\_\_\_  
Division \_\_\_\_\_  
Telephone \_\_\_\_\_

SECTION II. POSITION TO BE SHARED

Position title \_\_\_\_\_  
Grade \_\_\_\_\_  
Bureau/Division \_\_\_\_\_  
Immediate supervisor \_\_\_\_\_

Effective date of arrangement \_\_\_\_\_

SECTION III. OUTLINE OF YOUR PROPOSED JOB SHARING SCHEDULE FOR THIS POSITION (Please complete both A & B)

A Name \_\_\_\_\_

| Time  | Monday | Tuesday | Wednesday | Thursday | Friday |
|-------|--------|---------|-----------|----------|--------|
| _____ | _____  | _____   | _____     | _____    | _____  |
| _____ | _____  | _____   | _____     | _____    | _____  |
| _____ | _____  | _____   | _____     | _____    | _____  |
| _____ | _____  | _____   | _____     | _____    | _____  |
| _____ | _____  | _____   | _____     | _____    | _____  |

B Name \_\_\_\_\_

| Time  | Monday | Tuesday | Wednesday | Thursday | Friday |
|-------|--------|---------|-----------|----------|--------|
| _____ | _____  | _____   | _____     | _____    | _____  |
| _____ | _____  | _____   | _____     | _____    | _____  |
| _____ | _____  | _____   | _____     | _____    | _____  |
| _____ | _____  | _____   | _____     | _____    | _____  |
| _____ | _____  | _____   | _____     | _____    | _____  |

SECTION IV. DESCRIPTION OF PROPOSED HANDLING OF DUTIES AND RESPONSIBILITIES

Briefly describe how the following items will be handled in your job sharing plan. (attach additional pages, if needed)

1. Division or sharing of duties and responsibilities listed in position description or work plan.
  2. Exercise of supervision
  3. Use of machinery or equipment
  4. Personal contacts
  5. Reduction of duplication of effort and error
  6. Communication between partners
  7. Communication with supervisor
  8. Development of work methods and procedures (work plan)
  9. Development of performance appraisal
  10. Other considerations pertinent to this position
- 

SECTION V. APPROVAL OF PROPOSED JOB SHARING PLAN

Approved \_\_\_\_\_

Approved with revisions \_\_\_\_\_

Not approved \_\_\_\_\_

Comments  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## MANAGING A JOB SHARE ARRANGEMENT

### Selecting the Partners

Selection procedures for a job share arrangement should be designed to determine whether and to what degree applicants possess the knowledges, skills and abilities to perform the duties of a position. In addition, a hiring authority will have to evaluate individual applicants for compatible and complementary knowledges, skills and abilities to determine if a potentially successful team can be created.

Sometimes applicants apply as a team for a job share arrangement. This often happens when current employees request job sharing, but can happen with external applicants. Where the applicants possess compatible knowledges, skills and abilities, at approximately the same level of skill and/or experience, the hiring authority can measure these qualifications against the selection criteria and decide whether or not the creation of the team is appropriate.

Sometimes there can be a significant difference in the qualifications of the persons applying as a team or one individual applying may be very well qualified, while another only minimally qualified. If the hiring authority believes the discrepancy between qualifications is too large or it would take too much time to train the less qualified applicant, job sharing may not be an appropriate arrangement. It is up to the person making the selection to decide.

As an alternative, a training assignment may be created for the person who is minimally qualified. This should be done where it appears that within six months to one year, the skill levels of the partners will be more comparable.

A training assignment may be established with the assistance of your agency personnel officer and should be done in compliance with the Pay Plan Rules on training assignments found in Policy 3-0505, Montana Operations Manual, Volume III.

### Employment Preference

When the applicants for a job share arrangement come from the ranks of current agency employees, employment preference required by the Veteran's and Handicapped Person's Employment Preference Act is not applied.

Where applicants from outside the ranks of current agency employees apply for a job sharing position, the preference must be applied where applicants are eligible for the preference. For details on how to administer employment preference, see Policy 3-0171, Montana Operations Manual, Volume III.

### Managing FTE

It is important for the supervisor of a job share arrangement to remember that it is budgeted as one FTE. If the partners regularly exceed the number of hours they are scheduled to work, budget problems can result.



Where a job share partner exceeds scheduled hours in a week, the partner should be paid at the regular rate of pay up to 40 hours per week. The employee becomes eligible for overtime or compensatory time only after exceeding 40 hours in a pay status in a week.

If a job share partner or the partners are required to work additional hours in a week, the supervisor may want to reduce the employee's hours at a later time in order to avoid exceeding the budget allocated to the position.

If it becomes necessary for one of the partners to consistently exceed the number of hours regularly scheduled, the supervisor may need to pursue additional training for the other partner to shift some of the workload, may need to reevaluate the way duties are assigned to the partners, may need to review work plans to determine if some duties can be shifted to a different position or may need to reevaluate whether the duties can effectively be shared or would be better performed by one employee.

## ENDING A JOB SHARE ARRANGEMENT OR REPLACING A PARTNER

A job sharing arrangement may be ended for a number of reasons. It is important for both the agency and employees to agree at the start of a job share arrangement what will happen when it ends.

### Ending the Arrangement

Job sharing will be a new working situation for most employees and for a variety of reasons it may not work out. The job may not lend itself to effective sharing in actual practice or the employees may not be comfortable sharing the work.

A variety of options are available to the agency to consider when a job sharing arrangement does not work out. Three of them follow.

1. Where both partners would like to continue to work part-time, the agency can split the position into two part-time positions. The partners would no longer share the work, but would only be responsible for the duties of a part-time position. Currently, the agency would be required to begin paying the full share of the group insurance benefit to both employees, instead of pro-rating the benefits, if they both work 20 hours per week. This is explained more fully in the section on group benefits.
2. Where FTE is available, one partner could be moved to a different FTE. The remaining partner could either assume the full-time duties of the position or another job share partner could be recruited.
3. The third major option is to lay-off one of the partners and have the remaining partner assume full-time responsibility for the duties of the position. This means ending sharing of the position and returning it to a full-time position for a single employee.

The Reduction In Force Policy (3-0155, Montana Operations Manual, Volume III), is used to determine which employee to retain. The policy requires consideration of skill and length of continuous service in the agency in making the lay-off decision. Skill is considered first and the primary factor used to determine skill level is "qualifications and experience to perform duties of a specific position which will be retained." Managers should read the full policy and consult with the agency personnel officer regarding implementation of the policy.

If the partner you want to retain does not agree to accept full-time employment, that partner should be laid off. Full-time employment could then be offered to the partner originally selected for lay-off. If that partner has most, but not all, the qualifications to perform the major duties of the position, the agency may want to consider a training assignment for the employee.

A training assignment also is an option where the partner originally selected for lay-off is minimally qualified. However, in this situation, the agency may want to lay off both partners and consider all persons in a reduction-in-force pool, which would include the remaining partner, for the full-time position. The agency may want to open recruitment for the position internally or externally.

### Replacing a Partner

Where one of the partners leaves the job share arrangement, again, the remaining partner could assume full-time responsibility for the position or a new partner could be recruited. During the recruitment and selection period, the agency may want to require the remaining partner to assume full-time duties until a replacement partner is chosen. The remaining job share partner should be an active participant in the selection of a new partner. Without the remaining partner's involvement in the design of the selection procedure and the interview and evaluation process, a compatible partner may not be selected.

### Coverage During an Extended Leave of Absence

The agency and job share partners should also discuss coverage of the position if one of the partners takes an extended leave of absence. The remaining partner may not need to assume full-time responsibility while the other partner takes a brief vacation, but this may be necessary if the absence is extended. The remaining partner should expect to assume full-time duties or at least increase hours to cover the absent partner's duties.

## BENEFITS

Section 2-18-107, MCA, provides that all benefits, including the state's contribution to group insurance, be pro-rated between job share partners.

### Leave and Holidays

Annual leave, sick leave and holiday pay all should be administered according to provisions for employees working less than 40 hours per week found in the specific policies on these benefits. Sick and annual leave are accrued on the basis of the number of hours actually worked. Holidays are paid based on an average of the hours an employee is regularly scheduled to work. See Montana Operations Manual, Volume III policies 3-0305, Annual Vacation Leave; 3-0310, Sick Leave, and 3-0325, Holidays and Holiday Pay for details or contact your agency personnel officer.

Effective in March, 1985, job share employees became eligible to receive the state's group insurance share on the same basis as employees who work permanent part-time. Job share employees who are regularly scheduled to work 20 hours or more per week are eligible to receive the full state share. Job share employees who are regularly scheduled to work less than 20 hours are not eligible to participate in the state insurance program. With this change in the law, all benefits for job share employees are now administered consistently with benefits for permanent, part-time employees.

## CONCLUSION

The success of a job sharing arrangement both for an agency and for the employees involved depends on whether the job itself is appropriate to share and whether two compatible employees with complementary skills fill the position.

By using the tools in this job sharing guide, agencies and employees should have a better idea about whether job sharing is for them.

For additional information on job sharing or assistance in completing a proposal, contact your agency personnel officer or the Personnel Division, Department of Administration.

## **Montana State Library Commission Policy**

### **Incentive Award Program**

The MSL Commission believes that individual employees or groups or teams of employees may be recognized by the agency and the state for suggestions or ideas that improve the effectiveness of state government or improves services to the public by permitting more work to be accomplished within an agency without increasing the cost of operations. The Commission complies with the state requirement to offer such an award program at the State Library and directs the State Librarian to follow state policy in its implementation.

## Incentive Award Program

Resource: Administrative Rules of the State of Montana (ARM)

### Human Resources/ Employee Benefits

*State Human Resources includes policies in administrative rules (ARM) when the policy may affect the public or be used by persons who are not currently employees. The policies that only affect state employees are not included in ARM. This policy is in ARM. This is a reproduction created for your convenience, but it is not the official version. Links to the ARM and Montana Code Annotated (MCA) are embedded throughout the document. You may also find the official ARM website at <http://www.mtrules.org>.*

#### **2.21.6701** SHORT TITLE

(1) This sub-chapter may be cited as the incentive award program.

History: Sec. [2-18-1103](#) MCA; [IMP](#), [2-18-1103](#) MCA; [NEW](#), 1982 MAR p. 470, Eff. 3/12/82; [AMD](#), 1994 MAR p. 2511, Eff. 9/9/94.

#### **2.21.6702** DEFINITIONS

(1) The definitions provided in [2-18-1101](#), MCA, apply to this subchapter.

History: [2-18-1103](#), MCA; [IMP](#), [2-18-1101](#), [2-18-1102](#), [2-18-1103](#), [2-18-1105](#), [2-18-1106](#), MCA; [NEW](#), 1982 MAR p. 470, Eff. 3/12/82; [AMD](#), 1986 MAR p. 31, Eff. 1/17/86; [AMD](#), 1994 MAR p. 2511, Eff. 9/9/94; [AMD](#), 2010 MAR p. 1072, Eff. 4/30/10.

#### **2.21.6703** POLICY AND OBJECTIVES

(1) The policy of the state of Montana is:

(a) an incentive award program exists recognizing and monetarily rewarding individual employees, groups or teams of employees, and nonemployees for:

(i) ideas, innovations, or prototypes that significantly contribute to documented achievements or outcomes eliminating or reducing an agency's expenditures; or

(ii) improving the effectiveness or services of state government by permitting more work to be accomplished within an agency without increasing the cost of governmental operations.

(b) agency managers shall administer the incentive program in a fair and equitable manner and make reasonable accommodation for persons with disabilities who wish to participate in the incentive award program; and

(c) all documents and meetings related to this program's administration are public.

(2) The policy's objective is to:

(a) establish minimum standards for the administration of the incentive award program; and

(b) delegate to agency heads the authority to adopt an internal agency policy for the implementation of the program, if the agency head chooses to adopt a policy.

History: [2-18-1103](#), MCA; [IMP](#), [2-18-1101](#), [2-18-1102](#), [2-18-1103](#), [2-18-1105](#), [2-18-1106](#), MCA; [NEW](#), 1982 MAR p. 470, Eff. 3/12/82; [AMD](#), 1986 MAR p. 31, Eff.

1/17/86; AMD, 1994 MAR p. 2511, Eff. 9/9/94; AMD, 2010 MAR p. 1072, Eff. 4/30/10.

### **2.21.6708 PROGRAM ADMINISTRATION**

(1) An agency head makes the final decision to grant an incentive award. Any and all disputes concerning an incentive award will be resolved by the agency head.

(2) An agency head may adopt an internal agency policy consistent with this subchapter to implement and administer the incentive award program. The policy may include, but is not limited to:

(a) criteria and methods used to evaluate and prioritize the usefulness or monetary value of documented outcomes or achievements;

(b) a contact point for employees and nonemployees to submit nominations for awards and a means to track nominations, ideas or suggestions; and

(c) any other matters the agency head believes are necessary to administer the program.

(3) To assist agencies in making incentive awards, as provided in [2-18-1103](#), MCA, the Department of Administration shall develop the following materials, including, but not limited to:

(a) a model agency policy, forms, and notification letters, which an agency head may implement or modify; and

(b) a guide to assist an agency head in evaluating the impact of outcomes and achievements or nominations and in determining a monetary value.

History: [2-18-1103](#), MCA; IMP, [2-18-1103](#), MCA; NEW, 1986 MAR p. 31, Eff. 1/17/86; AMD, 1994 MAR p. 2511, Eff. 9/9/94; AMD, 2010 MAR p. 1072, Eff. 4/30/10.

### **2.21.6709 REPORTING REQUIREMENTS**

(1) Each agency shall submit to the Department of Administration a list including:

(a) the number of incentive awards granted;

(b) to whom each award was granted;

(c) the estimated value of each achievement or outcome; and

(d) the amount of each award.

(2) The information must be submitted in a format prescribed by the department by August 1 of each year.

History: [2-18-1103](#), MCA; IMP, [2-18-1106](#), MCA; NEW, 1994 MAR p. 2511, Eff. 9/9/94; AMD, 2010 MAR p. 1072, Eff. 4/30/10.



## **Montana State Library Commission Policy**

### **Leave of Absence Without Pay Policy to Supplement State Policy 3-0330 (3/18/05)**


This Montana State Library Commission policy is to supplement State Policy 3-0330, effective 3/18/05. The intent is to clarify and expand those areas that are left to agency discretion in the state policy.

All requests for leave of absence without pay shall be submitted to an employee's division manager with an explanation for the request. The division manager will then submit the request, with a recommendation to approve or disapprove, to the State Librarian (or designee). Final approval on any request for leave of absence without pay is made by the State Librarian or designee.

A new employee who has not served the respective qualifying periods for use of annual leave and sick leave will be in a leave without pay status when absent due to illness or emergency. Use of leave without pay during this period for absences other than sick leave or emergencies is discouraged, but will be considered by the State Librarian on a case-by-case basis.

Any employee who has served the qualifying periods for use of annual leave and sick leave should use accrued hours for annual leave, sick leave, or compensatory time before a request is approved for leave of absence without pay. The use of leave without pay for any period of less than one week is discouraged, but will be considered by the State Librarian on a case-by-case basis.

Any long-term requests for leave of absence without pay shall be discussed and documented with the division manager and the State Librarian (or designee). Reinstatement rights, date of the employee's return to work, and method of employee-payment of insurance premiums shall be established. If the employee does not return to work on the agreed date, or notify the agency and receive the State Librarian's advance approval of an alternative date, the employee may be terminated.

|   |  |                |   |
|---|--|----------------|---|
|  | <b>Montana Operations Manual</b><br><br><b>Policy</b>                  | Category       | <b>Human Resources/<br/>Employee Benefits</b> |
|   |  | Effective Date | <b>07/09/2010</b>                             |
|   |  | Last Revised   | <b>09/25/2012</b>                             |
| Issuing Authority   | <b>Department of Administration<br/>State Human Resources Division</b> |                |   |
| <b>Leave of Absence Without Pay Policy</b>  |  |                |   |

### **I. Purpose**

This policy establishes uniform procedures for managing employee leaves of absence without pay in Montana state government.

### **II. Scope**

This policy covers Montana’s executive branch employees, except those employed by the Montana State Fund, the Montana university system, elected officials, the personally appointed staff of elected officials, and other employees exempt from policy under [2-18-103](#) and [-104](#), MCA.

Any collective bargaining agreement providing greater leave-without-pay benefits supersedes this policy.

### **III. Procedures**

Agency management may approve leaves of absence without pay for employees on a case-by-case basis. A leave of absence without pay is a period of unpaid absence from employment provided by agency management and does not result in a break in service. The leave must be approved in advance whenever possible or practical.

Eligible employees taking a leave of absence without pay concurrently with Family and Medical Leave (FMLA) must comply with the FMLA Policy and regulations. The FMLA Policy requirements take precedence over this policy to the extent any differences exist.

#### **A. Requests for Leave**

1. A leave of absence without pay is usually requested when an employee has exhausted all applicable leave balances and requests to be absent from work

for personal reasons. Employees must request a leave of absence without pay in compliance with procedures established by their employing agency.

2. Agency management may require an employee to use all appropriate accrued leave or compensatory time before approving a leave of absence without pay. However, agency management may not require an employee to exhaust annual vacation leave balances for reasons of illness unless the employee agrees ([2-18-615](#), MCA).
3. In most cases, agency management may approve or deny the request for leave of absence without pay at its discretion. However, agency management must approve the request if the reason for leave is to serve in a public office, for qualifying military service, or for qualifying reasons under the FMLA or ADA as required by applicable policies and statutes.
4. Agency management must approve leave for purposes of serving in an elected or appointed public office up to a maximum of 180 days annually ([39-2-104](#), MCA).
5. Employees ordered to state-active duty are entitled to a leave of absence from employment during the period of state-active duty. A leave of absence for state-active duty may not be deducted from sick leave, vacation leave, military leave, or other paid-leave balances unless requested by the employee ([10-1-1006](#), MCA).
6. Agency managers must provide reasonable accommodations for qualified employees with disabilities. Leave without pay may be a reasonable accommodation in some circumstances. An employee who requests leave because of a disability may be required to provide medical certification indicating the disabling condition requires a leave of absence. See the Reasonable Accommodation Policy (ARM [2.21.4101](#) et. Seq.) for further guidance.
7. Agency management must grant eligible employees FMLA leave for qualifying reasons outlined in the FMLA Policy. Employees taking FMLA who have available sick leave must use at least 20 hours of sick leave each week until exhausted before a leave of absence without pay may be approved.
8. Agency managers should not ask employees probing questions about an FMLA-qualifying event or ADA-reasonable accommodation request that may elicit genetic information about an employee or an employee's family members. See the Non-Discrimination EEO Policy (ARM [2.21.4001](#) et seq.)

for further guidance.

9. GINA-notice requirements: Agency managers must include the safe-harbor language required by the GINA regulations on all certification requests. This language should also be included in any documentation addressed to a medical professional or the employee when any type of medical information is requested or may be disclosed.
10. Records or documents relating to the employee's or the employee's family's certifications shall be maintained as confidential medical records in separate files from the usual personnel files and maintained according to ADA and GINA confidentiality requirements. See the Employee Records Management Policy (ARM [2.21.6601 through -6622](#)) for further guidance.

## **B. Approving Requests for Leave**

1. Agency management must establish procedures for considering employee requests for leaves of absence without pay.
2. When approving a leave of absence without pay, agency managers must consider the Americans with Disabilities Act and Family and Medical Leave Act requirements as well as previous precedence set by the agency for similarly situated employees and circumstances.
3. Management may also consider requests using a cost-benefit analysis, weighing both direct and indirect costs against benefits to the agency. Costs to the agency include loss of productivity, increase in overtime or compensatory time for other employees, hiring and training a temporary replacement, and the impact on the agency budget and customers. Benefits might include long-term retention, improved job performance, and improved morale following leave.

## **C. Pay and Benefits**

1. An approved leave of absence without pay is not a break in service. Employees maintain their rate of pay and accrued-leave and compensatory-time balances upon return to work.
2. Employees on leave of absence without pay do not accrue sick leave or annual vacation leave ([2-18-611](#) and [2-18-618](#), MCA).
3. Employees who return to a pay status from a leave of absence without pay the day after an observed holiday are not eligible to receive holiday benefits.

4. During approved leaves of absence without pay, employees may self-pay the state's share of insurance premiums for the employee group benefits plan for a total of 12 consecutive months. After that, employees are eligible to continue to self-pay insurance premiums under the [Consolidated Omnibus Budget Reconciliation Act \(COBRA\)](#).
5. Agencies must continue to pay the state contribution for the group benefit plan for employees on an approved leaves of absence without pay for FMLA-qualifying reasons.

#### **D. Reinstatement**

1. Agency management may establish a schedule of reinstatement rights for all employees on leaves of absence without pay based on the length of absence, or management may determine reinstatement rights on a case-by-case basis.
2. Agency management should inform employees in writing of their reinstatement rights and obligations at the time the leave is approved. A return-to-work date should be determined prior to leave commencing. Employees who fail to comply with the return-to-work requirement and do not arrange for an approved extension of leave may lose all reinstatement rights, and employment may be terminated.
3. Employees who take an approved leave of absence and have not completed their initial probationary period will not be required to begin a new probationary period. However, the agency may extend the probationary period by the length of the leave of absence.

#### **E. Seasonal Employees**

Seasonal employees are considered to be on an approved leave of absence without pay between seasons.

#### **F. Payroll Records**

1. Agency management must maintain leave documentation for requests and use of leaves of absence without pay.
2. The Department of Administration central payroll office maintains employees' leave accrual and usage records.

## IV. Resources

### A. Montana Code Annotated:

1. Annual Leave – [2-18-611](#), MCA
2. Sick Leave – [2-18-618](#), MCA
3. Entitlement to Leave of Absence – [10-1-1006](#), MCA
4. Mandatory Leave of Absence for Employees Holding Public Office – [39-2-104](#), MCA
5. Absence Because of Illness not Chargeable Against Vacation Unless Employee Approves – [2-18-615](#), MCA

### B. State Policy

1. Family and Medical Leave Act Policy
2. Sick Leave Policy
3. Annual Leave Policy
4. Overtime and Non-Exempt Compensatory Time Policy
5. Exempt Compensatory Time

## V. Definitions

All definitions under [2-18-101](#), MCA, apply to this policy. The following definitions also apply.

**Initial probationary period:** The initial six to twelve months when an employee is newly hired to state government into permanent or seasonal employment. The length of the probationary period is established by the hiring agency and used to assess the employee's abilities to perform job duties, to assess the employee's conduct on the job, and to determine if the employee should be retained beyond the probationary period and attain permanent status.

**State-active duty:** Service performed by a member of the National Guard and the Montana Home Guard when a disaster or an emergency has been declared by the proper authority of the state and to include the time period, if any, required to recover from an illness or injury incurred while performing the active duty. The term

does not include federally funded military duty as provided in [10-1-1003](#) and [10-1-103](#), MCA.

**A pay status:** An employee is being paid for time worked or for annual leave, sick leave, sick leave fund grants, holidays, compensatory time, or other paid leave.

**Termination:** The employment relationship is severed either voluntarily by the employee or involuntarily by the agency. A termination is considered a break in service, as defined in [2-18-601](#)(4), MCA, for purposes of longevity, sick leave, and annual leave, and therefore ends permanent status.

# Memo

**To:** Jennie Stapp, State Librarian      **To:** Montana State Library Commission

**From:** Kris Schmitz  
Central Services Manager      **From:** Jennie Stapp, State Librarian

**Date:** May 15, 2016

**Re:**      **Broadband Pay Plan Policy update**

As required by the State Library Broadband Pay Plan policy, a yearly review is conducted to evaluate current salary information and the progress of the plan. Based on that review, two changes are recommended. This action follows standard processes from previous years as we work to keep pace with market salary adjustments for staff.

The Commission is asked to take action to approve these changes:

- 1) Page 5, under Target MSL Pay Schedule, Table 3 added a clarification under “Unsatisfactory”, added “or under Progressive Discipline” to that box.
- 2) Changes to Appendix A – MSL Pay Chart include:
  - a. MSL Pay Chart '14 Market Analysis to replace '12 Market Analysis.
  - b. The two exceptions will carry over (Operations Manager & Data Control Technician)
  - c. New category & exception added for the Management Analyst (State GIS Coordinator) that, like the Operations Manager & Data Control Technician, uses the interagency pay equity report to set Mid and Maximum points.
  - d. Added language on training assignment exception.

Please let me know if you have any questions.



## Broadband Pay Plan

### I. Purpose and Scope

#### A. Purpose

The purpose of this policy is to implement the state broadband pay plan at the Montana State Library in accordance with 2-18-301 and 2-18-303 Montana Code Annotated and Montana Operations Manual (MOM) 3-0501, the State's Broadband Pay Plan Policy.

#### B. Scope

The Montana State Library (MSL) designed, implemented and administers this written pay plan within the parameters established in MOM 3-0501, the State's Broadband Pay Plan Policy. This plan is fiscally responsible, actively managed, and consistent with the MSL and State Library Commission's mission and objectives. This pay plan provides procedures for implementing the aspects of pay addressed in MOM 3-0501.

The MSL recognizes that available funding and legislative allocations for pay increases are to an extent outside of the agency's control. In order to ensure that this pay plan is fiscally responsible, the MSL has developed and incorporated pay adjustment options into this pay plan to ensure pay increases can be provided to employees in a fiscally responsible manner. For example, the MSL may provide lump-sum adjustments for employees when there is not enough funding to provide meaningful performance or competency-based base pay adjustments.

### II. Definitions

Reference MOM 3-0501, the State's Broadband Pay Plan Policy for a list of definitions relevant to this policy. MSL-specific definitions are listed below:

- Management Team – MSL managers consisting of the State Librarian, Centralized Services Manager, Director of Statewide Library Resources, and the Montana State Digital Library Administrator. This group will make pay decisions based on performance/competency information annually in group manager meetings to provide consistency, fiscal responsibility, and quality control. The Management Team is also responsible for evaluating employee-initiated Pay Adjustment Reconsiderations and providing a recommendation to the State Librarian regarding the appropriate pay adjustment.
- Maximum Rate – The maximum rate for an occupational pay range is shown in MSL Pay Chart (Appendix A) as the Competitive Maximum Pay Zone Rate per occupation.

### III. Establishing Wage Rates

#### A. Base Pay

The Management team establishes the base pay ranges for occupations commonly found at the Montana State Library (see Appendix A – MSL Pay Chart).

#### B. New Hire

An employee's base salary may not be less than the pay band entry salary for the employee's assigned occupation as shown on the attached MSL pay chart, except as provided for under training assignments.

### **C. Training Assignments**

A training assignment is an agreement between MSL and an employee new to a position when the employee does not meet the minimum requirements for the new position. MSL will administer training assignments in accordance with the Statewide Broadband Pay Plan Policy. An employee's pay may be set below the beginning base pay rate for the position, but must be at or above the minimum pay for the position's assigned pay band. A copy of the written training assignment will be filed in the employee's permanent personnel record and must include:

1. the wage rate at the beginning of the training assignment, any increases allowed during the training assignment and the wage rate at the end of the training assignment as determined by the agency's pay plan; the duration of the training assignment; the knowledge, skills, behaviors, training and experience the employee must acquire during the training assignment; and measures of the employee's performance in areas where knowledge, skills, behaviors, training and experience must be acquired by the employee. At the completion of the training assignment, the employee's base salary will be set within the occupational pay range according to the agency pay plan.

If the employee does not satisfactorily complete the training assignment, the agency may:

1. return the employee to the position held before the training assignment;
2. assign the employee to another position for which the employee is qualified;
3. extend the training assignment for a period not to exceed two years; or
4. discharge the employee, in compliance with the Discipline Handling Policy, ARM 2.21.6505 et seq., or Probation Policy, ARM 2.21.3810.

### **D. Supervisory Pay**

The MSL will ensure employees with supervisory responsibilities who are not in a supervisory or managerial occupation are paid at the following rates above the pay schedule:

|                          |              |
|--------------------------|--------------|
| Lead worker Supervision: | 5% increase  |
| Line Supervision:        | 10% increase |

The MSL will increase the entry and market rate of the occupational pay range for positions classified in non-supervisory or non-managerial titles by the above percentages to compensate employees for additional supervisory responsibilities.

If an employee is classified in a non-managerial or supervisory title and assumes supervisory responsibilities, the agency will either reclassify the position or may provide additional pay for the additional supervisory duties within available funding.

## **IV. Wage Adjustment Types**

The Montana State Library Pay Plan includes the following pay adjustment components:

### **A. Statutory Rates**

Statutory Legislative pay increases are similar to cost-of-living increases, and will be used to adjust individual salaries and to progress employees through the pay range established for their position.

Under the broadband pay plan, the occupational pay ranges will not be adjusted based on legislative increases, but individual salaries will be adjusted to reflect any statutory adjustments as adopted by the Legislature.

### **B. Occupational Pay Range Adjustments**

The agency will consider the following criteria when recommending an occupational pay adjustment:

1. Internal equity and;
2. What other agencies pay in the State of Montana for the same occupation.

A review will be conducted once a year using the most recent interagency pay tool. Adjustments will be recommended for employees who fall below average minimum of base of what other state employees receive for the same occupation. Occupational pay increases may be given as a one-time bonus or as an increase to salary based on availability of funding.

Changes to occupation rates for individual MSL positions must be approved by the State Librarian.

### **C. Promotion – A Change to a Higher Level Job**

Managers must compare the employee's competency, performance, and tenure to other MSL employees in the higher classification level when determining where to set the promoted employee's pay to ensure appropriate internal pay relationships and equity.

The assignment of an employee to a higher position in the agency's hierarchical structure must be through a competitive recruitment process.

Any exception to this policy must be proposed to the State Librarian and the rationale documented by the employee's supervisor, with documentation maintained in the individual personnel file.

### **D. Transfers and Demotions**

If an employee is transferred or demoted to a position with the same or lower classification or occupational wage range than their current position, the employee may be paid at a level not to exceed maximum rate shown on the MSL Pay Chart (Appendix A) assigned to the position to which the employee is transferred or demoted. Employee pay may be reduced under a demotion (movement to a position with a lower classification) or a transfer to a position with a lower occupational wage range. Within available funding, employee pay may be increased if they are transferred to a position with a higher occupational pay range.

Employee pay may be reduced under a demotion to a lower pay band. Managers must compare the employee's competency, performance, and tenure to other MSL employees in the lower occupational pay range when determining where to set the employee's pay to ensure appropriate internal pay relationships and equity.

MSL may, at its discretion, protect the employee's current base salary for a period not to exceed 90 calendar days. The supervisor must submit a request Central Services, for approval by the State Librarian, to protect the employee's current base salary for up to 90 calendar days. At the end of the protected period, if applicable, the agency must set the employee's base salary between minimum up to the maximum of the new pay band.

Any exception to this policy must be proposed to the State Librarian and the rationale documented by the employee's supervisor, with documentation maintained in the individual personnel file.

### **E. Reclassification**

#### **1. Reclassification to a higher pay band**

Managers must compare the employee's competency, performance, and tenure to other MSL employees in the higher classification level when determining where to set the employee's pay to ensure appropriate internal pay relationships and equity.

The effective date of a reclassification that results in a higher pay band is the first day of the pay period and may not be more than 30 calendar days prior to the date of the agency head or designee's signature on the reclassification request.

**2. Reclassification to a lower pay band**

Employee pay may be reduced under a reclassification to a lower pay band. Managers must compare the employee's competency, performance, and tenure to other MSL employees in the lower occupational pay range when determining where to set the employee's pay to ensure appropriate internal pay relationships and equity.

The effective date of a reclassification that results in a lower pay band will be the first day of the pay period following the effective date of the reclassification.

**F. Competency Pay – Base Pay Progression**

Competency pay is used to compensate employees for their additional experience, training, and professional certification. Competencies must be identifiable, observable, and compared to like positions for internal equity. MSL must establish competency criteria prior to recommending and/or awarding competency pay adjustments.

Competency pay may be given as a one-time bonus or as base pay progression.

**1. Funding Availability**

Competency pay will be contingent on the availability of funding. If funding is unavailable for competency base pay progression in a particular year or biennium, the agency may be forced to forgo competency base-pay adjustments, and will consider other adjustments (e.g., one-time lump-sum distributions, Section G.) within available funding.

**2. Proficiency Levels and Pay Rates (within-band progression and career ladders).**

When funding becomes available, the MSL will establish and maintain proficiency levels and associated pay levels as the basis for setting individual employee pay in relation to the MSL Pay Chart (Appendix A). The agency will maintain definitions and criteria for each level in order to determine appropriate placement of employees based on the proficiencies required of their positions, and will document these criteria. Following are MSL's proficiency levels and associated pay levels.

**Table 1: MSL Proficiency Levels & Pay Rates**

| Proficiency/ Competency Level |          | Pay Progression Level<br>(as a % of Mid-point) |
|-------------------------------|----------|--|
| 1                             | Entry    | 80 - 90%                                       |
| 2                             | Basic    | 90 - 100%                                      |
| 3                             | Advanced | 100 - 110%                                     |
| 4                             | Expert   | 110 - 120%                                     |

**3. Target MSL Pay Schedule Ratio Guidelines – Base Pay Progression to MSL Pay Schedule Mid-Point.**

The MSL will track employee "target mid-point ratios" (the targeted percent of mid-point based on competency assessment) for employees, and will use these target mid-point ratios (TMRs) as guidelines for progressing employee pay to the mid-point rate (Appendix A) for their occupational pay range and for awarding employee base pay progression within available funding. For example, if the agency does not have adequate funding to pay all employees at their TMR, the agency will adjust employee pay as close to their TMR as possible, on a prorated basis.

TMRs based on years of experience in the occupation can be used as guidelines for determining the appropriate pay negotiation range for new employees. TMRs can be used as guidelines for moving employee pay toward MSL Pay Schedule Mid-Point. TMRs can be advanced based on years of experience in the occupation or performance and competency assessments. Depending on the employee's overall competency and performance assessment, the manager may recommend a TMR increment increase (table 2). The agency will then progress employee pay toward this TMR within available funding.

**Table 2: Target MSL pay schedule Mid-Point Ratios Increments – Years of Experience**

| Band | Entry | TMR Increments (based on years of experience in the occupation) |       |       |       |       |       |       |       |       |       |
|------|-------|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|      |       | 1   | 2     | 3     | 4     | 5     | 6     | 7     | 8     | 9     | 10    |
| 2    | 0.8   | 0.829   | 0.857 | 0.886 | 0.914 | 0.943 | 0.971 | 1.000 | *     | *     | *     |
| 3    | 0.8   | 0.829   | 0.857 | 0.886 | 0.914 | 0.943 | 0.971 | 1.000 | *     | *     | *     |
| 4    | 0.8   | 0.825   | 0.850 | 0.875 | 0.900 | 0.925 | 0.950 | 0.975 | 1.000 | *     | *     |
| 5    | 0.8   | 0.825   | 0.850 | 0.875 | 0.900 | 0.925 | 0.950 | 0.975 | 1.000 | *     | *     |
| 6    | 0.8   | 0.822   | 0.844 | 0.867 | 0.889 | 0.911 | 0.933 | 0.956 | 0.978 | 1.000 | *     |
| 7    | 0.8   | 0.822   | 0.844 | 0.867 | 0.889 | 0.911 | 0.933 | 0.956 | 0.978 | 1.000 | *     |
| 8    | 0.8   | 0.820   | 0.840 | 0.860 | 0.880 | 0.900 | 0.920 | 0.940 | 0.960 | 0.980 | 1.000 |
| 9    | 0.8   | 0.820   | 0.840 | 0.860 | 0.880 | 0.900 | 0.920 | 0.940 | 0.960 | 0.980 | 1.000 |

\*progression past market (1.0) will be based on the employee's overall performance and competency assessment.

**Table 3: TMR Increments – Performance**

|   |   |
|---|---|
| <b>Outstanding</b>                                    | Three-increment increase                                    |
| <b>Exceeded Expectations</b>                          | Two-increment increase                                      |
| <b>Met Expectations</b>                               | One-increment increase                                      |
| <b>Needs Improvement</b>                              | One increment delayed until performance meets expectations. |
| <b>Unsatisfactory or under Progressive Discipline</b> | No increase   |

To implement performance/competency-based TMR increases, movement through the TMR increments in Table 2 can be based upon employee's performance assessment (i.e., provide horizontal movement along the pay range based on performance and competency assessments).

## **G. Results Pay – Lump Sum Distribution for Individuals and Teams.**

The MSL will establish and maintain criteria for results pay distributions (e.g., one-time bonuses) including pay awarded to employees (individuals and teams) based on work accomplishments (i.e. attainment of agency objectives such as completing special projects and implementing new methods and procedures). This pay component will give the MSL a means to reward employees for outcomes or outputs (e.g., successful project completion, significant cost savings, value-added engineering, etc.). Performance standards and criteria used to award results will be set at the beginning of each assessment period (i.e., the "Objectives").

Individual and/or team performance will be assessed at the completion of projects or at least on an annual basis, and appropriate results pay recommendations will be made based on the following criteria. Results pay distributions will typically be awarded as a one-time bonus.

### **1. Funding Availability**

Results pay distributions are contingent on the availability of funding.

## 2. Individual performance (lump-sum distribution)

Employees who have at least six months of service with the MSL on or before the end of the evaluation period are eligible for individual lump-sum bonuses ranging from 0 - 4% of employee's base pay as of *June 30 each fiscal year*. This adjustment is based on individual performance. Individual performance is measured and documented using the performance appraisal form.

## 3. Team performance (lump-sum distributions)

Potential teamwork lump-sum bonuses range from 0 - 4% of employees' base pay as of *June 30 each fiscal year*. This adjustment is based on overall team performance and accomplishment of specific organizational goals or projects (objectives). This variable lump-sum bonus distribution is calculated on an annual basis before any individual base-pay adjustment. For employees with less than a full year's service, lump-sum bonus distributions are prorated based on the number of months completed during the fiscal year.

**Table 4: Competency & Performance Increases**

| <b>Competency Performance Rating</b> | <b>Example 1* - Lump Sum Distribution: % of salary</b> | <b>Example 2* - Lump Sum Distribution: Fixed \$ amount</b> |
|--------------------------------------|--|--|
| <b>Outstanding</b>                   | 4% (example)   | \$500 (example)  |
| <b>Exceeded Expectations</b>         | 3%(example)  | \$300 (example)  |
| <b>Meets Expectations</b>            | 2%(example)  | \$200 (example)  |
| <b>Needs Improvement</b>             | 0-1%(example)  | \$0 – 50 (example)   |
| <b>Unsatisfactory</b>                | 0%(example)  | \$0 (example)  |

\*these percentages and amounts are examples only and do not represent a promise or obligation to provide the distribution. Actual adjustments will be determined based on available funding and other factors (e.g., the scope and impact of projects, individual contributions to team results, degree of success in attaining goals, etc.).

## H. Situational Adjustments

The MSL may award situational pay adjustments based on atypical situations or working conditions. Situational adjustments will be considered to address recruitment or retention issue related to certain requirements of the position such as extensive travel, unusual work hours or unusual physical demands. Situational adjustments may be given as a one-time bonus or as an increase to base pay. Situational pay adjustments must be discontinued when the employee is no longer working under the qualifying situation or condition.

## I. Strategic Adjustments

The MSL may award strategic pay adjustments based on the agency's strategy to recruit or retain key employees with competencies critical to the achievement of the agency mission and goals. Before considering strategic pay, management should first consider other adjustment types such as situational pay or competency pay. Strategic adjustments may be given as a one-time bonus or as an increase to base pay.

## V. Quality Control and Assurance

All salary levels and adjustments with respect to an individual employee must be approved by the State Librarian or Designee.

An important element in successful implementation or expansion of a compensation program is employee and management support to ensure that the system is trusted as being objective and impartial. The MSL will address this issue by incorporating several quality control components into the plan to ensure consistency and compliance in the application of a competency-based performance management and compensation system.

- Individual offices/job units will help to develop their own in-band progression criteria and base the periodic review schedule on their business cycle and demands.
- Staff will participate in developing shared definitions for ratings and staff will actively maintain a portfolio of information regarding their performance (relevant items should also be defined by the position description and business requirements).
- Supervisors will be held accountable for completing appropriate and objective performance and competency evaluations throughout the performance review process.
- A tiered performance appraisal review process will help to ensure consistency and objectivity in the application of performance/competency management tools. Each employee's immediate supervisor will complete an initial performance evaluation. The next level manager and/or the Centralized Services Manager will periodically review employee performance appraisals completed by supervisors to ensure objectivity and consistency.
- Pay decisions will be made with the performance/competency information annually in group manager meetings to provide consistency, fiscal responsibility, and quality control.

## **VI. Internal Review and Reconsideration Processes and Measuring Tool**

The MSL will provide several avenues to ensure pay recommendations are properly implemented, including providing review of pay recommendations before implementation, allowing employees to comment on pay recommendations, and providing an internal process for the resolution of disagreements regarding pay adjustments.

### **A. Pay Recommendations**

Any recommendation for salary change for an individual other than a change based upon a statutory formula must be written by an appropriate supervisor and reviewed by the individual. The recommendation must state a specific base pay salary, lump-sum, or bonus recommendation and the basis for the recommendation. The affected employee may prepare written comments for submission with the recommendation. The recommendation is subject to final approval by the State Librarian.

### **B. Pay Adjustment Reconsiderations**

The Pay Adjustment Reconsideration Process is an employee-initiated process for review or reconsideration of a pay adjustment decision for existing employees. If an employee does not agree with a pay decision, they may request reconsideration. The employee will submit a memo to the Centralized Services Manager outlining the reasons for the reconsideration request. The request must:

- Explain why they feel the pay adjustment is wrong, and what they feel is the right level and why
- Provide examples or detailed explanation of the disagreement with the decision.

Reconsideration requests will be evaluated by the management team who will provide a recommendation to the State Librarian regarding the appropriate pay adjustment.

### **C. Measuring Tools**

Once a year the Central Services Manager will review this policy and the current salary information for Montana State Library employees and evaluate the progress of this pay plan. Tools that will be reviewed are the Interagency Pay Tool, comparison to the latest Market Analyses conducting by Department of Administration, Turnover ratio and external recruitment length. The results will be reviewed with the State Librarian and management team.



PO Box 201800 1515 East 6<sup>th</sup> Avenue Helena, MT 59620 (406) 444-3115

# Memo

**To:** Montana State Library Commission  
**From:** Jennie Stapp, State Librarian  
**Date:** June 6, 2016  
**Re:** **2016 State Library pay incentive strategy**

Please know that the State Library currently projects approximately **\$120,000** dollars in remaining FY16 personal services funds at the end of the fiscal year. These available funds were generated through vacancy savings that accrued from three open positions within the Digital Library, the GIS Coordinator, the User Services Lead, and the Information Products Lead, as well as vacancies in the Talking Book Library. Additional savings were generated by Digital Library staff through work on contracts meant, in part, to alleviate the impact of reduced Montana Land Information Act collections.

In order to make effective use of our personal services budget and broadband pay plan policy and to acknowledge the challenges impacting staff due to significant changes within the State Library over the past year, I recommend approval of one-time only bonuses for staff according to the broadband pay plan policy in two areas:

([http://docs.msl.mt.gov/Central\\_Services/Staff\\_Handbook/comm\\_pols/29\\_payplan.pdf](http://docs.msl.mt.gov/Central_Services/Staff_Handbook/comm_pols/29_payplan.pdf)).

## **Section F – Item 3, Table 2 - Target MSL Mid-Point Ratio Increments**

I recommend bonuses totaling \$23,136 for those employees whose salaries do not meet the target market ratio according to the broadband pay policy based on their years of service.



Bonuses would be based on the distance from target with a cap at 5%. A total of 8 staff would benefit from target market bonuses.

Example:

- Employee A, working in a band 6 with 5 years of service makes .87 of market. The target market ratio for this employee is .91 of market. This employee will receive a 4% bonus.
- Employee B, working in a band 7 with 23 years of service makes .93 of market. The target market ratio for this employee is 1.00 of market. This employee will receive the maximum 5% bonus.

### **Section H – Situational Adjustment –One time for Individuals and Teams**

I further recommend bonuses for Central Services, Information Technology, Digital Library, and Statewide Library Resources staff, whose salaries are at target market and therefore do not qualify for target market bonuses, but who should be commended for the flexibility they showed as the State Library went through significant study and reorganization during this fiscal year. These bonuses are in the amount of \$1,500 (total \$35,813). Finally, I recommend bonuses in the amount of \$1,500 (Total \$9,000) for employees of the Talking Book Library who stepped in to support the program when their supervisor was seriously ill.

Central Services, Information Technology, Digital Library, and Statewide Library Resources staff based on the study and reorganization.

Recommended for 25 staff

Staff from the Talking Book Library based on staff support.

Recommended for 6 staff

Bonuses would be prorated for part time employees and will total approximately **\$67,949** broken down as follows:

- General Fund: \$46,472
- LSTA: \$10,977
- MLIA: \$7,500
- MSC: \$3,000

Remaining unspent personal services General Fund will revert to the State. As is the case with previous pay incentives approved by the Commission, this pay incentive is a wise investment in our staff and does not obligate the Legislature to ongoing funding.

Because the remaining balance in our personal services budget is higher than it has been in the past, the following analysis is offered to put the recommended amount of bonuses into perspective:

| Year | Estimated PS Budget<br>balance | Pay Incentive range                    | Total spend | Justification  | % of available funds spent | Amount of general fund reverted |
|------|--------------------------------|--|-------------|--|----------------------------|---------------------------------|
| 2008 | \$83,000                       | \$750 - \$3000                         | \$52,725    | Years of service   | 64%                        | \$45,723                        |
| 2012 | \$90,000                       | 3.0% to 5%                             | \$67,047    | Pay freezes<br>Pay lower paid employees more                                 | 75%                        | \$68,861                        |
| 2013 | \$65,000                       | Greater of 2% or 750                   | \$46,000    | Pay freezes  | 71%                        | \$50,914                        |
| 2015 | \$30,000                       | 1%<br>0.50%                            | \$24,300    | Performance system<br>Team   | 71%                        | \$5,498                         |
| 2016 | \$120,000                      | 5% or Target Market Ratio<br><br>1,500 | \$67,949    | Target Market Ratio- Performance<br><br>Reorganization - Retirement-Coverage | 66%                        | \$34,000(Est.)                  |

# Federation Plan of Service and Budget Request FY 2017 July 2016 Through June 2017

## FEDERATION

Broad Valleys

## FEDERATION LIBRARIES

### Public Libraries

|  |        |
|--|--------|
| Belgrade Community Library                             | Active |
| Boulder Community Library                              | Active |
| Bozeman Public Library                                 | Active |
| Broadwater School and Community Library                | Active |
| Butte-Silver Bow Public Library                        | Active |
| Dillon Public Library                                  | Active |
| Drummond School & Community Library                    | Active |
| Hearst Free Library                                    | Active |
| Lewis and Clark Library                                | Active |
| Livingston-Park County Public Library                  | Active |
| Madison Valley Public Library                          | Active |
| Manhattan Community School Library                     | Active |
| Meagher County/City Library                            | Active |
| North Jefferson County Library District Clancy Library | Active |
| Philipsburg Public Library                             | Active |
| Sheridan Public Library                                | Active |
| Thompson-Hickman County Library                        | Active |
| Three Forks Community Library                          | Active |
| Twin Bridges Public Library                            | Active |
| West Yellowstone Public Library                        | Active |
| William K. Kohrs Memorial Library                      | Active |

## LONG RANGE GOALS

### Goal Description

- # 1 The Broad Valleys Library Federation will share the information, knowledge and resources available to the Federation and encourage networking and consensus building. Broad Valleys Library Federation will increase attendance of librarians and trustees at its annual retreat by 5%.**

#### Associated MSL Goals

- 1 - Content - MSL acquires and manages relevant quality content that meets the needs of Montana library users.
- 2 - Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.
- 4 - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.
- 5 - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

### Goal Description

- # 2 The Broad Valleys Library Federation will distribute state monies widely in order to strengthen the Federation structure, encourage continuing education for librarians and trustees, and provide excellent library services to Montana citizens.**

#### Associated MSL Goals

- 4 - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.
- 5 - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

### Goal Description

- # 3 The Broad Valleys Library Federation will cooperatively provide electronic access to library materials and information to patrons of the member libraries.**

#### Associated MSL Goals

- 1 - Content - MSL acquires and manages relevant quality content that meets the needs

of Montana library users.

- 2** - Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.
- 4** - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.
- 5** - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

## **ADMINISTRATIVE COSTS**

Several administrative functions are centralized at the State Library, but Federation members may want to authorize a stipend (of not more than \$1,000) to the federation coordinator or designated person who is willing to work with the State Library and Federation membership to plan meeting agendas, set up meetings, and do the appropriate plan of service and annual report preparation and filing.

### **Revenue Summary**

CST Revenue            \$36,847.94

Total: \$36,847.94

### **Note: Budget Summary**

Program 1 - Continuing Education/Annual Meeting    \$4,967.94

Program 2 - Continuing Education Grants            \$9,870.00

Program 3 - Technology and Resource Sharing       \$21,210.00

Program 4 - Administrative Services                \$800.00

Total: \$36,847.94

## **PROGRAM SUMMARIES**

### **Program 1 - Continuing Education/Annual Meeting**

#### **Narrative**

This program supports Goals #1 and #2 of the Broad Valleys Federation

Annual Meeting – Members voted to continue meeting once a year for a two-day meeting, location of which is within the boundaries of the Federation. Retreat will include a minimum of two continuing education workshops. Goal: to increase librarian and library trustee attendance by 5%.

The Lewis & Clark Library will coordinate and pay for the costs of lodging, meals and continuing education presentations. The Federation approved funding at the same level as last program year to cover retreat costs. The Lewis & Clark Library will receive up to \$4,967.94 to pay for this service.

Unexpended funds from any program may be redirected. Remaining funds may be used to secure additional continuing education /professional development opportunities, online databases, MontanaLibrary2Go, book discussion kits, or technology that benefits the Federation.

#### **Evaluation**

Member libraries will specify how this training helped the library better serve its patrons. Federation members may be asked to share their expertise at various federation meetings and will share their knowledge with other librarians and trustees at their home library. Brief written reports will be provided for the annual report of the Plan of Service document.

#### **Associated Broad Valleys Federation Goals**

1 - The Broad Valleys Library Federation will share the information, knowledge and resources available to the Federation and encourage networking and consensus building. Broad Valleys Library Federation will increase attendance of librarians and trustees at its annual retreat by 5%.

2 - The Broad Valleys Library Federation will distribute state monies widely in order to strengthen the Federation structure, encourage continuing education for librarians and trustees, and provide excellent library services to Montana citizens.

**Program** \$4,967.94

#### **Budget:**

**Budget Library**

**Amount**

#### **Detail:**

Lewis and Clark Library

\$4,967.94

**Note:** Coordinating library receives funds to cover costs of the annual retreat.

Total award for Program 1: \$4,967.94

Variance from Program 1 budget: \$0.00

## **Program 2 - Continuing Education Grants**

### **Narrative**

This program supports Goals #1 and #2 of the Broad Valleys Federation. Each library will receive a direct grant of \$470.00 to be used to provide continuing education to librarians and trustees, at the discretion of each individual library.

Unexpended funds from any program may be redirected. Remaining funds may be used to secure additional continuing education /professional development opportunities, online databases, MontanaLibrary2Go, book discussion kits, or technology that benefits the Federation.

### **Evaluation**

Member libraries will specify how this training helped the library better serve its patrons. Federation members may be asked to share their expertise at various federation meetings and will share their knowledge with other librarians and trustees at their home library. Brief written reports will be provided for the annual report of the Plan of Service document.

### **Associated Broad Valleys Federation Goals**

1 - The Broad Valleys Library Federation will share the information, knowledge and resources available to the Federation and encourage networking and consensus building. Broad Valleys Library Federation will increase attendance of librarians and trustees at its annual retreat by 5%.

2 - The Broad Valleys Library Federation will distribute state monies widely in order to strengthen the Federation structure, encourage continuing education for librarians and trustees, and provide excellent library services to Montana citizens.

**Program** \$9,870.00

### **Budget:**

| <b>Budget Detail:</b> | <b>Library</b>                          | <b>Amount</b> |
|-----------------------|---|---------------|
|                       | Belgrade Community Library              | \$470.00      |
|                       | Boulder Community Library               | \$470.00      |
|                       | Bozeman Public Library                  | \$470.00      |
|                       | Broadwater School and Community Library | \$470.00      |
|                       | Butte-Silver Bow Public Library         | \$470.00      |



|  |                 |
|--|-----------------|
| Dillon Public Library                                  | \$470.00        |
| Drummond School & Community Library                    | \$470.00        |
| Hearst Free Library                                    | \$470.00        |
| Lewis and Clark Library                                | \$470.00        |
| Livingston-Park County Public Library                  | \$470.00        |
| Madison Valley Public Library                          | \$470.00        |
| Manhattan Community School Library                     | \$470.00        |
| Meagher County/City Library                            | \$470.00        |
| North Jefferson County Library District Clancy Library | \$470.00        |
| Philipsburg Public Library                             | \$470.00        |
| Sheridan Public Library                                | \$470.00        |
| Thompson-Hickman County Library                        | \$470.00        |
| Three Forks Community Library                          | \$470.00        |
| Twin Bridges Public Library                            | \$470.00        |
| West Yellowstone Public Library                        | \$470.00        |
| William K. Kohrs Memorial Library                      | <u>\$470.00</u> |
| Total award for Program 2:                             | \$9,870.00      |
| Variance from Program 2 budget:                        | \$0.00          |

### **Program 3 - Technology and Resource Sharing**

#### **Narrative**

This program supports Goals # 2 and #3 of the Broad Valleys Federation. Each library will receive a direct grant of \$1,010. Monies will be used for technology related expenses. Emphasis will be on technology that strengthens federation-wide access. Additional emphasis will be on federation wide resource sharing and document delivery. Monies received in this category will be expended for such things as hardware, software, OCLC expenditures, statewide database expenditures, virtual reference, and shared catalog expenses.

Each member library may designate some or all of their technology funds for Federation wide purchase of Heritage Quest.

Unexpended funds from any program may be redirected. Remaining funds may be used to secure additional continuing education /professional development opportunities, online

databases, MontanaLibrary2Go, book discussion kits, or technology that benefits the Federation.

## Evaluation

Member libraries will identify what expenses were covered and identify how this helps the library deliver technology related services to its patrons and how the expenditures help strengthen federation-wide access.

## Associated Broad Valleys Federation Goals

2 - The Broad Valleys Library Federation will distribute state monies widely in order to strengthen the Federation structure, encourage continuing education for librarians and trustees, and provide excellent library services to Montana citizens.

3 - The Broad Valleys Library Federation will cooperatively provide electronic access to library materials and information to patrons of the member libraries.

**Program** \$21,210.00

### Budget:

| <b>Budget</b>  | <b>Library</b>   | <b>Amount</b> |
|----------------|--|---------------|
| <b>Detail:</b> |  |               |
|                | Belgrade Community Library                             | \$1,010.00    |
|                | Boulder Community Library                              | \$1,010.00    |
|                | Bozeman Public Library                                 | \$1,010.00    |
|                | Broadwater School and Community Library                | \$1,010.00    |
|                | Butte-Silver Bow Public Library                        | \$1,010.00    |
|                | Dillon Public Library                                  | \$1,010.00    |
|                | Drummond School & Community Library                    | \$1,010.00    |
|                | Hearst Free Library                                    | \$1,010.00    |
|                | Lewis and Clark Library                                | \$1,010.00    |
|                | Livingston-Park County Public Library                  | \$1,010.00    |
|                | Madison Valley Public Library                          | \$1,010.00    |
|                | Manhattan Community School Library                     | \$1,010.00    |
|                | Meagher County/City Library                            | \$1,010.00    |
|                | North Jefferson County Library District Clancy Library | \$1,010.00    |
|                | Philipsburg Public Library                             | \$1,010.00    |

|                                   |                   |
|-----------------------------------|-------------------|
| Sheridan Public Library           | \$1,010.00        |
| Thompson-Hickman County Library   | \$1,010.00        |
| Three Forks Community Library     | \$1,010.00        |
| Twin Bridges Public Library       | \$1,010.00        |
| West Yellowstone Public Library   | \$1,010.00        |
| William K. Kohrs Memorial Library | <u>\$1,010.00</u> |
| Total award for Program 3:        | \$21,210.00       |
| Variance from Program 3 budget:   | \$0.00            |

## Program 4 - Administrative Services

### Narrative

Broad Valleys Federation of Libraries will provide to the Lewis & Clark Library a stipend of \$800, which will be used to defray the costs of coordination of the Federation activities.

### Evaluation

Federation Coordinator will report on use of these funds in support of Federation business, professional development and networking.  
Associated Broad Valleys Federation Goal(s).

### Associated Broad Valleys Federation Goals

1 - The Broad Valleys Library Federation will share the information, knowledge and resources available to the Federation and encourage networking and consensus building. Broad Valleys Library Federation will increase attendance of librarians and trustees at its annual retreat by 5%.

2 - The Broad Valleys Library Federation will distribute state monies widely in order to strengthen the Federation structure, encourage continuing education for librarians and trustees, and provide excellent library services to Montana citizens.

**Program** \$800.00

### Budget:

| <b>Budget Detail:</b> | <b>Library</b>          | <b>Amount</b>   |
|-----------------------|-------------------------|-----------------|
|                       | Lewis and Clark Library | <u>\$800.00</u> |

**Note:** Coordinating library receives these funds to cover costs of administration to include supplies, long distance, any travel required

outside of coordinating library community.

Total award for Program 4: \$800.00

Variance from Program 4 budget: \$0.00

## **SIGNATURES/APPROVALS**

**Approval Date:** \_\_\_\_\_

### **Broad Valleys Federation Coordinator**

\_\_\_\_\_  
John Finn - Library Director

\_\_\_\_\_  
Date Signed

### **Chairperson - Federation Advisory Board**

\_\_\_\_\_  
Jesse Franzen - Library Board Chair

\_\_\_\_\_  
Date Signed

### **Chairperson - Board of Trustees, Federation Coordinator's Library**

\_\_\_\_\_  
Jesse Franzen - Library Board Chair

\_\_\_\_\_  
Date Signed

## AWARD SUMMARY/TOTALS

| <b>Library</b>   | <b>Amount</b>     |
|--|-------------------|
| Belgrade Community Library                             | \$1,480.00        |
| Boulder Community Library                              | \$1,480.00        |
| Bozeman Public Library                                 | \$1,480.00        |
| Broadwater School and Community Library                | \$1,480.00        |
| Butte-Silver Bow Public Library                        | \$1,480.00        |
| Dillon Public Library                                  | \$1,480.00        |
| Drummond School & Community Library                    | \$1,480.00        |
| Hearst Free Library                                    | \$1,480.00        |
| Lewis and Clark Library                                | \$7,247.94        |
| Livingston-Park County Public Library                  | \$1,480.00        |
| Madison Valley Public Library                          | \$1,480.00        |
| Manhattan Community School Library                     | \$1,480.00        |
| Meagher County/City Library                            | \$1,480.00        |
| North Jefferson County Library District Clancy Library | \$1,480.00        |
| Philipsburg Public Library                             | \$1,480.00        |
| Sheridan Public Library                                | \$1,480.00        |
| Thompson-Hickman County Library                        | \$1,480.00        |
| Three Forks Community Library                          | \$1,480.00        |
| Twin Bridges Public Library                            | \$1,480.00        |
| West Yellowstone Public Library                        | \$1,480.00        |
| William K. Kohrs Memorial Library                      | <u>\$1,480.00</u> |

Total Awarded: \$36,847.94

Total Budgeted: \$36,847.94

Discrepancy: \$0.00

# Federation Plan of Service and Budget Request FY 2017 July 2016 Through June 2017

## **FEDERATION**

Golden Plains

## **FEDERATION LIBRARIES**

### **Public Libraries**

|                             |        |
|-----------------------------|--------|
| Daniels County Library      | Active |
| Glasgow City-County Library | Active |
| Phillips County Library     | Active |
| Roosevelt County Library    | Active |
| Sheridan County Library     | Active |

### **Academic Libraries**

|                                 |        |
|---------------------------------|--------|
| James E. Shanley Tribal Library | Active |
|---------------------------------|--------|

## LONG RANGE GOALS

### Goal Description

- # 1 Technology: Golden Plains libraries have the best possible connections, hardware and software so that Montana citizens and students have the best possible access to library resources and services.**

#### Associated MSL Goals

- 1 - Content - MSL acquires and manages relevant quality content that meets the needs of Montana library users.
- 2 - Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.

### Goal Description

- # 2 Continuing Education: Golden Plains librarians and trustees have easy access to the training that they need to provide quality library services in their communities.**

#### Associated MSL Goals

- 3 - Training - MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.
- 4 - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.
- 5 - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

### Goal Description

- # 3 Resource Sharing: Montana citizens can easily access the holdings of all Montana and OCLC libraries through their local libraries.**

**Montana citizens have access to statewide library resources through their local libraries**

#### Associated MSL Goals

- 1 - Content - MSL acquires and manages relevant quality content that meets the needs of Montana library users.
- 2 - Access - MSL provides libraries, agencies, and its partners and patrons with



convenient, high quality, and cost-effective access to library content and services.

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

## **Goal Description**

- # 4 Communication/ Golden Plains meetings and workshops: Golden Plains libraries share learning, programming ideas, best practices and evaluations to stay current with statewide trends and services; we all benefit from each others' wisdom as we move our libraries forward.**

### **Associated MSL Goals**

- 4 - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.
- 5 - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

## **Goal Description**

- # 5 Community Outreach: Montana citizens understand the value of libraries and participate as members of their local libraries.**

### **Associated MSL Goals**

- 1 - Content - MSL acquires and manages relevant quality content that meets the needs of Montana library users.
- 2 - Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.
- 5 - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

## ADMINISTRATIVE COSTS

Several administrative functions are centralized at the State Library, but Federation members may want to authorize a stipend (of not more than \$1,000) to the federation coordinator or designated person who is willing to work with the State Library and Federation membership to plan meeting agendas, set up meetings, and do the appropriate plan of service and annual report preparation and filing.

## Revenue Summary

|             |                    |
|-------------|--------------------|
| CST Revenue | <u>\$17,936.75</u> |
| Total:      | \$17,936.75        |

## Budget Summary

|   |                   |
|---|-------------------|
| Program 1 - Technology  | \$4,742.05        |
| Program 2 - Continuing Education                                | \$5,817.35        |
| Program 3 - Resource Sharing                                    | \$3,650.00        |
| Program 4 - Communication/ Golden Plains meetings and workshops | \$300.00          |
| Program 5 - Community Outreach                                  | \$1,227.35        |
| Program 6 - Administrative Expenses                             | <u>\$2,200.00</u> |
| Total:  | \$17,936.75       |

## **PROGRAM SUMMARIES**

### **Program 1 - Technology**

#### **Narrative**

Golden Plains Federation patrons require direct access to information via Internet access and database services. This program budget will be used to purchase new and replacement hardware, software, peripherals and related technical services in order to meet these important information needs of patrons.

Program activities:

- 1) Purchase computer hardware and software
- 2) Purchase printers and other devices that allow patrons to use information effectively

#### **Evaluation**

The success of this program will be measured by strong and successful patron usage of online resources at or through the library. Usage statistics and patron feedback will be collected and analyzed.

#### **Associated Golden Plains Federation Goals**

1 - Technology: Golden Plains libraries have the best possible connections, hardware and software so that Montana citizens and students have the best possible access to library resources and services.

**Program** \$4,742.05

#### **Budget:**

| <b>Budget Library</b>           | <b>Amount</b>   |
|---------------------------------|-----------------|
| <b>Detail:</b>                  |                 |
| Daniels County Library          | \$1,597.35      |
| Glasgow City-County Library     | \$1,297.35      |
| Phillips County Library         | \$900.00        |
| Roosevelt County Library        | \$847.35        |
| Sheridan County Library         | <u>\$100.00</u> |
| Total award for Program 1:      | \$4,742.05      |
| Variance from Program 1 budget: | \$0.00          |

### **Program 2 - Continuing Education**

#### **Narrative**

Federation librarians are committed to providing quality service and librarianship to their patrons. Toward this end, travel expenses and continuing education workshop expenses are paid by the GPLF.

Program activities:

- 1) Travel and registration expenses to attend Montana Library Association meetings and/or other established state, regional or national library learning events.
- 2) School and special libraries within the Federation are encouraged to participate in the Federation. Although direct funding is not available to assist school libraries, they may apply for travel and registration assistance (up to \$500) for relevant conferences and other training opportunities through the Federation (please see Program 5 – Administrative Services.) GPLF voted to provide Fort Peck Tribal Library a \$750 annual travel grant as part of this program.

## Evaluation

The success of this program will be shown in the skills, knowledge, confidence and ability of library personnel to provide a variety of excellent library services to patrons. GPFL directors, staff and trustees will report on meetings and CE events attended. Patron feedback on library services will be collected and analyzed.

## Associated Golden Plains Federation Goals

2 - Continuing Education: Golden Plains librarians and trustees have easy access to the training that they need to provide quality library services in their communities.

4 - Communication/ Golden Plains meetings and workshops: Golden Plains libraries share learning, programming ideas, best practices and evaluations to stay current with statewide trends and services; we all benefit from each others' wisdom as we move our libraries forward.

**Program** \$5,817.35

### Budget:

| <b>Budget Library<br/>Detail:</b> | <b>Amount</b> |
|-----------------------------------|---------------|
| Daniels County Library            | \$1,000.00    |
| Glasgow City-County Library       | \$725.00      |
| James E. Shanley Tribal Library   | \$875.00      |
| Phillips County Library           | \$1,147.35    |
| Roosevelt County Library          | \$1,300.00    |

|                                 |                 |
|---------------------------------|-----------------|
| Sheridan County Library         | <u>\$770.00</u> |
| Total award for Program 2:      | \$5,817.35      |
| Variance from Program 2 budget: | \$0.00          |

### **Program 3 - Resource Sharing**

#### **Narrative**

Goal/program #3 Resource Sharing – Montana citizens can easily access the holdings of all Montana and OCLC libraries through their local libraries. Montana citizens have access to statewide library resources through their local libraries. (Associated MSL goals: Content, Access, Collaboration)

Member libraries will be reimbursed to pay for OCLC service and costs associated with fulfillment of interlibrary loan requests. Members can also use funds to support other resource sharing functions and/or projects.

Program activities:

- 1) Fund OCLC subscription
- 2) Postage costs and supplies for ILL fulfillment
- 3) Fund participation in Montana Shared Catalog and/or other statewide projects

#### **Evaluation**

Feedback from patrons will show that they are able to find the materials they need and want at their local library or via interlibrary loan. ILL usage statistics will be collected and analyzed.

#### **Associated Golden Plains Federation Goals**

3 - Resource Sharing: Montana citizens can easily access the holdings of all Montana and OCLC libraries through their local libraries. Montana citizens have access to statewide library resources through their local libraries

**Program** \$3,650.00

**Budget:**

| <b>Budget Library</b>           | <b>Amount</b>     |
|---------------------------------|-------------------|
| <b>Detail:</b>                  |                   |
| Daniels County Library          | \$375.00          |
| Glasgow City-County Library     | \$750.00          |
| Phillips County Library         | \$725.00          |
| Roosevelt County Library        | \$0.00            |
| Sheridan County Library         | <u>\$1,800.00</u> |
| Total award for Program 3:      | \$3,650.00        |
| Variance from Program 3 budget: | \$0.00            |

## **Program 4 - Communication/ Golden Plains meetings and workshops**

### **Narrative**

GP Federation librarians and trustees attend two meetings per year at Roosevelt County Library or another agreed upon location. Federation business is conducted under the direction of the adopted by-laws with an elected trustee as chairperson. Travel expense is reimbursed for one car from each library to attend at the current state mileage rate. Carpooling is encouraged. These meetings create positive energy for learning and networking among member libraries. Ideally, there is a training or CE opportunity at each of these meetings, so this program also supports the Golden Plains goal of Continuing Education.

Program activities:

- 1) Reimbursement for travel to Golden Plains meetings
- 2) Reimbursement for expenses associated with hosting the meetings

### **Evaluation**

GPLF librarians and trustees will attend meetings to share knowledge, best practices, learning experiences gleaned from CE activities and problem-solving so that all the libraries can benefit from each other's experience to improve and maintain excellent library services.

### **Associated Golden Plains Federation Goals**

2 - Continuing Education: Golden Plains librarians and trustees have easy access to the training that they need to provide quality library services in their communities.

4 - Communication/ Golden Plains meetings and workshops: Golden Plains libraries share learning, programming ideas, best practices and evaluations to stay current with statewide trends and services; we all benefit from each others' wisdom as we move our libraries forward.

**Program** \$300.00

**Budget:**

**Budget Library**

**Amount**

**Detail:**

|                                 |                 |
|---------------------------------|-----------------|
| Daniels County Library          | \$0.00          |
| Glasgow City-County Library     | \$100.00        |
| Phillips County Library         | \$100.00        |
| Roosevelt County Library        | \$0.00          |
| Sheridan County Library         | <u>\$100.00</u> |
| Total award for Program 4:      | \$300.00        |
| Variance from Program 4 budget: | \$0.00          |

**Program 5 - Community Outreach**

**Narrative**

The GPLF uses this funding to market libraries and reach out to the community. This program supports statewide library marketing efforts to increase awareness of libraries and their value.

Program activities:

- 1) Costs associated with library programs, including Summer Reading and other program materials and promotional items
- 2) Bookmarks and other library publications

**Evaluation**

Feedback from patrons will demonstrate increased awareness of libraries and their value, and increased usage of library services.

**Associated Golden Plains Federation Goals**

5 - Community Outreach: Montana citizens understand the value of libraries and participate as members of their local libraries.

**Program** \$1,227.35

**Budget:**

| <b>Budget Library</b>           | <b>Amount</b>   |
|---------------------------------|-----------------|
| <b>Detail:</b>                  |                 |
| Daniels County Library          | \$0.00          |
| Glasgow City-County Library     | \$100.00        |
| Phillips County Library         | \$100.00        |
| Roosevelt County Library        | \$825.00        |
| Sheridan County Library         | <u>\$202.35</u> |
| Total award for Program 5:      | \$1,227.35      |
| Variance from Program 5 budget: | \$0.00          |

### **Program 6 - Administrative Expenses**

#### **Narrative**

\$400.00 Stipend (payable to GPLF Federation Coordinator for bookkeeping and MSL reports)  
 \$ 75.00 Supplies (Philips County Library)  
 \$ 25.00 Communications (Philips County Library)  
 \$1200.00 Mileage (Attendance at a minimum of two Montana State Library Coordinator/Commission meetings by GPLF Federation Coordinator)  
 \$500.00 Continuing Education (School and special libraries within the Federation are encouraged to join and participate in the Federation. Although direct funding is not available to assist school libraries, they may apply for travel and registration assistance for relevant conferences and other training possibilities through the Federation Coordinator. An amount of \$500 is set aside at Phillips County Library for school librarians.)

#### **Evaluation**

#### **Associated Golden Plains Federation Goals**

This program has no associated Golden Plains Federation goals.

**Program** \$2,200.00

#### **Budget:**

| <b>Budget Library</b>           | <b>Amount</b>     |
|---------------------------------|-------------------|
| <b>Detail:</b>                  |                   |
| Phillips County Library         | <u>\$2,200.00</u> |
| Total award for Program 6:      | \$2,200.00        |
| Variance from Program 6 budget: | \$0.00            |





## **SIGNATURES/APPROVALS**

**Approval Date:** \_\_\_\_\_

### **Golden Plains Federation Coordinator**

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Janeen Brookie - Library Director

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Date Signed

### **Chairperson - Federation Advisory Board**

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Connie Hanrahan - Library Board Chair

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Date Signed

### **Chairperson - Board of Trustees, Federation Coordinator's Library**

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Caroline Caves - Library Board Chair

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Date Signed

## AWARD SUMMARY/TOTALS

| <b>Library</b>                  | <b>Amount</b>     |
|---------------------------------|-------------------|
| Daniels County Library          | \$2,972.35        |
| Glasgow City-County Library     | \$2,972.35        |
| James E. Shanley Tribal Library | \$875.00          |
| Phillips County Library         | \$5,172.35        |
| Roosevelt County Library        | \$2,972.35        |
| Sheridan County Library         | <u>\$2,972.35</u> |
| Total Awarded:                  | \$17,936.75       |
| Total Budgeted:                 | \$17,936.75       |
| Discrepancy:                    | \$0.00            |

# Federation Plan of Service and Budget Request FY 2017 July 2016 Through June 2017

## **FEDERATION**

Pathfinder

## **FEDERATION LIBRARIES**

### **Public Libraries**

|                                |        |
|--------------------------------|--------|
| Belt Public Library            | Active |
| Blaine County Library          | Active |
| Choteau/Teton Public Library   | Active |
| Chouteau County Library        | Active |
| Conrad Public Library          | Active |
| Dutton/Teton Public Library    | Active |
| Fairfield/Teton Public Library | Active |
| Glacier County Library         | Active |
| Great Falls Public Library     | Active |
| Harlem Public Library          | Active |
| Havre-Hill County Library      | Active |
| Liberty County Library         | Active |
| Toole County Library           | Active |
| Valier Public Library          | Active |
| Wedsworth Memorial Library     | Active |

## LONG RANGE GOALS

### Goal Description

**# 1 Resource Sharing: Pathfinder library patrons have access to holdings of other Montana and OCLC libraries through OCLC group services, including interlibrary loan. Pathfinder patrons have access to statewide library resources through their local libraries.**

#### **Associated MSL Goals**

- 1 - Content - MSL acquires and manages relevant quality content that meets the needs of Montana library users.**
- 2 - Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.**
- 5 - Collaboration - MSL promotes partnerships and encourages collaboration among its users.**

### Goal Description

**# 2 Continuing Education: Pathfinder librarians and trustees have easy access to the training that they need in order to: 1) participate in the MSL Certification Program, and 2) provide quality library services in their communities.**

#### **Associated MSL Goals**

- 3 - Training - MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.**
- 4 - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.**
- 5 - Collaboration - MSL promotes partnerships and encourages collaboration among its users.**

### Goal Description

**# 3 Communication/ Pathfinder Meetings and Workshops: Pathfinder libraries share learning, programming ideas, best practices and evaluations, and stay current with statewide trends and services. Ideally, there is a training or CE opportunity at each of these meetings, so this program also supports the Pathfinder goal of Continuing Education.**

### **Associated MSL Goals**

- 3** - Training - MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.
- 4** - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.
- 5** - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

### **Goal Description**

- # 4 Technology: Pathfinder libraries purchase and maintain updated computer hardware, software and support to provide excellent public computing services for patrons.**

### **Associated MSL Goals**

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

## **ADMINISTRATIVE COSTS**

Several administrative functions are centralized at the State Library, but Federation members may want to authorize a stipend (of not more than \$1,000) to the federation coordinator or designated person who is willing to work with the State Library and Federation membership to plan meeting agendas, set up meetings, and do the appropriate plan of service and annual report preparation and filing.

### **Revenue Summary**

CST Revenue            \$27,269.56

Total: \$27,269.56

### **Note: Budget Summary**

|  |                   |
|--|-------------------|
| Program 1 - Resource Sharing                                 | \$10,181.17       |
| Program 2 - Continuing Education                             | \$6,082.09        |
| Program 3 - Communication/ Pathfinder Meetings and Workshops | \$3,182.52        |
| Program 4 - Technology                                       | \$6,323.78        |
| Program 5 - Administrative Services                          | <u>\$1,500.00</u> |
| Total:   | \$27,269.56       |

## **PROGRAM SUMMARIES**

### **Program 1 - Resource Sharing**

#### **Narrative**

Member libraries will be reimbursed to pay for OCLC service through the Montana contract with OCLC. Members can also use funds to support other resource sharing functions and/or projects.

Program activities:

- 1) Fund OCLC subscription
- 2) Purchase databases
- 3) Fund participation in Montana Shared Catalog and/or other statewide projects

#### **Evaluation**

Feedback from patrons will show that they are able to find the materials they need and want at their local library or via interlibrary loan. ILL usage statistics will be collected and analyzed.

#### **Associated Pathfinder Federation Goals**

1 - Resource Sharing: Pathfinder library patrons have access to holdings of other Montana and OCLC libraries through OCLC group services, including interlibrary loan. Pathfinder patrons have access to statewide library resources through their local libraries.

**Program** \$10,181.17

#### **Budget:**

| <b>Budget Library<br/>Detail:</b> | <b>Amount</b> |
|-----------------------------------|---------------|
| Belt Public Library               | \$301.20      |
| Blaine County Library             | \$760.30      |
| Choteau/Teton Public Library      | \$545.20      |
| Chouteau County Library           | \$1,225.93    |
| Conrad Public Library             | \$1,041.20    |
| Dutton/Teton Public Library       | \$500.00      |
| Fairfield/Teton Public Library    | \$301.18      |
| Glacier County Library            | \$1,041.20    |
| Great Falls Public Library        | \$1,041.20    |
| Harlem Public Library             | \$765.25      |



|                                 |                 |
|---------------------------------|-----------------|
| Havre-Hill County Library       | \$1,041.20      |
| Liberty County Library          | \$0.00          |
| Toole County Library            | \$545.20        |
| Valier Public Library           | \$870.75        |
| Wedsworth Memorial Library      | <u>\$201.36</u> |
| Total award for Program 1:      | \$10,181.17     |
| Variance from Program 1 budget: | \$0.00          |

## Program 2 - Continuing Education

### Narrative

Continuing Education improves information delivery and library service to all Montana citizens. It allows small rural library staff members to reach out, learn, change and plan.

Program activities:

- 1) Travel and registration expenses to attend Montana Library Association meetings and/or other established state, regional or national library learning events.
- 2) Librarians share the learning from CE and training events with other Pathfinder librarians at Federation meetings.

### Evaluation

The success of this program will be shown in the skills, knowledge, confidence and ability of library personnel to provide a variety of excellent services to patrons. Pathfinder directors, staff and trustees will report on meetings and CE events attended. Patron feedback on library services will be collected and analyzed.

### Associated Pathfinder Federation Goals

2 - Continuing Education: Pathfinder librarians and trustees have easy access to the training that they need in order to: 1) participate in the MSL Certification Program, and 2) provide quality library services in their communities.

**Program** \$6,082.09

**Budget:**

**Budget Library**

**Detail:**

Pathfinder

**Amount**

|                                 |                 |
|---------------------------------|-----------------|
| Belt Public Library             | \$664.53        |
| Blaine County Library           | \$400.00        |
| Choteau/Teton Public Library    | \$482.55        |
| Chouteau County Library         | \$184.73        |
| Conrad Public Library           | \$209.55        |
| Dutton/Teton Public Library     | \$0.00          |
| Fairfield/Teton Public Library  | \$581.97        |
| Glacier County Library          | \$369.10        |
| Great Falls Public Library      | \$309.55        |
| Harlem Public Library           | \$470.05        |
| Havre-Hill County Library       | \$184.55        |
| Liberty County Library          | \$500.00        |
| Toole County Library            | \$457.55        |
| Valier Public Library           | \$576.03        |
| Wedsworth Memorial Library      | <u>\$691.93</u> |
| Total award for Program 2:      | \$6,082.09      |
| Variance from Program 2 budget: | \$0.00          |

### **Program 3 - Communication/ Pathfinder Meetings and Workshops**

#### **Narrative**

Staff and trustees from member libraries attend two meetings per year. Pathfinder business is conducted under the direction of the adopted by-laws with an elected trustee as chairperson. Travel expense is reimbursed for one car from each library to attend at the current state mileage rate. Carpooling is encouraged. The host library is reimbursed \$400 for providing lunches at meetings. These meetings create positive energy for learning and networking among member libraries. Ideally, there is a training or CE opportunity at each of these meetings, so this program also supports the Pathfinder goal of Continuing Education.

Program activities:

- 1) Reimbursement for travel to Pathfinder meetings
- 2) Reimbursement to host library for lunch

## Evaluation

Librarians and trustees will attend Federation meetings to share knowledge, best practices, learning experiences gleaned from continuing education activities and problem-solving so that Pathfinder libraries can benefit from each others' experience to improve library services to patrons.

## Associated Pathfinder Federation Goals

2 - Continuing Education: Pathfinder librarians and trustees have easy access to the training that they need in order to: 1) participate in the MSL Certification Program, and 2) provide quality library services in their communities.

3 - Communication/ Pathfinder Meetings and Workshops: Pathfinder libraries share learning, programming ideas, best practices and evaluations, and stay current with statewide trends and services. Ideally, there is a training or CE opportunity at each of these meetings, so this program also supports the Pathfinder goal of Continuing Education.

**Program** \$3,182.52

### Budget:

| <b>Budget Library<br/>Detail:</b> | <b>Amount</b> |
|-----------------------------------|---------------|
| Belt Public Library               | \$80.00       |
| Blaine County Library             | \$150.00      |
| Choteau/Teton Public Library      | \$200.00      |
| Chouteau County Library           | \$400.00      |
| Conrad Public Library             | \$250.00      |
| Dutton/Teton Public Library       | \$165.00      |
| Fairfield/Teton Public Library    | \$245.00      |
| Glacier County Library            | \$300.00      |
| Great Falls Public Library        | \$50.00       |
| Harlem Public Library             | \$225.00      |
| Havre-Hill County Library         | \$300.00      |
| Liberty County Library            | \$144.00      |
| Toole County Library              | \$270.00      |

|                                 |                 |
|---------------------------------|-----------------|
| Valier Public Library           | \$263.52        |
| Wedsworth Memorial Library      | <u>\$140.00</u> |
| Total award for Program 3:      | \$3,182.52      |
| Variance from Program 3 budget: | \$0.00          |

## Program 4 - Technology

### Narrative

Pathfinder patrons require direct access to information via Internet access and database services. This program budget will be used to purchase new and replacement hardware, software, peripherals and related technical services in order to meet these important information needs of patrons.

Program activities:

- 1) Purchase computer hardware and software
- 2) Purchase printers and other devices that allow patrons to use information effectively

### Evaluation

This success of this program will be measured by strong and successful patron usage of online resources at or through the library. Usage statistics will be collected and analyzed.

### Associated Pathfinder Federation Goals

4 - Technology: Pathfinder libraries purchase and maintain updated computer hardware, software and support to provide excellent public computing services for patrons.

**Program** \$6,323.78

#### Budget:

| <b>Budget Library</b>        | <b>Amount</b> |
|------------------------------|---------------|
| <b>Detail:</b>               |               |
| Belt Public Library          | \$664.53      |
| Blaine County Library        | \$400.00      |
| Choteau/Teton Public Library | \$482.55      |
| Chouteau County Library      | \$0.00        |
| Conrad Public Library        | \$209.55      |

|                                 |                 |
|---------------------------------|-----------------|
| Dutton/Teton Public Library     | \$1,045.30      |
| Fairfield/Teton Public Library  | \$581.97        |
| Glacier County Library          | \$0.00          |
| Great Falls Public Library      | \$309.55        |
| Harlem Public Library           | \$250.00        |
| Havre-Hill County Library       | \$184.55        |
| Liberty County Library          | \$1,066.30      |
| Toole County Library            | \$437.55        |
| Valier Public Library           | \$0.00          |
| Wedsworth Memorial Library      | <u>\$691.93</u> |
| Total award for Program 4:      | \$6,323.78      |
| Variance from Program 4 budget: | \$0.00          |

## Program 5 - Administrative Services

### Narrative

\$1000 stipend to Chouteau County Library to cover costs of administering Pathfinder Federation Coordinator responsibilities.

\$500 Administrative funding to cover postage, printing, and other costs incurred in direct support of Pathfinder Federation meetings and activities.

### Evaluation

### Associated Pathfinder Federation Goals

This program has no associated Pathfinder Federation goals.

**Program** \$1,500.00

### Budget:

| <b>Budget Library</b>   | <b>Amount</b>     |
|-------------------------|-------------------|
| <b>Detail:</b>          |                   |
| Chouteau County Library | <u>\$1,500.00</u> |

**Note:** Federation Coordinator library will change in FY 2016 to the Chouteau County Library.

Total award for Program 5: \$1,500.00

Variance from Program 5 budget: \$0.00

## **SIGNATURES/APPROVALS**

**Approval Date:** \_\_\_\_\_

### **Pathfinder Federation Coordinator**

\_\_\_\_\_  
Debbie Wellman - Library Director

\_\_\_\_\_  
Date Signed

### **Chairperson - Federation Advisory Board**

\_\_\_\_\_  
Dea Nowell - Library Board Vice-Chair

\_\_\_\_\_  
Date Signed

### **Chairperson - Board of Trustees, Federation Coordinator's Library**

\_\_\_\_\_  
Ron Young - Library Board Chair

\_\_\_\_\_  
Date Signed

## AWARD SUMMARY/TOTALS

| <b>Library</b>                 | <b>Amount</b>     |
|--------------------------------|-------------------|
| Belt Public Library            | \$1,710.26        |
| Blaine County Library          | \$1,710.30        |
| Choteau/Teton Public Library   | \$1,710.30        |
| Chouteau County Library        | \$3,310.66        |
| Conrad Public Library          | \$1,710.30        |
| Dutton/Teton Public Library    | \$1,710.30        |
| Fairfield/Teton Public Library | \$1,710.12        |
| Glacier County Library         | \$1,710.30        |
| Great Falls Public Library     | \$1,710.30        |
| Harlem Public Library          | \$1,710.30        |
| Havre-Hill County Library      | \$1,710.30        |
| Liberty County Library         | \$1,710.30        |
| Toole County Library           | \$1,710.30        |
| Valier Public Library          | \$1,710.30        |
| Wedsworth Memorial Library     | <u>\$1,725.22</u> |

Total Awarded: \$27,269.56

Total Budgeted: \$27,269.56

Discrepancy: \$0.00



# Federation Plan of Service and Budget Request FY 2017 July 2016 Through June 2017

## **FEDERATION**

Sagebrush

## **FEDERATION LIBRARIES**

### **Public Libraries**

|                                       |        |
|---------------------------------------|--------|
| Ekalaka Public Library                | Active |
| Fallon County Library                 | Active |
| Garfield County Library               | Active |
| George McCone Memorial County Library | Active |
| Glendive Public Library               | Active |
| Henry A Malley Memorial Library       | Active |
| Miles City Public Library             | Active |
| Prairie County Library                | Active |
| Sidney-Richland County Library        | Active |
| Wibaux Public Library                 | Active |

## LONG RANGE GOALS

### Goal Description

- # 1 Support and encourage continuing education, training, networking, and travel.**

#### Associated MSL Goals

- 3 - Training - MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.
- 4 - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.

### Goal Description

- # 2 Support and encourage member libraries to increase technology. Includes OCLC, MSC, or other electronic cataloging subscriptions, barcodes, networking costs, and Internet Access.**

#### Associated MSL Goals

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

### Goal Description

- # 3 Support and encourage member libraries to share resources and materials and increase communication between libraries.**

#### Associated MSL Goals

- 2 - Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.
- 3 - Training - MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.
- 4 - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.

## **ADMINISTRATIVE COSTS**

Several administrative functions are centralized at the State Library, but Federation members may want to authorize a stipend (of not more than \$1,000) to the federation coordinator or designated person who is willing to work with the State Library and Federation membership to plan meeting agendas, set up meetings, and do the appropriate plan of service and annual report preparation and filing.

### **Revenue Summary**

CST Revenue            \$18,980.39

Total: \$18,980.39

### **Note: Budget Summary**

Program 1 - CONTINUING ED, TRAINING AND TRAVEL        \$2,965.19

Program 2 - TECHNOLOGY AND RESOURCE SHARING        \$12,715.60

Program 3 - COMMUNICATION/PR AND CONSULTATION        \$3,099.60

Program 4 - ADMINISTRATIVE SERVICES                        \$200.00

Total: \$18,980.39

## PROGRAM SUMMARIES

### Program 1 - CONTINUING ED, TRAINING AND TRAVEL

#### Narrative

Knowledgeable and trained staff and trustees are able to provide quality library services to their communities. Toward this end the following activities will be funded as money allows. (Examples: Montana Library Association (MLA) Conferences/Training, Offline, Montana Shared Catalog (MSC) or other community trainings).

Each member library may choose how much, if any, funding to designate toward training opportunities and travel expenses.

Training by qualified library representatives, individuals or State Library Staff will be provided at each Sagebrush Federation Meeting at no cost to the individual libraries.

#### Evaluation

Attending learning events or bringing continuing education to our area will result in more members accumulating certification credits, becoming certified and maintaining certification through the MSL program. Libraries should be working towards certifying all staff. At least two workshops will be presented each year at Federation meetings. Positive evaluations of Federation programs and meetings will also indicate success.

#### Associated Sagebrush Federation Goals

1 - Support and encourage continuing education, training, networking, and travel.

**Program** \$2,965.19

#### Budget:

| <b>Budget Library Detail:</b>  | <b>Amount</b>   |
|--|-----------------|
| Ekalaka Public Library   | \$500.00        |
| Garfield County Library  | \$500.00        |
| George McCone Memorial County Library  | \$600.00        |
| Henry A Malley Memorial Library  | \$150.00        |
| Miles City Public Library  | \$1,115.19      |
| <b>Note:</b> 1) \$464.80 (MCPL Expense); 2) \$150.39 (Federation Expense- Meeting Supplies); 3) \$500.00 (Federation Expense- Continuing Education/CE) |                 |
| Prairie County Library   | <u>\$100.00</u> |

Total award for Program 1: \$2,965.19

**Program 2 - TECHNOLOGY AND RESOURCE SHARING**

**Narrative**

Monies received in this category will be expended toward technology-related resources that strengthen Federation-wide access: OCLC, Shared Catalog Expenses, software, hardware, virtual reference, online databases, portable reading/audio devices, etc.

Un-expended monies may be redirected toward technology (training, online database purchases such as MontanaLibrary2Go, professional development opportunities, or book discussion kits) or postage/shipping costs to cover resource/materials sharing.

The Federation will cover the cost for the Annual Subscription from Movie Licensing USA for all ten participating libraries. This purchase allows the license to be affordable for all libraries and to be in compliance with publicly showing films to patrons.

Each member library may choose how much, if any, funding to designate toward technology and resource sharing opportunities.

**Evaluation**

All Sagebrush Federation Libraries will maintain OCLC membership for Federation resource sharing. Upgrades of the network and hardware or software help maintain and improve patron service and access.

Statistics may be reviewed or patrons may be polled to track the effectiveness of online/technology services. Positive feedback from patrons and members on the use of library databases and other technology offerings will be an indication of success.

Public Libraries will provide an accounting for their expenditures in their individual Annual Report with an explanation of the benefits and outcomes to the federation.

**Associated Sagebrush Federation Goals**

2 - Support and encourage member libraries to increase technology. Includes OCLC, MSC, or other electronic cataloging subscriptions, barcodes, networking costs, and Internet Access.

3 - Support and encourage member libraries to share resources and materials and increase communication between libraries.

**Program** \$12,715.60

**Budget:**

**Budget Library**

**Amount**

**Detail:**

Ekalaka Public Library

\$1,414.80

|                                       |            |
|---------------------------------------|------------|
| Fallon County Library                 | \$1,464.80 |
| Garfield County Library               | \$1,250.00 |
| George McCone Memorial County Library | \$504.80   |
| Glendive Public Library               | \$1,464.80 |
| Henry A Malley Memorial Library       | \$1,314.80 |
| Miles City Public Library             | \$2,572.00 |

**Note:** 1) \$1000.00 (MCPL Expense); 2) \$1572.00 (Federation Expense-Group Movie License)

|                        |                   |
|------------------------|-------------------|
| Prairie County Library | \$1,264.80        |
| Wibaux Public Library  | <u>\$1,464.80</u> |

Total award for Program 2: \$12,715.60

Variance from Program 2 budget: \$0.00

### **Program 3 - COMMUNICATION/PR AND CONSULTATION**

#### **Narrative**

The Federation Coordinator or a representative will attend at least two Coordinator meetings. Two Federation meetings will be held each year.

Federation members will act as mentors to new members. Members continually consult each other for help. If funds are available, members may travel to another member library for training/help/consultation.

Workgroups will be maintained (Plan of Service and Annual Report, Continuing Education, Federation Development and others as needed). Directors and other members are encouraged to participate. Workgroups help the Federation achieve its annual Goals.

Each member library may choose how much, if any, funding to designate toward communication and/or consultation.

#### **Evaluation**

This program will be deemed successful if:

1. The Coordinator or representative attends at least two Coordinator meetings (may attend by conference call or online) and the Coordinator manages the affairs of the Federation.
2. Two Federation meetings are held per year to communicate and network library information.
3. Members submit events and the "Sagebrush Federation Library Events" will be posted

online detailing quarterly library happenings for the public and MSL.

4. One Federation Committee project meeting will be scheduled annually.
5. All libraries in Southeastern Montana are invited to the Federation meetings.

### **Associated Sagebrush Federation Goals**

- 1 - Support and encourage continuing education, training, networking, and travel.
- 3 - Support and encourage member libraries to share resources and materials and increase communication between libraries.

**Program** \$3,099.60

#### **Budget:**

| <b>Budget Library</b>   | <b>Amount</b>     |
|---|-------------------|
| <b>Detail:</b>  |                   |
| Garfield County Library   | \$164.80          |
| George McCone Memorial County Library                           | \$360.00          |
| Miles City Public Library                                       | \$1,010.00        |
| <b>Note:</b> 1) \$1010 (Federation Expense- Coordinator Travel) |                   |
| Prairie County Library  | \$100.00          |
| Sidney-Richland County Library                                  | <u>\$1,464.80</u> |
| Total award for Program 3:                                      | \$3,099.60        |
| Variance from Program 3 budget:                                 | \$0.00            |

### **Program 4 - ADMINISTRATIVE SERVICES**

#### **Narrative**

Sagebrush Federation of Libraries will provide to the Miles City Public Library funds to be used as a stipend for the Coordinator to administer and manage the affairs of the Sagebrush Federation [For FY2015/16, on recommendation from the Coordinator, the Federation voted to divide the Coordinator Stipend to benefit libraries that needed extra funds for the coming year. The Federation will revisit the Stipend on a yearly basis at the Fall Meeting.]

The headquarters library will also receive funds for supplies such as postage, copies and long distance used for Federation business.

#### **Evaluation**

This program will be deemed successful if the Coordinator attends meetings, files appropriate reports to the Federation and Montana State Library in a timely manner, communicates Federation business to members and performs the duties per the job description of the Coordinator and headquarters library.

**Associated Sagebrush Federation Goals**

- 1 - Support and encourage continuing education, training, networking, and travel.
- 2 - Support and encourage member libraries to increase technology. Includes OCLC, MSC, or other electronic cataloging subscriptions, barcodes, networking costs, and Internet Access.
- 3 - Support and encourage member libraries to share resources and materials and increase communication between libraries.

**Program** \$200.00

**Budget:**

| <b>Budget</b>  | <b>Library</b>            | <b>Amount</b>   |
|----------------|---------------------------|-----------------|
| <b>Detail:</b> |                           |                 |
|                | Miles City Public Library | <u>\$200.00</u> |

**Note:** 1) \$200.00 (Federation Expense- Supplies)

|                                 |          |
|---------------------------------|----------|
| Total award for Program 4:      | \$200.00 |
| Variance from Program 4 budget: | \$0.00   |



**SIGNATURES/APPROVALS**

**Approval Date:** \_\_\_\_\_

**Sagebrush Federation Coordinator**

\_\_\_\_\_  
Sonja Woods - Library Director Date Signed

**Chairperson - Federation Advisory Board**

\_\_\_\_\_  
Betty Berger - Library Board Chair Date Signed

**Chairperson - Board of Trustees, Federation Coordinator's Library**

\_\_\_\_\_  
Betty Berger - Library Board Chair Date Signed

## AWARD SUMMARY/TOTALS

| <b>Library</b>                        | <b>Amount</b>     |
|---------------------------------------|-------------------|
| Ekalaka Public Library                | \$1,914.80        |
| Fallon County Library                 | \$1,464.80        |
| Garfield County Library               | \$1,914.80        |
| George McCone Memorial County Library | \$1,464.80        |
| Glendive Public Library               | \$1,464.80        |
| Henry A Malley Memorial Library       | \$1,464.80        |
| Miles City Public Library             | \$4,897.19        |
| Prairie County Library                | \$1,464.80        |
| Sidney-Richland County Library        | \$1,464.80        |
| Wibaux Public Library                 | <u>\$1,464.80</u> |

Total Awarded: \$18,980.39

Total Budgeted: \$18,980.39

Discrepancy: \$0.00

# Federation Plan of Service and Budget Request FY 2017 July 2016 Through June 2017

## **FEDERATION**

South Central

## **FEDERATION LIBRARIES**

### **Public Libraries**

|   |        |
|---|--------|
| Big Horn County Public Library            | Active |
| Billings Public Library                   | Active |
| Bridger Public Library                    | Active |
| Carnegie Public Library                   | Active |
| Denton Public Library                     | Active |
| Dorothy Asbjornson Community Library      | Active |
| Harlowton Public Library                  | Active |
| Joliet Public Library                     | Active |
| Judith Basin County Free Library          | Active |
| Laurel Public Library                     | Active |
| Lewistown Public Library                  | Active |
| Moore Memorial Public Library             | Active |
| Petroleum County School-Community Library | Active |
| Red Lodge Carnegie Library                | Active |
| Rosebud County Library                    | Active |
| Roundup School-Community Library          | Active |
| Stillwater County Library                 | Active |

### **Branch Libraries**

|                                  |        |
|----------------------------------|--------|
| Bicentennial Library of Colstrip | Active |
|----------------------------------|--------|

## LONG RANGE GOALS

### Goal Description

- # 1 Some Montana citizens have inadequate library services because of lack of local funding or capability. Sharing and collaborating for services helps everybody.**

#### Associated MSL Goals

- 5 -** Collaboration - MSL promotes partnerships and encourages collaboration among its users.

### Goal Description

- # 2 Collaboration in the form of interlibrary loaning, partnering and automating help to make scarce resources available to all Montana citizens. Economic collaboration is allowed for libraries within the SOC Federation in the event of a disaster.**

#### Associated MSL Goals

- 1 -** Content - MSL acquires and manages relevant quality content that meets the needs of Montana library users.
- 2 -** Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.
- 4 -** Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.
- 5 -** Collaboration - MSL promotes partnerships and encourages collaboration among its users.

### Goal Description

- # 3 Public libraries in Montana need well-trained information specialists and knowledgeable trustees.**

#### Associated MSL Goals

- 3 -** Training - MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.
- 4 -** Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.

## **Goal Description**

**# 4 Many Montana citizens do not know about the services offered by their community libraries. Libraries must efficiently and effectively manage and promote its programs and services.**

### **Associated MSL Goals**

- 1** - Content - MSL acquires and manages relevant quality content that meets the needs of Montana library users.
- 2** - Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.
- 5** - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

## **Goal Description**

**# 5 Libraries must provide information access and library services to all.**

### **Associated MSL Goals**

- 1** - Content - MSL acquires and manages relevant quality content that meets the needs of Montana library users.
- 2** - Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.
- 5** - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

## **Goal Description**

**# 6 Montana citizens do not have consistent access to standards-based, networked, information infrastructure through their libraries and library staff members do not have access to reliable and /or convenient technical support.**

### **Associated MSL Goals**

- 1** - Content - MSL acquires and manages relevant quality content that meets the needs of Montana library users.
- 2** - Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.
- 3** - Training - MSL provides appropriate trainings and training resources so that the best

use can be made of the resources offered.

- 4** - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.
- 5** - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

## **Goal Description**

**# 7 Many different types of libraries exist within Montana, they are all important in helping Montana citizens keep abreast of the times.**

### **Associated MSL Goals**

- 1** - Content - MSL acquires and manages relevant quality content that meets the needs of Montana library users.
- 2** - Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.
- 4** - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.
- 5** - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

## ADMINISTRATIVE COSTS

Several administrative functions are centralized at the State Library, but Federation members may want to authorize a stipend (of not more than \$1,000) to the federation coordinator or designated person who is willing to work with the State Library and Federation membership to plan meeting agendas, set up meetings, and do the appropriate plan of service and annual report preparation and filing.

## Revenue Summary

CST Revenue            \$33,866.54

Total: \$33,866.54

**Note:** Administrative Costs Several administrative functions are centralized at the State Library, but Federation members may want to authorize a stipend (of not more than \$2,000) to the federation coordinator or designated person who is willing to work with the State Library and Federation membership to plan meeting agendas, set up meetings, and do the appropriate plan of service and annual report preparation and filing. Note: South Central Federation receives per capita funds from Golden Valley because they have no library and because South Central is the nearest Federation. The amount is \$718.10. By member vote, these funds are donated to the MontanaLibrary2Go program. **Budget Summary**

|  |                   |
|--|-------------------|
| Program 1 - Continuing Education and Travel                            | \$3,600.00        |
| Program 2 - Technology and Resource Sharing                            | \$23,334.54       |
| Program 3 - Continuing Education and Travel for Multi-Type Libraries   | \$1,000.00        |
| Program 4 - Purchase, Maintenance, and Mailing of Book Discussion Kits | \$1,750.00        |
| Program 5 - Administrative Costs                                       | <u>\$4,182.00</u> |
| Total:   | \$33,866.54       |

## **PROGRAM SUMMARIES**

### **Program 1 - Continuing Education and Travel**

#### **Narrative**

This program supports all of the South Central Federation goals. The goals are set to assist all Federation library workers and trustees to attend Federation meetings, pertinent conferences, meetings and other continuing education opportunities to meet patron needs. Many libraries within the Federation have very small budgets for attending meetings or conferences which help the library workers or trustees learn new skills, sharpen existing skills or develop mentor-ships. This program will allow all libraries in the Federation to be able to take advantage of some of these opportunities. This assistance may include paying for travel and meals to meetings or registrations for pertinent opportunities by the Federation participants.

A travel allowance for each of the public libraries to attend Federation meetings is an important part of this program.

#### **Evaluation**

Member libraries will put the training to use in their library and share what they learned at Federation meetings.

#### **Associated South Central Federation Goals**

- 1 - Some Montana citizens have inadequate library services because of lack of local funding or capability. Sharing and collaborating for services helps everybody.
- 2 - Collaboration in the form of interlibrary loaning, partnering and automating help to make scarce resources available to all Montana citizens. Economic collaboration is allowed for libraries within the SOC Federation in the event of a disaster.
- 3 - Public libraries in Montana need well-trained information specialists and knowledgeable trustees.
- 4 - Many Montana citizens do not know about the services offered by their community libraries. Libraries must efficiently and effectively manage and promote its programs and services.
- 5 - Libraries must provide information access and library services to all.
- 6 - Montana citizens do not have consistent access to standards-based, networked, information infrastructure through their libraries and library staff members do not have access to reliable and /or convenient technical support.
- 7 - Many different types of libraries exist within Montana, they are all important in helping Montana citizens keep abreast of the times.

**Program** \$3,600.00

#### **Budget:**



| <b>Budget Library</b>                     | <b>Amount</b>   |
|---|-----------------|
| <b>Detail:</b>                            |                 |
| Bicentennial Library of Colstrip          | \$200.00        |
| Big Horn County Public Library            | \$200.00        |
| Billings Public Library                   | \$200.00        |
| Bridger Public Library                    | \$200.00        |
| Carnegie Public Library                   | \$200.00        |
| Denton Public Library                     | \$200.00        |
| Dorothy Asbjornson Community Library      | \$200.00        |
| Harlowton Public Library                  | \$200.00        |
| Joliet Public Library                     | \$200.00        |
| Judith Basin County Free Library          | \$200.00        |
| Laurel Public Library                     | \$200.00        |
| Lewistown Public Library                  | \$200.00        |
| Moore Memorial Public Library             | \$200.00        |
| Petroleum County School-Community Library | \$200.00        |
| Red Lodge Carnegie Library                | \$200.00        |
| Rosebud County Library                    | \$200.00        |
| Roundup School-Community Library          | \$200.00        |
| Stillwater County Library                 | <u>\$200.00</u> |
| Total award for Program 1:                | \$3,600.00      |
| Variance from Program 1 budget:           | \$0.00          |

## **Program 2 - Technology and Resource Sharing**

### **Narrative**

This program supports most of the SOC objectives. Monies here will be used for technology and resource sharing related expenses of member public libraries. Emphasis is on technology that strengthens federation-wide public access, resource sharing and document delivery. Monies can be expended for such things as computer hardware, software, telephone/internet connectivity, postage, shared catalog expenses as well as OCLC costs, marketing libraries,

and online database expenses.

Any remaining money at the end of the fiscal year under \$100.00 will be added to Program 5, Administrative costs. If there is a remaining amount over \$100.00, it will be added to Program 4, Book Club Kits. In the event of a disaster which diminishes the service of a library within the SOC, the Federation can vote to allocate some or all of the remaining funds to the rehabilitation of the diminished library.

## Evaluation

Each library will produce an online expense report of the purchases made and how the equipment/product benefited the Federation by July 30 for the previous fiscal year. Individual library reports will be added together to create an annual Federation report for the Montana State Library.

## Associated South Central Federation Goals

- 1 - Some Montana citizens have inadequate library services because of lack of local funding or capability. Sharing and collaborating for services helps everybody.
- 2 - Collaboration in the form of interlibrary loaning, partnering and automating help to make scarce resources available to all Montana citizens. Economic collaboration is allowed for libraries within the SOC Federation in the event of a disaster.
- 3 - Public libraries in Montana need well-trained information specialists and knowledgeable trustees.
- 4 - Many Montana citizens do not know about the services offered by their community libraries. Libraries must efficiently and effectively manage and promote its programs and services.
- 5 - Libraries must provide information access and library services to all.
- 6 - Montana citizens do not have consistent access to standards-based, networked, information infrastructure through their libraries and library staff members do not have access to reliable and /or convenient technical support.
- 7 - Many different types of libraries exist within Montana, they are all important in helping Montana citizens keep abreast of the times.

**Program** \$23,334.54

### Budget:

| <b>Budget Library<br/>Detail:</b> | <b>Amount</b> |
|-----------------------------------|---------------|
| Bicentennial Library of Colstrip  | \$1,296.36    |
| Big Horn County Public Library    | \$1,296.36    |
| Billings Public Library           | \$1,296.36    |

|   |                   |
|---|-------------------|
| Bridger Public Library                    | \$1,296.36        |
| Carnegie Public Library                   | \$1,296.36        |
| Denton Public Library                     | \$1,296.36        |
| Dorothy Asbjornson Community Library      | \$1,296.36        |
| Harlowton Public Library                  | \$1,296.36        |
| Joliet Public Library                     | \$1,296.36        |
| Judith Basin County Free Library          | \$1,296.36        |
| Laurel Public Library                     | \$1,296.42        |
| Lewistown Public Library                  | \$1,296.36        |
| Moore Memorial Public Library             | \$1,296.36        |
| Petroleum County School-Community Library | \$1,296.36        |
| Red Lodge Carnegie Library                | \$1,296.36        |
| Rosebud County Library                    | \$1,296.36        |
| Roundup School-Community Library          | \$1,296.36        |
| Stillwater County Library                 | <u>\$1,296.36</u> |
| Total award for Program 2:                | \$23,334.54       |
| Variance from Program 2 budget:           | \$0.00            |

### **Program 3 - Continuing Education and Travel for Multi-Type Libraries**

#### **Narrative**

This program provides the opportunity for the multi-type libraries of the Federation to progress by providing them with the opportunity to apply for assistance with librarian training and/or mileage to said training. The availability of this funding will be announced by an annual mailing sent out by the Federation Coordinator. Grants will be as much as \$250 based on an itemized expense request and a copy of the librarian training agenda. Grants will be honored on a first come-first served basis for any multi-type library in the Federation with preference placed upon those requests that have never received a grant previously. The public libraries are not eligible for these particular grants. \$1,500.00 will be allocated to this program.

#### **Evaluation**

Member librarians will put the training to use in their libraries and share what they learned at Federation meetings.

## Associated South Central Federation Goals

1 - Some Montana citizens have inadequate library services because of lack of local funding or capability. Sharing and collaborating for services helps everybody.

5 - Libraries must provide information access and library services to all.

7 - Many different types of libraries exist within Montana, they are all important in helping Montana citizens keep abreast of the times.

**Program** \$1,000.00

### Budget:

**Budget Library**

**Amount**

### Detail:

Laurel Public Library

\$1,000.00

Total award for Program 3:

\$1,000.00

Variance from Program 3 budget:

\$0.00

## Program 4 - Purchase, Maintenance, and Mailing of Book Discussion Kits

### Narrative

The Federation will provide Book Discussion Kits to member libraries. These kits will be rotated within the Federation to encourage Federation libraries to support reading groups for their patrons. Bags will be purchased and filled with 8 copies of the same title, along with discussion questions for book discussion groups. These kits will be cataloged in the Federation Coordinator's library and mailed to Federation members from there. Return postage will be included. \$1,750 will be allocated for this program.

### Evaluation

Statistics for the Book Discussion Kits will be presented in the Annual Report.

## Associated South Central Federation Goals

1 - Some Montana citizens have inadequate library services because of lack of local funding or capability. Sharing and collaborating for services helps everybody.

2 - Collaboration in the form of interlibrary loaning, partnering and automating help to make scarce resources available to all Montana citizens. Economic collaboration is allowed for libraries within the SOC Federation in the event of a disaster.

**Program** \$1,750.00

### Budget:

**Budget Library  
Detail:**

**Amount**

|                                 |                   |
|---------------------------------|-------------------|
| Laurel Public Library           | <u>\$1,750.00</u> |
| Total award for Program 4:      | \$1,750.00        |
| Variance from Program 4 budget: | \$0.00            |

**Program 5 - Administrative Costs**

**Narrative**

A wage of \$2,000 will be paid or reimbursed to the Federation Coordinator for time and effort spent working with the State Library and Federation Members to prepare a plan of service, an annual report, attend Library Commission meetings and set up federation meetings and projects. \$732 is assigned for Coordinator travel. The administrator also purchases, processes, and dispenses book club kits for member libraries. \$400 will be paid to the City of Laurel to cover administrative costs. \$200 will be paid to Laurel Public Library for expenses of printing, photocopying etc. \$500 is set aside for Federation Meeting meals and \$350 for trainings and expenses. \$4182.00 will be allocated to this program. Per capita revenue coming from Golden Valley is allocated to MontanaLibrary2Go.

**Evaluation**

Federation Coordinator will prepare Plan of Service, Annual Report, attend necessary Commission meetings, set up federation meetings and projects and manage book group discussion kits.

**Associated South Central Federation Goals**

- 1 - Some Montana citizens have inadequate library services because of lack of local funding or capability. Sharing and collaborating for services helps everybody.
- 2 - Collaboration in the form of interlibrary loaning, partnering and automating help to make scarce resources available to all Montana citizens. Economic collaboration is allowed for libraries within the SOC Federation in the event of a disaster.
- 3 - Public libraries in Montana need well-trained information specialists and knowledgeable trustees.
- 4 - Many Montana citizens do not know about the services offered by their community libraries. Libraries must efficiently and effectively manage and promote its programs and services.
- 5 - Libraries must provide information access and library services to all.
- 6 - Montana citizens do not have consistent access to standards-based, networked, information infrastructure through their libraries and library staff members do not have access to reliable and /or convenient technical support.

7 - Many different types of libraries exist within Montana, they are all important in helping Montana citizens keep abreast of the times.

**Program** \$4,182.00

**Budget:**

**Budget Library**

**Amount**

**Detail:**

Laurel Public Library

\$4,182.00

Total award for Program 5:

\$4,182.00

Variance from Program 5 budget:

\$0.00

## **SIGNATURES/APPROVALS**

**Approval Date:** \_\_\_\_\_

### **South Central Federation Coordinator**

\_\_\_\_\_  
Nancy Schmidt - Library Director

\_\_\_\_\_  
Date Signed

### **Chairperson - Federation Advisory Board**

\_\_\_\_\_  
Sharon Peterson - Federation Representative

\_\_\_\_\_  
Date Signed

### **Chairperson - Board of Trustees, Federation Coordinator's Library**

\_\_\_\_\_  
Clara Killebrew - Federation Representative

\_\_\_\_\_  
Date Signed

## AWARD SUMMARY/TOTALS

| <b>Library</b>                            | <b>Amount</b>     |
|---|-------------------|
| Bicentennial Library of Colstrip          | \$1,496.36        |
| Big Horn County Public Library            | \$1,496.36        |
| Billings Public Library                   | \$1,496.36        |
| Bridger Public Library                    | \$1,496.36        |
| Carnegie Public Library                   | \$1,496.36        |
| Denton Public Library                     | \$1,496.36        |
| Dorothy Asbjornson Community Library      | \$1,496.36        |
| Harlowton Public Library                  | \$1,496.36        |
| Joliet Public Library                     | \$1,496.36        |
| Judith Basin County Free Library          | \$1,496.36        |
| Laurel Public Library                     | \$8,428.42        |
| Lewistown Public Library                  | \$1,496.36        |
| Moore Memorial Public Library             | \$1,496.36        |
| Petroleum County School-Community Library | \$1,496.36        |
| Red Lodge Carnegie Library                | \$1,496.36        |
| Rosebud County Library                    | \$1,496.36        |
| Roundup School-Community Library          | \$1,496.36        |
| Stillwater County Library                 | <u>\$1,496.36</u> |
| Total Awarded:                            | \$33,866.54       |
| Total Budgeted:                           | \$33,866.54       |
| Discrepancy:                              | \$0.00            |



# Federation Plan of Service and Budget Request FY 2017 July 2016 Through June 2017

## **FEDERATION**

Tamarack

## **FEDERATION LIBRARIES**

### **Public Libraries**

|   |          |
|---|----------|
| Bitterroot Public Library               | Active   |
| Darby Community Public Library          | Active   |
| ImagineIF Kalispell                     | Active   |
| Lincoln County Public Libraries         | Active   |
| Mineral County Public Library           | Active   |
| Missoula Public Library                 | Active   |
| North Lake County Public Library        | Active   |
| North Valley Public Library             | Active   |
| Plains Public Library District          | Active   |
| Preston Hot Springs Town-County Library | Active   |
| Ronan Library District                  | Active   |
| St Ignatius School-Community Library    | Inactive |
| Thompson Falls Public Library           | Active   |
| Whitefish Community Library             | Active   |

### **Special Libraries**

|                                     |        |
|-------------------------------------|--------|
| Rocky Mountain Laboratories Library | Active |
|-------------------------------------|--------|

## **LONG RANGE GOALS**

### **Goal Description**

**# 1 To create a Plan of Service (POS) for allocating revenues for implementation of programs and for conducting the business of the federation. One spring meeting over two days allows membership participation from multi-type libraries prioritizing federation wide library service needs. Training will be offered for all type libraries and Public Library Trustees. The Federation will pay for one Public Librarian and one Public Library Trustee to attend the meeting. Schools and Special libraries will have one member paid for. If there are funds unused they will help defray the cost for extra member participation.**

**The fall meeting will be a conference call used for the business of the Federation. Training will not be provided during the conference call. The Federation Coordinator provides leadership for federation business and oversight of the POS. The presence of State Library staff is crucial for consulting, guidance and updates on state-wide activities.**

#### **Associated MSL Goals**

- 4 - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.**
- 5 - Collaboration - MSL promotes partnerships and encourages collaboration among its users.**

### **Goal Description**

**# 2 To provide training and professional development for member libraries' staff. All library staff need to be informed of and trained in new technologies and innovative library services.**

#### **Associated MSL Goals**

- 4 - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.**

### **Goal Description**

**# 3 To improve technology for improving access to library content and services. Libraries must provide convenient, high-quality and cost effective access to collections and services.**

#### **Associated MSL Goals**

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

## **Goal Description**

### **# 4 To assist libraries with expanding and sharing their collections.**

**Creating special collections for sharing among libraries benefits all federation library users. Borrowing and loaning materials is important for providing resources for library users beyond the scope of the local library.**

#### **Associated MSL Goals**

- 2 - Access - MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.
- 5 - Collaboration - MSL promotes partnerships and encourages collaboration among its users.

## **Goal Description**

### **# 5 Planning for Building Improvement**

**Libraries may use funds to support the costs of planning for the best use of space directly related to federation-wide activities. Costs may include, but are not limited to:**

- Consultant fees and travel**
- Design models**
- Wireless feasibility studies**
- Cost analysis reviews for adding a courier access area**

#### **Evaluation**

**Libraries will have "outside" experts advise them on best use of space or the need for expansion to improve participation in federation-wide activities.**

#### **Associated MSL Goals**

- 3 - Training - MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.
- 4 - Consultation and Leadership - MSL provides consultation and leadership to enable users to set and reach their goals.
- 5 - Collaboration - MSL promotes partnerships and encourages collaboration among its users.





## **PROGRAM SUMMARIES**

### **Program 1 - Two Membership Meetings**

#### **Narrative**

Two membership meetings will be held in FY 2013. The spring meeting will be a two day meeting. The business of the Federation will be conducted and a full day of training for Trustees and Librarians will take place. Expenses will be covered for a Public Library Trustee and a Librarian from each of the active Public Libraries. Expenses for one member of a School or Special Library will be covered. Mileage to the meeting is at the expense of each library. The fall meeting will be conducted via a conference call. CE will not be available during the fall meeting. All Public Libraries must send a representative to both meetings to qualify as an active member. If a Public Library is not represented due to an emergency the executive committee will determine if the library will have active or inactive status. It is beneficial that the Montana State Library staff and State Commissioners participate in the meetings.

The coordinator will:

- Arrange meetings
- Create and distribute appropriate notices and documents for the meetings
- Attend at least 3 State Library Commissioners meetings
- The Federation Coordinator Library will receive \$1000 to help defray the costs for travel and other Federation Expenses.

Included in each years business:

- Conduct the business of the federation, including election of officers, in accordance with its by-laws
- create the POS for the following year in a timely manner with membership participation.

#### **Evaluation**

The POS will continue to be a creative and fiscally responsible tool for providing library services to all federation residents.

The membership will mentor new librarians and new trustees by sharing "Joys and Concerns".

State Library staff and State Commissioners will learn of the needs and concerns of libraries which will aid them in making decisions on library issues and securing federation support.

Librarians will be informed of state and national library issues.

#### **Associated Tamarack Federation Goals**

1 - To create a Plan of Service (POS) for allocating revenues for implementation of programs and for conducting the business of the federation. One spring meeting over two days allows membership participation from multi-type libraries prioritizing federation wide library service needs. Training will be offered for all type libraries and Public Library Trustees. The Federation will pay for one Public Librarian and one Public Library Trustee to attend the meeting. Schools and Special libraries will have one member paid for. If there are funds unused they will help defray the cost for extra member participation. The fall meeting will be a conference call used for the business of the Federation. Training will not be provided during the conference call. The Federation Coordinator provides leadership for federation business

and oversight of the POS. The presence of State Library staff is crucial for consulting, guidance and updates on state-wide activities.

4 - To assist libraries with expanding and sharing their collections. Creating special collections for sharing among libraries benefits all federation library users. Borrowing and loaning materials is important for providing resources for library users beyond the scope of the local library.

**Program** \$8,002.69

**Budget:**

| <b>Budget Library</b>           | <b>Amount</b>     |
|---------------------------------|-------------------|
| <b>Detail:</b>                  |                   |
| Missoula Public Library         | <u>\$8,002.69</u> |
| Total award for Program 1:      | \$8,002.69        |
| Variance from Program 1 budget: | \$0.00            |

**Program 2 - Training and Professional Development**

**Narrative**

Library staff will attend training and/or professional opportunities at local, state and national levels. Includes but is not limited to workshops, on-line courses, conferences and academic classes. Registration, mileage, lodging, meals and materials may be included in the costs.

**Evaluation**

Library staff will provide new and improved library services for their users.

**Associated Tamarack Federation Goals**

2 - To provide training and professional development for member libraries' staff. All library staff need to be informed of and trained in new technologies and innovative library services.

**Program** \$6,665.72

**Budget:**

| <b>Budget Library</b>            | <b>Amount</b> |
|----------------------------------|---------------|
| <b>Detail:</b>                   |               |
| Bitterroot Public Library        | \$1,277.62    |
| Missoula Public Library          | \$2,555.24    |
| North Lake County Public Library | \$555.24      |

|   |                   |
|---|-------------------|
| Plains Public Library District          | \$300.00          |
| Preston Hot Springs Town-County Library | \$700.00          |
| Ronan Library District                  | <u>\$1,277.62</u> |
| Total award for Program 2:              | \$6,665.72        |
| Variance from Program 2 budget:         | \$0.00            |

### Program 3 - Technology

#### Narrative

Purchases may include, but are not limited to: Computer hardware, software and upgrades, firewall security, Printers, scanners, Membership costs for OCIC, Montana Shared Catalog, Virtual Reference, Database costs  
 Outreach and public relations costs promoting access to collections and library services  
 (Example of costs outside the scope of this program include, but are not limited to: e-books, furniture, barcodes and other

#### Evaluation

libraries will meet or pass minimal requirements for joining the Montana Shared Catalog. library staff will be able to more efficiently access on-line products and programs for processing materials, training, staff and providing information to library users. There will be additional public access computers or up-graded current ones to meet the needs of library users.

#### Associated Tamarack Federation Goals

3 - To improve technology for improving access to library content and services. Libraries must provide convenient, high-quality and cost effective access to collections and services.

**Program** \$15,053.82

#### Budget:

| <b>Budget Library<br/>Detail:</b>       | <b>Amount</b> |
|---|---------------|
| Darby Community Public Library          | \$2,555.24    |
| North Lake County Public Library        | \$2,000.00    |
| North Valley Public Library             | \$2,555.24    |
| Plains Public Library District          | \$2,255.24    |
| Preston Hot Springs Town-County Library | \$1,855.24    |



|                                 |                   |
|---------------------------------|-------------------|
| Ronan Library District          | \$1,277.62        |
| Thompson Falls Public Library   | <u>\$2,555.24</u> |
| Total award for Program 3:      | \$15,053.82       |
| Variance from Program 3 budget: | \$0.00            |

## Program 4 - Expanding and sharing collections

### Narrative

Libraries may purchase and share collection materials in accordance with the Tamarack Federation Collection Policy, including creating Book Club kits. To encourage and assist in sharing collections, libraries may choose to apply funds to courier and or postage costs.

### Evaluation

Library communities will benefit from a new service: the sharing of Book Club kits. Materials purchased in accordance with the Tamarack Federation Collection Policy will be available to all libraries. Libraries will receive support in funding the cost of sharing materials.

### Associated Tamarack Federation Goals

4 - To assist libraries with expanding and sharing their collections. Creating special collections for sharing among libraries benefits all federation library users. Borrowing and loaning materials is important for providing resources for library users beyond the scope of the local library.

**Program** \$11,498.58

### Budget:

| <b>Budget Library</b>           | <b>Amount</b>     |
|---------------------------------|-------------------|
| <b>Detail:</b>                  |                   |
| Bitterroot Public Library       | \$1,277.62        |
| ImagineIF Kalispell             | \$2,555.24        |
| Lincoln County Public Libraries | \$2,555.24        |
| Mineral County Public Library   | \$2,555.24        |
| Whitefish Community Library     | <u>\$2,555.24</u> |
| Total award for Program 4:      | \$11,498.58       |
| Variance from Program 4 budget: | \$0.00            |

## **Program 5 - Planning for Building Improvement**

### **Narrative**

Libraries may use funds to support the costs of planning for the best use of space directly related to federation-wide activities. Costs may include, but are not limited to: -Consultant fees and travel -Design models -Wireless feasibility studies -Cost analysis reviews for adding a courier access area

### **Evaluation**

Libraries will have "outside" experts advise them on best use of space or the need for expansion to improve participation in federation-wide activities.

### **Associated Tamarack Federation Goals**

1 - To create a Plan of Service (POS) for allocating revenues for implementation of programs and for conducting the business of the federation. One spring meeting over two days allows membership participation from multi-type libraries prioritizing federation wide library service needs. Training will be offered for all type libraries and Public Library Trustees. The Federation will pay for one Public Librarian and one Public Library Trustee to attend the meeting. Schools and Special libraries will have one member paid for. If there are funds unused they will help defray the cost for extra member participation. The fall meeting will be a conference call used for the business of the Federation. Training will not be provided during the conference call. The Federation Coordinator provides leadership for federation business and oversight of the POS. The presence of State Library staff is crucial for consulting, guidance and updates on state-wide activities.

5 - Planning for Building Improvement Libraries may use funds to support the costs of planning for the best use of space directly related to federation-wide activities. Costs may include, but are not limited to: -Consultant fees and travel -Design models -Wireless feasibility studies -Cost analysis reviews for adding a courier access area Evaluation Libraries will have "outside" experts advise them on best use of space or the need for expansion to improve participation in federation-wide activities.

**Program** \$0.00

#### **Budget:**

**Budget** This program has no budget detail.

#### **Detail:**

## **SIGNATURES/APPROVALS**

**Approval Date:** \_\_\_\_\_

### **Tamarack Federation Coordinator**

\_\_\_\_\_  
Honore Bray - Library Director \_\_\_\_\_  
Date Signed

### **Chairperson - Federation Advisory Board**

\_\_\_\_\_  
Mary Rogers - Library Board Chair \_\_\_\_\_  
Date Signed

### **Chairperson - Board of Trustees, Federation Coordinator's Library**

\_\_\_\_\_  
Rita Henkel - Library Board Chair \_\_\_\_\_  
Date Signed

## AWARD SUMMARY/TOTALS

| <b>Library</b>                          | <b>Amount</b>     |
|---|-------------------|
| Bitterroot Public Library               | \$2,555.24        |
| Darby Community Public Library          | \$2,555.24        |
| ImagineIF Kalispell                     | \$2,555.24        |
| Lincoln County Public Libraries         | \$2,555.24        |
| Mineral County Public Library           | \$2,555.24        |
| Missoula Public Library                 | \$10,557.93       |
| North Lake County Public Library        | \$2,555.24        |
| North Valley Public Library             | \$2,555.24        |
| Plains Public Library District          | \$2,555.24        |
| Preston Hot Springs Town-County Library | \$2,555.24        |
| Ronan Library District                  | \$2,555.24        |
| Thompson Falls Public Library           | \$2,555.24        |
| Whitefish Community Library             | <u>\$2,555.24</u> |
| Total Awarded:                          | \$41,220.81       |
| Total Budgeted:                         | \$41,220.81       |
| Discrepancy:                            | \$0.00            |

## **Courier and Shipping Budget Proposal**

The purpose of this proposal is to help fulfill the Montana Shared Catalog's mission of encouraging resource sharing and collaboration among all its academic and public members by providing a secondary means of subsidized physical delivery, and to provide an additional incentive for academic and public libraries to join the MSC.

### **MSC Courier Drop Site Libraries:**

Discount is based on 15% of original contract value (annual number of stops; excludes excess crate fees). This discount will be provided through reduced monthly courier invoicing. MSL will cover this discount using LSTA funds.

Separately, MSC courier drop site libraries (those who have signed agreements with Critelli as part of the State contract) are asked to contribute 30% of this discount to the MSC sharing group shipping fund. This amount is deducted through the annual MSC budget and goes into a line for MSC sharing group shipping.

The final discount to courier drop site libraries from the original contract value, after deducting this shipping contribution, is 10.5%. This represents a 2.5% increase from last year's discount.

### **MSC Public & Academic Libraries Using Drop Sites or Shipping:**

Public and academic libraries that have not signed an agreement with the courier for direct service (including libraries that send materials to a hub) are asked to contribute \$25 in their annual MSC budget for sharing group shipping. This amount is added through the annual MSC budget and goes into a line in the budget for MSC sharing group shipping.

Libraries that are not eligible for courier service because of their location may join a sharing group and receive a 20% discount on shipping. The discount for shipping is higher than the courier discount because shipping is itemized and will never achieve the economy of scale that courier sharing group libraries enjoy.

Sharing group libraries will be responsible for reporting monthly statistics to MSL for shipping to other sharing group libraries. This sharing group shipping discount will be represented as a credit in the participating sharing group library's annual MSC budget the following year, and that amount will be deducted from the shipping budget line.

### **Additional Contribution for Sharing Group Shipping:**

MSL will contribute \$978 in FY 16 LSTA and \$1,000 from the Ivan Doig Contribution to support expanded resource sharing within the MSC. This amount goes into a line for MSC sharing group shipping.

# Memo

**To:** Jennie Stapp  
State Librarian

**To:** Montana State Library  
Commission

**From:** Christie Briggs, Manager  
Talking Book Library

**From:** Jennie Stapp  
State Librarian

**Date:** May 20, 2016

**Re: Trust Expenditure Request to add second MTBL audio sound booth**

This is a request for approval to add a second sound booth using MSL Trust funds allocated to the Talking Book Library. With this addition, MTBL will be able to increase the capacity to record and offer patrons more Montana related books, magazines, and special projects such as the voter's information pamphlet and the Montana driver's manual.

The current funds available in the MTBL Trust portion of the MSL Trust are \$110,707 (as of 4/25/2016).

Cost estimate: \$105,600. This amount includes installation of a second modular state of the art sound isolating booth by a reputable vendor meeting the National Library Service standards; specific sound reduction preparation and post-booth installation of specialized sound reduction insulation and cooling and heating work by the General Services Department; ancillary equipment and accessory operational items such as accompanying hardware, software and office equipment.

Timeline:

- 1) The RFP (Request for Proposal), item #2016-0002V#- Audio Sound Booth, was posted online April 2, 2016. The RFP closes on June 2, 2016.
- 2) After choosing a vendor, installation is scheduled for the week of September 12, 2016 (FY17), in room 214 of the Talking Book Library, next to the existing audio sound booth.
- 3) The existing booth will be shut down intermittently until the project is completed from August through September, 2016.

## **MONTANA STATE LIBRARY COMMISSION WORK PLAN FY 2016**

### **VISION**

Develop and deliver 21<sup>st</sup> Century library resources and information services.

### **MISSION**

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

### **VALUES**

MSL values:

- An educated and inquisitive citizenry.
- Library services that are responsive to users' needs.
- Free government information that is easily accessible and widely distributed.
- Patron privacy.
- Equitable access to all library resources and services.
- Competent and professional staff.
- Open, direct, and timely communication.
- Economic development of Montana and Montanans.

The State Library Commission is established by Montana statute 22-1-101 (MCA).

The role of the State Library Commission is to set forth policies and funding priorities that empower the State Library to meet its mission and statutory obligations and to advocate for the State Library and the Montana library and information communities whenever possible.

The State Library Commission Group norms:

- The Commissioners will read and come to meetings prepared to discuss agenda items;
- Commission meetings follow Roberts Rules of Order;
- Commissioners are bound by the State Code of Ethics and Standards of Conduct: [http://leg.mt.gov/bills/mca\\_toc/2\\_2\\_1.htm](http://leg.mt.gov/bills/mca_toc/2_2_1.htm).

## Goal One—Content—Discussion

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

1.1. Advise, review and approve policies that enhance Montana State Library's statewide e-content subscription and purchase programs, and that support the Montana Memory Project, the collection development priorities of the Montana State Library Collection Development Policy, and the Talking Book Library Collection;

1.2. Advise, review, prioritize and approve budgets that enhance Montana State Library's statewide e-content subscription and purchase programs, and that support the Montana Memory Project, the collection development priorities of the Montana State Library Collection Development Policy, and the Talking Book Library Collection;

**(Update February 2016):** At the December 2015 Commission meeting Talking Book Library Supervisory Christie Briggs shared with the Commission a recommendation from the National Library Service for a new recording studio. In the next few months MTBL plans to pursue this recommendation and will bring to the Commission a request to use funds from the State Library Trust to install a new booth. Doing so will significantly increase MTBL's capacity to record Montana titles for our collection.

**(Update June 2016)** TBL will bring a request for trust funds to procure and install a modular recording studio.

At the April Commission meeting the Commission took action to align the Statewide Library Resources budget to the Library Development Study Task Force recommendations. The budget is a mix of Library Services and Technology Act (LSTA) and Coal Severance Tax (CST) monies. The new budget took into account a \$46,000 reduction in available CST monies this biennium.

At the May Commission meeting the Commission approved a reduction in the SLR budget to resolve a further \$166,000 CST reduction.

1.3. Request and participate in trainings and/or presentations by staff and other subject matter experts on new and existing topics that will educate the Commission on issues that will inform their understanding of the content needs of Montana Library users.



## 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.

2.1. Advise, review and approve policies that enhance access to information through statewide resource sharing initiatives;

2.2. Advise, review, prioritize and approve budgets that enhance access to information through statewide resource sharing initiatives;

**(Update February 2016):** At the December 2015 Commission meeting the Commission authorized the use of State Library Trust funds to pay for the creation of new marketing materials to market the Ready2Read texting program.

2.3. Request and participate in trainings and/or presentations by staff and other subject matter experts on new and existing topics that will educate the Commission on issues that will inform their understanding of the access needs of Montana Library users;

2.3.a. Montana Memory Project Director will offer a presentation to the Commission on the Digital Public Library of America (DPLA) at the December Commission meeting.

**(Update February 2016):** At the December 2015 Commission meeting the Commission heard a presentation from Jennifer Birnel about Montana librarians' involvement in the DPLA including training that Montana librarians were selected to receive in order to create curated collections of digital Montana content in the DPLA (<http://dp.la/exhibitions/exhibits/show/industries-settled-montana>) and plans to become a DPLA hub.

## Goal Three—Training—Discussion

3. MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.

3.1. Advise, review and approve policies that enhance Montana State Library's statewide training opportunities;

**(Update December 2015):** At the October 2015 Commission meeting the Commission approved a new MSL Table training lab use policy making new tablet training labs available to staff and MSL partners to enhance training services.

3.2. Advise, review and approve budgets that enhance Montana State Library's statewide training opportunities;

**(Update December 2015):** At the October 2015 Commission meeting the Commission approved a MSL Trust request to help fund the purchase of a replacement laptop training lab.

3.3. Request and participate in trainings and/or presentations by staff and other subject matter experts on new and existing topics that will educate the Commission on issues that will inform their understanding of the training needs of Montana Library users.

**(Update June 2016):** At the April Commission meeting the Commission received a report from 2015 attendees from the Summer Institute. Due to time constraints the Commission was unable to view a video attendees prepared to document the impact of the training. A link to the video was shared with Commissioners after their meeting.

## Goal Four—Consultation and Leadership—Discussion

4. MSL provides consultation and leadership to enable users to set and 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. Establish and maintain contact with Library Directors and Trustees, and other MSL partners, to remain cognizant of their needs and the challenges they face;

4.2.a. Each Commissioner will attend at least one library federation meeting during fiscal year 2016;

**(Update October 2015):** Commissioner Kish attended the Broad Valleys Federation teleconference on September 22, 2015.

Commissioner Roberts attended the South Central Federation meeting on September 26, 2015, in Forsyth.

**(Update December 2015):** Commissioner Wall attended the Tamarack Federation meeting teleconference on October 22, 2015.

Commissioner LaFromboise attended the Pathfinder Federation meeting on October 22, 2015 in Ft. Benton.

Commissioner Roberts attended the South Central Federation meeting on September 26, 2015, in Miles City.

**(Update April 2016):** Commissioners Newell and Bartow attended the Broad Valleys Federation on March 11 and 12, 2016 meeting in Butte.

Commissioner Eissinger attended the Sagebrush Federation meeting on March 5, 2016 in Miles City.

Commissioner Roberts attended the South Central Federation meeting on March 5, in Roundup.

**(Update June 2016):** Commissioner Eissinger attended the Golden Plains Federation meeting on April 21, 2016 in Wolf Point.

Commissioner LaFromboise attended the Pathfinder Federation meeting on May 19, 2016 in Fort Benton.

Commissioners LaFromboise and Wall attended the Tamarack Federation meeting on May 20 and 21, 2016 in Big Fork.

4.2.b. Each Commissioner will attend the 2016 Montana Library Association Conference, April 6-9, 2016 in Missoula, Montana;

4.2.c. The Commission Chair will facilitate Conversations with the Commission session at the Montana Library Association Conference;

**(Update June 2016):** The Commissioners hosted a well-attended, interactive session in which the Commissioners were able to describe some of recommendations of the Library Development Study Task Force, to share information about how the recommendations will impact library development services from MSL, and to hear feedback about priorities of librarians and trustees.

4.2.d. At least one Commissioner will attend meetings of the Montana Shared Catalog and MontanaLibrary2Go each year;

4.2.e. Commissioners are encouraged to visit libraries as they travel the state. Advanced notice to the libraries is recommended;

**(Update October 2015):** The Commission's August Commission meeting was held in the Flathead Valley. Events included a reception hosted by the Whitefish Community Library and a Lunch & Learn hosted by the ImagineIf Library in Kalispell.

**(Update October 2015):** Commissioners Wall & LaFromboise attended the Fall Work Shops in Helena.

4.3. Share information about the role of the State Library Commission beyond the boundaries of the Montana Library Community;

4.4. At least one Commissioner will attend at least one "visioning" conference during the fiscal year, as funding allows. Discuss findings with the Commission and MSL staff and make recommendations for future opportunities for improved library services;

4.4.a. Commissioner LaFromboise attended the Research Institute for Public Libraries workshop in Colorado Springs, Colorado; discussion will focus on evaluation design and implementation, data collection and use for strategic planning and measures for reporting library impact;

4.4.a.1. Commissioner LaFromboise and staff will present information from the workshop at the October Commission meeting;

**(Update December 2015):** At the October 2015 Commission meeting the Commission heard a presentation and participated in a discussion about the Research Institute for Public Libraries conference on creating a culture of outcome based planning.

4.5. The Commission will invite at least one recipient of a Montana Land Information Act (MLIA) grant to present on the outcomes of their grant in order to better educate the Commission on the role, outcome and impacts of the MLIA.

**(Update February 2016):** After recognizing an inconsistency in the MSL Administrative Rules pertaining to the granting of deferrals for public library standards, at the recommendation of the State Librarian, the Commission completed a process to formally revise the rule.

**(Update February 2016):** At the December 2015 Commission meeting the Commission approved the 2017 Montana Land Plan.

## **Goal Five—Collaboration—Discussion**

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

5.1. 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. Commissioners designated to serve on the Network Advisory Council and the NRIS Advisory Committee will attend committee meetings to represent the interests of the Commission and will provide feedback to the Commission regarding committee reports and initiatives;

5.3. The Commission will continue a process to learn more about broadband service availability to libraries in Montana and opportunities to further support expansion of broadband technology to meet the needs of library public computing centers;

5.3.a. A designee of the Governor's Office will be invited to share the broadband priorities identified by the Main Street Montana Interconnectivity and Telecommunications Key Industry Network.

## Goal Six—Sustainable Success—Discussion

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

6.1. The Commission will evaluate the outcomes of the current long range strategic plan and will conduct a new strategic planning process.

**(Update April 2016):** The Commission began the strategic planning process during a work session at their February meeting. The Commission agreed to seek the expertise of an outside facilitator to guide the planning process. The State Librarian, with input from the Commission, issued a limited solicitation to identify a facilitator. Responses to the solicitation will be evaluated at the April meeting.

**(Update June 2016):** The Commissioner selected facilitator Ned Cooney to guide a strategic planning process. The Commission will have an initial planning meeting with him on June 9, 2016.

6.2. Advocate for the Montana State Library and the Montana Library Community with federal, tribal, state and local governments, businesses and citizens. Advocacy 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;

6.2.a. Commissioners will monitor the activities of the Education and Local Government (ELG) Interim Committee by listening to the meetings virtually. Chair Rep. Don Jones of Billings will be invited to the December Commission meeting;

**(Update December 2015):** The ELG meeting no longer coincides with the December Commission meeting so we were unable to arrange for this meeting. Future opportunities will be evaluated.

6.2.b. A member of the Commission will attend National Library Legislative Day (NLLD) May 2-3, 2016 in Washington, D.C.;

**(Update June 2016):** Commissioner Eissinger attended NLLD as well as the spring meeting of the Chief Officers of State Library Agencies the following day.

6.2.c. At least one Commissioner will attend a conference of the Montana Association of Counties;

**(Update October 2015):** Commissioner Wall attended the Montana Association of Counties and offered a presentation with GIS Coordinator Stu Kirkpatrick on the training and use of ArcGIS Online by counties as funded by a Montana Land Information Act grant.

**(Update April 2016):** Commissioner Wall joined Evan Hammer and Michael Fashoway at the National States Geographic Information Council

midyear meeting in Annapolis, Maryland. The trip included meetings with our congressional delegation in Washington, DC.

6.3. Request and participate in trainings and/or presentations by staff and other subject matter experts on new and existing topics that will educate the Commissions on issues that will help the Commission to continually grow as a Commission and to support the work of the State Library;

6.3.a. Communications and Marketing Coordinator Sara Groves will present information about MSL's marketing efforts at the October Commission meeting;

**(Update October 2015):** At their August Commission meeting the Commission heard a presentation from Statewide Projects Librarian Cara Orban on the MakerSpace pilot used by libraries through the state.

**(Update December 2015):** At the October 2015 Commission meeting Sara Groves presented information about MSL's marketing efforts. Of particular interest was the successful engagement in the use of Facebook as a means of increasing use of the Montana Memory Project and access to state government information.

6.4. Advise, review and approve policies that recognize the significant contributions of and develop the leadership and management skills of MSL staff;

6.5. Provide guidance on and evaluation of the State Librarian work plan and performance.

6.5.a. Annual evaluation of the State Librarian scheduled for the June Commission meeting.

**(Update December 2015):** Commissioners Kish participated in the November 19 meeting of the Library Development Study Task Force during which the task force formulated their draft recommendations to the Commission. Commissioner Newell also attended the meeting in the morning.



| JULY |  | AUGUST |  | SEPTEMBER |   | NOTES   |
|------|--|--------|--|-----------|---|---|
| 1    |  | 1      |  | 1         |   | <b>ELG Interim Committee</b>  |
| 2    |  | 2      |  | 2         |   | Online access: <a href="http://leg.mt.gov/">http://leg.mt.gov/</a>          |
| 3    |  | 3      |  | 3         |   |   |
| 4    |  | 4      |  | 4         |   | <b>2015 RIPL Conference</b>   |
| 5    |  | 5      |  | 5         |   | Colorado Springs, Colorado  |
| 6    |  | 6      |  | 6         |   | <b>Commissioner: LaFromboise</b>  |
| 7    |  | 7      |  | 7         |   | Staff: Stapp & McHugh   |
| 8    |  | 8      |  | 8         |   | Online information: <a href="http://ripl.lrs.org/">http://ripl.lrs.org/</a> |
| 9    |  | 9      |  | 9         |   |   |
| 10   |  | 10     |  | 10        |   | <b>Regular August meeting agenda items:</b>                                 |
| 11   |  | 11     | <b>Whitefish Community Library Reception</b>                   | 11        |   | Central School Museum, Kalispell  |
| 12   |  | 12     | <b>Commission Meeting, Imaginelf Library Lunch &amp; Learn</b> | 12        |   | FY '15 4 <sup>th</sup> quarter financial report;                            |
| 13   |  | 13     |  | 13        |   | FY '16 opening budget;  |
| 14   |  | 14     |  | 14        |   | Discuss programs and Commission work plans                                  |
| 15   |  | 15     |  | 15        |   |   |
| 16   | <b>ELG Interim Committee</b>                   | 16     |  | 16        |   | <b>Golden Plains Federation Meeting</b>                                     |
| 17   |  | 17     |  | 17        | <b>Golden Plains Federation Meeting</b> | Roosevelt County Library, Wolf Point  |
| 18   |  | 18     |  | 18        |   | <b>Commissioner: TBD</b>  |
| 19   |  | 19     |  | 19        |   | Staff: Stapp  |
| 20   |  | 20     |  | 20        |   |   |
| 21   |  | 21     |  | 21        |   | <b>Broad Valleys Federation Meeting</b>                                     |
| 22   |  | 22     |  | 22        | <b>Broad Valleys Federation Meeting</b> | Conference Call   |
| 23   |  | 23     |  | 23        |   | <b>Commissioner: Kish</b>   |
| 24   |  | 24     |  | 24        | <b>ELG Interim Committee</b>            | Staff: Stapp  |
| 25   |  | 25     |  | 25        | September 24 & 25                       |   |
| 26   |  | 26     |  | 26        | <b>South Central Federation Meeting</b> | <b>South Central Federation Meeting</b>                                     |
| 27   | <b>Research Institute for Public Libraries</b> | 27     |  | 27        |   | Rosebud County Library, Forsyth   |
| 28   | July 27-30, 2015                               | 28     |  | 28        |   | <b>Commissioner: Roberts</b>  |
| 29   |  | 29     |  | 29        |   | Staff: McHugh   |
| 30   |  | 30     |  | 30        |   |   |
| 31   |  | 31     |  |           |   |   |





| OCTOBER |  | NOVEMBER |   | DECEMBER |                               | NOTES  |
|---------|--|----------|---|----------|-------------------------------|--|
| 1       | <b>MSC Membership Meeting</b>                        | 1        |   | 1        |                               | <b>MSC Membership Meeting &amp; Fall Workshops</b> |
| 2       | <b>Fall Workshops</b>                                | 2        |   | 2        |                               | Red Lion Colonial Inn, Helena                      |
| 3       | October 1-3, 2015                                    | 3        |   | 3        |                               | <b>All Commissioners invited to attend</b>         |
| 4       |  | 4        |   | 4        |                               | Contact Marlys Stark to register                   |
| 5       |  | 5        |   | 5        |                               |  |
| 6       |  | 6        |   | 6        |                               | <b>Regular October meeting agenda items:</b>       |
| 7       |  | 7        | <b>Sagebrush Federation Meeting</b>     | 7        | <b>MTNHP Partners Meeting</b> | FY '16 1 <sup>st</sup> quarter financial report;   |
| 8       |  | 8        |   | 8        |                               | FY '15 Federation Reports                          |
| 9       |  | 9        |   | 9        | <b>Commission Meeting</b>     |  |
| 10      |  | 10       | <b>Network Advisory Council Meeting</b> | 10       |                               | <b>TBL Volunteer Luncheon</b>                      |
| 11      |  | 11       |   | 11       |                               | <b>All Commissioners invited</b>                   |
| 12      |  | 12       | <b>MLIAC Meeting</b>                    | 12       |                               |  |
| 13      | <b>Commission Meeting</b>                            | 13       |   | 13       |                               | <b>Pathfinder Federation Meeting</b>               |
| 14      |  | 14       |   | 14       |                               | Chouteau County Public Library, Ft. Benton         |
| 15      | <b>TBL Volunteer Luncheon</b>                        | 15       |   | 15       |                               | <b>Commissioner: LaFromboise</b>                   |
| 16      |  | 16       |   | 16       |                               | Staff: McHugh                                      |
| 17      |  | 17       |   | 17       |                               |  |
| 18      |  | 18       |   | 18       |                               | <b>Tamarack Federation Meeting</b>                 |
| 19      |  | 19       | <b>LD Study Task Force Meeting</b>      | 19       |                               | Conference Call                                    |
| 20      |  | 20       |   | 20       |                               | <b>Commissioner: Wall</b>                          |
| 21      |  | 21       |   | 21       |                               | Staff: Stapp                                       |
| 22      | <b>Pathfinder &amp; Tamarack Federation Meetings</b> | 22       |   | 22       |                               |  |
| 23      |  | 23       |   | 23       |                               | <b>Sagebrush Federation Meeting</b>                |
| 24      |  | 24       |   | 24       |                               | Miles City Public Library                          |
| 25      |  | 25       |   | 25       |                               | <b>Commissioner: NA</b>                            |
| 26      |  | 26       |   | 26       |                               | Staff: Stapp                                       |
| 27      |  | 27       |   | 27       |                               |  |
| 28      |  | 28       |   | 28       |                               | <b>Regular December meeting agenda items:</b>      |
| 29      |  | 29       |   | 29       |                               | FY '16 Land Plan approval                          |
| 30      |  | 30       |   | 30       |                               | Network Advisory Council Report                    |
| 31      |  | 31       |   | 31       |                               | 2016 Commission meeting dates selection            |



| JANUARY |                                    | FEBRUARY |                                    | MARCH |  | NOTES  |
|---------|------------------------------------|----------|------------------------------------|-------|--|--|
| 1       |                                    | 1        |                                    | 1     |  | <b>Regular February meeting agenda items:</b><br>FY '16 2 <sup>nd</sup> quarter financial report;<br>Conversations w/ Commission planning<br><br><b>NSGIC Midyear Meeting</b><br>Annapolis, MD<br><b>Commissioner: Wall</b><br>Staff: Hammer, Fashoway<br><br><b>Sagebrush Federation Meeting</b><br>Miles City Public Library<br><br><b>Commissioner: Eissinger</b><br>Staff: McHugh<br><br><b>Broad Valleys Federation Retreat</b><br>Finlen Hotel, Butte, MT<br><b>Commissioner: Bartow/Newell</b><br>Staff: Stapp<br><br><b>South Central Federation Meeting</b><br>Roundup, MT<br><b>Commissioner: Roberts</b><br>Staff: McHugh<br><br><b>Golden Plains Federation Meeting</b><br>Roosevelt County Library, Wolf Point<br><b>Commissioner: Eissinger</b><br>Staff: Stapp (Remote) |
| 2       |                                    | 2        |                                    | 2     |  |  |
| 3       |                                    | 3        |                                    | 3     |  |  |
| 4       |                                    | 4        |                                    | 4     |  |  |
| 5       |                                    | 5        |                                    | 5     | <b>Sagebrush Federation Meeting</b>                      |  |
| 6       |                                    | 6        |                                    | 6     |  |  |
| 7       |                                    | 7        |                                    | 7     |  |  |
| 8       |                                    | 8        |                                    | 8     | <b>Network Advisory Council Meeting</b>                  |  |
| 9       |                                    | 9        |                                    | 9     |  |  |
| 10      |                                    | 10       | <b>Commission Meeting</b>          | 10    | <b>MLIAC Meeting</b>                                     |  |
| 11      |                                    | 11       |                                    | 11    | March 11 & 12<br><b>Broad Valleys Federation Retreat</b> |  |
| 12      |                                    | 12       |                                    | 12    | <b>South Central Federation Meeting</b>                  |  |
| 13      |                                    | 13       |                                    | 13    |  |  |
| 14      | <b>ELG Interim Committee</b>       | 14       |                                    | 14    |  |  |
| 15      | <b>LD Study Task Force Meeting</b> | 15       |                                    | 15    |  |  |
| 16      |                                    | 16       |                                    | 16    |  |  |
| 17      |                                    | 17       |                                    | 17    |  |  |
| 18      |                                    | 18       |                                    | 18    |  |  |
| 19      |                                    | 19       |                                    | 19    |  |  |
| 20      |                                    | 20       |                                    | 20    |  |  |
| 21      |                                    | 21       |                                    | 21    |  |  |
| 22      |                                    | 22       | <b>National States Geographic</b>  | 22    |  |  |
| 23      |                                    | 23       | <b>Information Council Meeting</b> | 23    |  |  |
| 24      |                                    | 24       | February 22-25, 2016               | 24    |  |  |
| 25      |                                    | 25       |                                    | 25    |  |  |
| 26      |                                    | 26       |                                    | 26    |  |  |
| 27      |                                    | 27       |                                    | 27    |  |  |
| 28      |                                    | 28       |                                    | 28    |  |  |
| 29      |                                    | 29       |                                    | 29    |  |  |
| 30      |                                    |          |                                    | 30    |  |  |
| 31      |                                    |          |                                    | 31    |  |  |



| APRIL |  | MAY |   | JUNE |                                  | NOTES  |
|-------|--|-----|---|------|----------------------------------|--|
| 1     |  | 1   |   | 1    |                                  | <p><b>Regular April meeting agenda items:</b></p> <p>LSTA award and budget;</p> <p>Network Advisory Council Report;</p> <p>FY '16 3rd quarter financial report;</p> <p>EPP discussion</p> <p><b>Montana Library Assn. Conference</b></p> <p>Missoula, MT; Including annual<br/>Conversations w/ the Commission</p> <p><b>All Commissioners invited to attend</b></p> <p><b>National Library Legislative Day</b></p> <p>Washington, DC</p> <p><b>Commissioner: Eissinger</b></p> <p>Staff: Stapp</p> <p><b>Pathfinder Federation Meeting</b></p> <p>Chouteau County Public Library, Ft. Benton</p> <p><b>Commissioner: LaFromboise</b></p> <p>Staff: Stapp</p> <p><b>Tamarack Federation Retreat</b></p> <p>Marina Kay, Big Fork, MT</p> <p><b>Commissioner: Wall</b></p> <p>Staff: McHugh</p> <p><b>Regular June meeting agenda items:</b></p> <p>FY '17 Federation Plans of Service</p> <p>State Librarian evaluation</p> |
| 2     |  | 2   | <b>National Library Legislative Day</b> | 2    |                                  |  |
| 3     |  | 3   | May 1-3, 2016                           | 3    |                                  |  |
| 4     |  | 4   |   | 4    |                                  |  |
| 5     |  | 5   |   | 5    |                                  |  |
| 6     | <b>Commission Meeting</b>                | 6   |   | 6    |                                  |  |
| 7     | <b>Montana Library Assn. Conference;</b> | 7   |   | 7    |                                  |  |
| 8     | <b>Conversations w/ the Commission</b>   | 8   |   | 8    | <b>Commission Meeting</b>        |  |
| 9     | April 6-9, 2016                          | 9   |   | 9    |                                  |  |
| 10    |  | 10  |   | 10   |                                  |  |
| 11    |  | 11  |   | 11   |                                  |  |
| 12    |  | 12  |   | 12   |                                  |  |
| 13    |  | 13  |   | 13   |                                  |  |
| 14    |  | 14  |   | 14   |                                  |  |
| 15    |  | 15  |   | 15   |                                  |  |
| 16    |  | 16  |   | 16   |                                  |  |
| 17    |  | 17  |   | 17   | <b>Legislative Audit Hearing</b> |  |
| 18    |  | 18  | <b>MLIAC Meeting</b>                    | 18   |                                  |  |
| 19    |  | 19  | <b>Pathfinder Federation Meeting</b>    | 19   |                                  |  |
| 20    |  | 20  | <b>Tamarack Federation Retreat</b>      | 20   |                                  |  |
| 21    | <b>Golden Plains Federation Meeting</b>  | 21  | May 20 & 21                             | 21   |                                  |  |
| 22    |  | 22  |   | 22   |                                  |  |
| 23    |  | 23  |   | 23   |                                  |  |
| 24    |  | 24  |   | 24   |                                  |  |
| 25    |  | 25  | <b>Commission Meeting</b>               | 25   | <b>ELG Interim Committee</b>     |  |
| 26    |  | 26  |   | 26   | June 23 & 24                     |  |
| 27    |  | 27  |   | 27   |                                  |  |
| 28    | <b>SHLB Conference</b>                   | 28  |   | 28   |                                  |  |
| 29    | April 28 & 29, 2016                      | 29  |   | 29   |                                  |  |
| 30    |  | 30  |   | 30   |                                  |  |
|       |  | 31  |   |      |                                  |  |



| JULY |   | AUGUST |   | SEPTEMBER |  | NOTES   |
|------|---|--------|---|-----------|--|---|
| 1    |   | 1      |   | 1         |  |   |
| 2    |   | 2      |   | 2         |  | <b>Regular August meeting agenda items:</b>                                 |
| 3    |   | 3      |   | 3         |  | Glacier County Library, Cut Bank  |
| 4    |   | 4      |   | 4         |  | FY '16 4 <sup>th</sup> quarter financial report;                            |
| 5    |   | 5      |   | 5         |  | FY '17 opening budget;  |
| 6    |   | 6      |   | 6         |  | Discuss programs & Commission work plans                                    |
| 7    |   | 7      |   | 7         |  |   |
| 8    |   | 8      |   | 8         | <b>MLIAC Meeting &amp; ELG Interim Committee</b> | <b>Fall Federation meeting dates TBD</b>                                    |
| 9    |   | 9      | <b>Medicine Spring Library Reception, Browning</b>          | 9         | September 8 & 9, 2016                            |   |
| 10   |   | 10     | <b>Commission Meeting, Glacier County Library, Cut Bank</b> | 10        |  | <b>RIPL Conference</b>  |
| 11   |   | 11     |   | 11        |  | Denver, Colorado  |
| 12   | <b>Network Advisory Council Retreat</b> | 12     |   | 12        |  | <b>Commissioner: Roberts</b>  |
| 13   |   | 13     |   | 13        |  | Staff: Orban  |
| 14   |   | 14     |   | 14        |  | Online information: <a href="http://ripl.lrs.org/">http://ripl.lrs.org/</a> |
| 15   |   | 15     |   | 15        |  |   |
| 16   |   | 16     |   | 16        |  |   |
| 17   |   | 17     |   | 17        |  |   |
| 18   |   | 18     |   | 18        |  |   |
| 19   |   | 19     |   | 19        |  |   |
| 20   |   | 20     |   | 20        |  |   |
| 21   |   | 21     |   | 21        |  |   |
| 22   |   | 22     |   | 22        |  |   |
| 23   |   | 23     |   | 23        |  |   |
| 24   |   | 24     |   | 24        |  |   |
| 25   |   | 25     |   | 25        |  |   |
| 26   |   | 26     |   | 26        |  |   |
| 27   |   | 27     |   | 27        |  |   |
| 28   |   | 28     |   | 28        |  |   |
| 29   |   | 29     |   | 29        |  |   |
| 30   |   | 30     |   | 30        | <b>Research Institute for Public Libraries</b>   |   |
| 31   |   | 31     |   |           |  |   |



| OCTOBER |                               | NOVEMBER |   | DECEMBER |                    | NOTES  |
|---------|-------------------------------|----------|---|----------|--------------------|--|
| 1       | Research Institute for Public | 1        |   | 1        |                    |  |
| 2       | Libraries                     | 2        |   | 2        |                    | <b>Regular October meeting agenda items:</b>     |
| 3       |                               | 3        |   | 3        |                    | FY '17 1 <sup>st</sup> quarter financial report; |
| 4       |                               | 4        |   | 4        |                    | FY '16 Federation Reports                        |
| 5       |                               | 5        |   | 5        |                    |  |
| 6       |                               | 6        |   | 6        |                    | <b>TBL Volunteer Luncheon</b>                    |
| 7       |                               | 7        |   | 7        |                    | <b>All Commissioners invited</b>                 |
| 8       |                               | 8        |   | 8        |                    |  |
| 9       |                               | 9        |   | 9        |                    | <b>Regular December meeting agenda items:</b>    |
| 10      |                               | 10       | MLIAC Meeting & Network<br>Advisory Council Meeting | 10       |                    | FY '17 Land Plan approval                        |
| 11      |                               | 11       |   | 11       |                    | Network Advisory Council Report                  |
| 12      | Commission Meeting            | 12       |   | 12       |                    | 2017 Commission meeting dates selection          |
| 13      | TBL Volunteer Luncheon        | 13       |   | 13       |                    |  |
| 14      |                               | 14       |   | 14       | Commission Meeting |  |
| 15      |                               | 15       |   | 15       |                    |  |
| 16      |                               | 16       |   | 16       |                    |  |
| 17      |                               | 17       |   | 17       |                    |  |
| 18      |                               | 18       |   | 18       |                    |  |
| 19      |                               | 19       |   | 19       |                    |  |
| 20      |                               | 20       |   | 20       |                    |  |
| 21      |                               | 21       |   | 21       |                    |  |
| 22      |                               | 22       |   | 22       |                    |  |
| 23      |                               | 23       |   | 23       |                    |  |
| 24      |                               | 24       |   | 24       |                    |  |
| 25      |                               | 25       |   | 25       |                    |  |
| 26      |                               | 26       |   | 26       |                    |  |
| 27      |                               | 27       |   | 27       |                    |  |
| 28      |                               | 28       |   | 28       |                    |  |
| 29      |                               | 29       |   | 29       |                    |  |
| 30      |                               | 30       |   | 30       |                    |  |
| 31      |                               |          |   | 31       |                    |  |