Montana State Library
Statewide Library Resources – Library Development Work Plan
January – June 2018

Green (no font distinction) – activity progressing as expected.
Yellow (italicized) – activity may be delayed but the delays do not necessarily rise to the level of Commission concern
Red (bolded) – activity is delayed and Commission attention is warranted
Blue (underlined) – addition or change to the original work plan.

Strategic Framework – Foster Partnerships

Activities: Site Visits to Libraries (Supports LSTA Goals 1, 3, and 4)

Inputs	Outputs	
Time of Pam Henley, Lauren McMullen, and Suzanne Reymer to plan trips, prepare materials and presentations, research and data gathering	# of trips # of miles traveled # of people contacted # of new directors # of trustees # of trainings provided # of strategic planning outreach events	**Outcomes/Impacts** Desired Short-Term Outcomes: • Library Directors, Staff, or Board Members increase their knowledge about current trends in libraries • Library Development staff increase their knowledge about conditions, challenges, and opportunities facing public libraries in Montana • Library Directors, Staff, or Board Members analyze community needs Desired Intermediate/Long-Term Outcomes:
Supplies	Discussions, resources, and/or trainings that focus on community leadership, collaboration, Internet Access, and library trends/services	• Library Directors, Staff, or Board Members translate their knowledge about trends in libraries into action • CE Coordinator and Consultants apply their knowledge about training needs to offer and/or facilitate training that addresses those needs • Library Development staff apply the knowledge they gained from site visits to design services, projects, and programs that address needs within the library community • Library Directors engage in team building through consensus building

Vehicles		• Library Directors, Staff, or Board Members communicate the library's role in economic development • Library Directors, Staff, or Board Members collaborate with partners Desired Impacts: • Community members have access to more resources • Community members can use those resources to fulfill their needs for lifelong learning, community, and entertainment • Community members, major stakeholders or funders work with library staff, directors, or boards to solve community problems
Travel costs		• Community members connect with others either face-to-face or via the Internet in order to build relationships and/or reduce social isolation

- ***Development of an informational packet/website for new and joining Montana Shared Catalog directors***
  - The MSC Trainer's last day in the office was August 11, 2017. Due to her departure, this project will be placed on hold until a new trainer is hired and ready to implement this project.
- ***Analyze the Montana Shared Catalog's Partners' sharing group in order to better understand the impacts of fulfillment expansion***
  - The MSC Director's last day in office was June 8, 2017. Staff will need to handle a higher volume of help desk tickets in order to maintain the Montana Shared Catalog. As a result, MSC projects will be delayed for the foreseeable future.
- ***Create civil engagement "program-in-a box"***
  - The Lifelong Learning Librarian's last day in office was August 18, 2017. Due to her departure, this project is on hold. Lauren McMullen will continue to follow-up on some work that has already started, but major work in this area will not occur until after a new lifelong learning librarian is hired.
- ***Increase in outreach efforts for the Montana Memory Project***
  - Due to logistical issues, the budget cuts and their impact on the Montana Memory Project, we have decided to cancel this project. We will review it next year, but at this time Jennifer will focus her time and energy on the Montana Memory Project interface in order to position the MMP to survive the loss of the State Library's dedicated web developer.

- *Engage Montana library community in identifying how federations can help implement the Library Development Task Force Recommendations*
  - State Librarian and Director of Library Development decided to put this item on hold. Primarily due to a need to see how the budget cuts are impacting staff and to work through the transition process as staff assume some of the duties of the data coordinator.
- *Development of a series of short tutorials for new public library directors*
  - ASPeN, the new version of the library directory, will be going live in the winter. This is impacting the new director tutorials project since many of the tutorials will need to use the ASPeN interface.

Strategic Framework – Secure sufficient and sustainable funding

Activities:
- Develop models of cooperation for libraries (Supports LSTA Goal 5, Statewide Consulting Objective A)

Inputs	Outputs	Outcomes	Impacts
Time of Lauren McMullen	Develop a publication describing different economic/governance models for public libraries.	Library directors and board members learn about different economic models.	
Research material from other states (COMPLETED)	Library directors and board members use this publication	Libraries use this information to evaluate and improve their governance structures (LDSTF)	

- *Help librarians and board members develop the skills and confidence to seek additional funds for the library*
  - Note: This item will be revisited when the PR campaign begins.

Strategic Framework – Create a useful information infrastructure

- Develop a centralized acquisitions pilot project (Supports achievement of Goal 1, MSC Objectives D and E)

Inputs	Outputs	Outcomes/Impacts
Time of Jemma Hazen and Tracy Cook	Acquisitions module configured for staff	**Desired Outcomes:** • Library directors and staff learn about the value of centralized acquisitions. • Montana libraries are more innovative • Directors and staff working together to find meaningful ways to repurpose staff • Montana library users have access to a wider variety of materials and services • Centralized acquisitions creates a better MSC system • MSL Staff learn whether or not Centralized Acquisitions has value for more libraries beyond the pilot • Libraries participating in collaborative efforts are more efficient – the effort saves time and improves workflows **Desired Impacts:** • Collaboration that is scalable, affordable, implementable for all types of libraries (LDSTF) • Library infrastructure that encourages consortial resource sharing to make information resources, technology and service delivery more efficient, effective, affordable, customizable, sustainable, scalable (LDSTF)
	Tracking of purchasing [built into Acquisitions module]	
	Accounting of staff time - new projects made possible because of money or time	
	Demonstrated cost savings to participating libraries	
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	Pilot group has completed an initial survey that Hazen will use as a basis for conducting interviews.	

- *Increase the bandwidth for libraries who are currently participating in e-rate*
    Note: See the upcoming activities. While working on this project, it became clear that we needed to analyze what was available to libraries and what gaps existed in broadband speeds.

- Provide leadership training for libraries –Summer Library Leadership Institute (Supports LSTA Goal 3, Statewide Training Objective G)

Inputs	Outputs	Outcomes/Impacts
facilitator team (honorarium & travel stipend)	6-10 online meetings with facilitators , 1 face2face meeting in Billings; facilitators present most of activities at the retreat, assist MSL staff with follow-up, & as mentors for SLLI participants	Desired Outcomes: • Participants RECOGNIZE THEIR OWN LEADERSHIP STYLE as well as the benefits & challenges of their style, so that they can participate more productively in management teams & to effect positive change in their library & community. • Participants DEVELOP LISTENING & COMMUNICATION SKILLS so that they are able to INSPIRE OTHERS & collaborate toward a shared vision. Pre- and post-self-assessments will measure this. • Participants will be CONFIDENT TO TAKE RISKS & to create an environment that is resilient in failure so that libraries & librarians are positive innovators in their communities. • Participants PROPOSE & DEVELOP A COMPLEX & CHALLENGING PROJECT using productive strategies for managing change. • Participants PURSUE THEIR OWN LEADERSHIP DEVELOPMENT to try new things, grow, to evaluate their efforts, to view hardship, failure, or fear as catalyst for positive change in their own lives, their libraries & communities. Six attendees from 2015 are attending additional training (some supported by MSL grants) or seeking leadership positions in professional organizations.
pre-conference assignments: focused on the basic philosophy of leadership & the difference between leading & managing	Participants spend 10-20 hours with assigned reading, viewing, & reflection based on assignments planned by the facilitator team.	
Retreat July 26-29	camp-like atmosphere at a secluded & private location, 4 days of activities, presentations, discussions – June 26-29	
journals & other materials & supplies	Participants reflect on their learning & use their reflections to make mid-course corrections & plan future actions. The journal provides a long-term resource to the learner & a way for them to chart their progress.	

follow-up webinars & face2face meetings	MSL staff & facilitators, as well as peers, provide continued support, as participants transfer their new knowledge to a real-life project at their library.	• Participants are more confident, able to persevere, have increased status in their communities, state & nation, & other people rally around them. Desired Impacts: • Positive change at the participant's library contributing to a thriving community • The library's shared vision is realized & the library is able to fulfill its mission. • Library programs & partnerships are productive & contribute to a thriving community. • The library takes on the worst community problems with successful library programs
report to the MT State Library Commission - MLA 2018	Participants plan & deliver their reports in a format they design. Some attend the meeting to answer questions & present their work.	

Desired Outcome (Participants pursue their own leadership development to try new things, grow, etc.)

- A facilitator from the Summer Library Leadership Institute and two of the students are presenting a national webinar for YALSA (Young Adult Library Services Association) called "Creativity in Leadership." The webinar will be presented on November 16.

- Migrate Montana Shared Catalog from current in-house servers to SirsiDynix' Service as a Software (SaaS) (Supports Goal 1, MSC Objective D)
  - o Note: This project has been completed. It went very smoothly – thanks to the efforts of MSC Staff Members Amy Marchwick, Jemma Hazen, and Mike Price.

Inputs	Outputs	Outcomes/Impacts
• Time of MSC admin staff and Mike Price • Time of MSC member library staff • MSC admin knowledge	• SaaS transition plan completed • Libraries can connect to the SaaS server after migration COMPLETED • List of things to address during the migration COMPLETED • Transition is well thought out and all aspects of the migration are considered in advance COMPLETED • "Bridge" mode time will remain within SirsiDynix Project Manager's estimates COMPLETED	Desired outcomes: • MSC and MSL staff understand specific guidelines, action items, and steps for the transition from hardware to SaaS • Libraries are able to transition seamlessly to the new hosted server • MSC staff are able to provide support and assistance after the SaaS migration • Minimal disruption to MSC patrons occurs Desired Impacts: • Libraries are able to conduct business as usual following the planned migration down time • MSC libraries see a stabilization in MSC server costs • Downtime for copy over to MSC and MTLib2Go diminishes, which improves service and increases access for patrons • Increase in support and resources from SirsiDynix leads to a more stable platform, which in turn leads to improved MSC functions for member libraries and their patrons

Desired outcomes (user comments about the migration): Libraries are able to transition seamlessly to the new hosted server and minimal disruption to MSC patrons occurs

THANK YOU ONE AND ALL….. MSC Staff for the preparation and MSC Library personnel who understood the complexity and timeline for this process. I so very much appreciate our library communities and their support of each other individually and collectively. We are well-served at all levels.

Truly - congrats on managing this complex move for all of MSC.

I agree. Thank you for making the move as seamless as possible.

Thank you for the great communication to keep up informed of the process.

I would like to express my gratitude to our awesome team at MSC that got us through the migration seamlessly!! You are truly an amazing group of dedicated professionals! Thank you again and again!

Thank You all for your expertise and the flawless transition!

Thanks for everything you all have done to make this such an easy transition. For such a huge change, the impact has been fairly minimal and the instructions and information provided have made all the difference.

- Improve the existing Montana Memory Project user interface so that it works well with all device types and is easy for all user types (addressing issues of accessibility) to find the content they seek. (Supports LSTA Goal 1, MMP Objective I)
  - This project is awaiting action from OCLC. The new responsive design is still being updated and revised. We are waiting for the ability for the home page links to direct to our current home page which exists externally to CONTENTdm. We are also currently limited to 5 menu choices and we need a minimum of 12. These changes are scheduled to occur in late October or early November. Once the page meets are criteria we can plan how to implement the switch. You can view the pilot pages at http://mtmemory.org/digital.

Inputs	Outputs	Outcomes/Impacts
Contact CONTENTdm (CDM) to initiate the switch to responsive design	Path for how to switch to new design CDM viewer that works better on phones and tablets	Desired Outcomes: • More users make use of the MMP for research and pleasure • MMP users find what they are seeking on the webpages with greater ease and less frustration • More positive feelings toward the MMP and the use of the website • Users who need accessible websites are able to use the MMP to find information they need • Less work for MSL IT staff in the immediate future.
Based on input of MMP partners, offer design suggestions to CDM to	CDM will modify the design for a better user experience. There is a	

improve the usability of the design.	potential to tell stories with the content based on place	• Improved usability of the MMP for end users • Users are able to use an interactive map to find MMP content
Work with Tom to make the switch to the new responsive design	New Access database for use with the existing Content Management system with links to the new responsive CDM pages Better website viewing on all device types Better function for all types of accessibility issues Better search results	
Learn how to implement latitude and longitude for geographic locations	Ability to create maps within CDM and ability for DPLA to use data in their API. Also potential to create story maps with MSL GIS. New interactive map for users of MMP content to explore Ability to search by locations within the state. Ability to see at a glance where content is from	

- Develop a Montana Memory Project Ambassadors program to increase visibility and the usability of the MMP. Ambassadors will introduce the MMP to new audiences, and seek opportunities to fund new collections. (Supports LSTA Goal 1, MMP Objective I)

Inputs	Outputs	Outcomes/Impacts
• Time of MMP Director • Time of Ambassadors • Online meeting system • Meeting space and materials for annual face-to-face meeting • Materials for Ambassadors	• Ambassadors annual seminar to discuss new content and training for outreach (MLA or MT History Conference) • Presentation template that can be used at community gatherings • Bookmarks, posters, brochures are available for ambassadors use • Ambassador's local activities that promote the MMP • Promotional materials distributed beyond libraries and museums • More ways to contribute funding (funding button on Facebook) • Evaluation tool for measuring engagement from ambassadors	• The MMP attracts excellent content so that it is a valuable resource • Montanan's utilize the MMP to meet their needs • Ambassadors are engaged in MMP and advancing the goals of the MMP • Ambassadors help to find sources of funding for new projects • Social media activity increases • MMP continues to serve a unique role of making Montana cultural material accessible to all • Visibility of the MMP increases • Revenue sources become more diverse

Desired outcome (one user's story) and one unexpected outcome: The Montana Memory project is used for research and pleasure (desired) and saves the time of the researcher (unexpected outcome)

Thank you for the helpful information you provided me over the phone yesterday. I was impressed that I was able to speak with you directly. Your work on The Montana Memory Project has assisted me professionally as a researcher/writer and I want you to know you're doing great work.
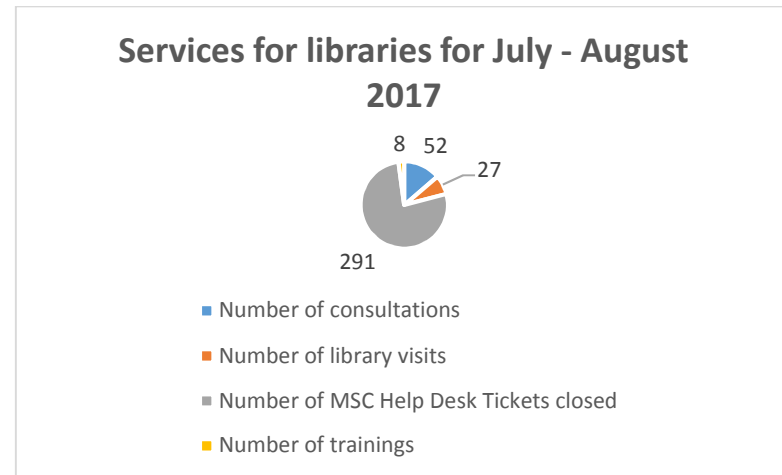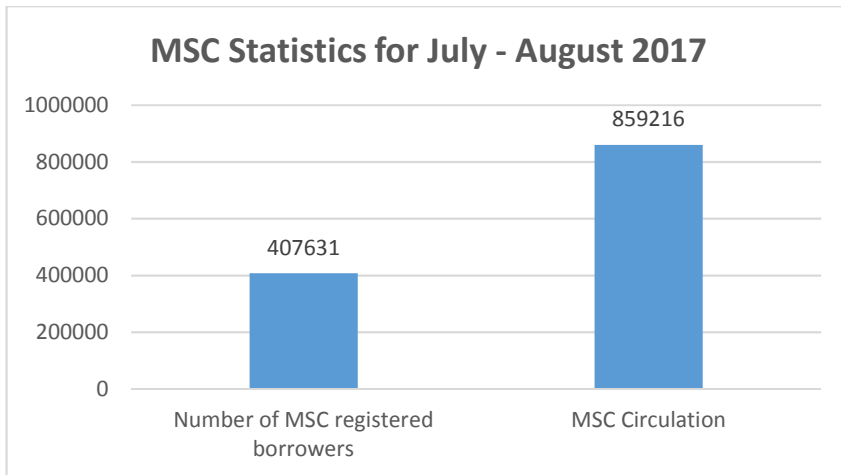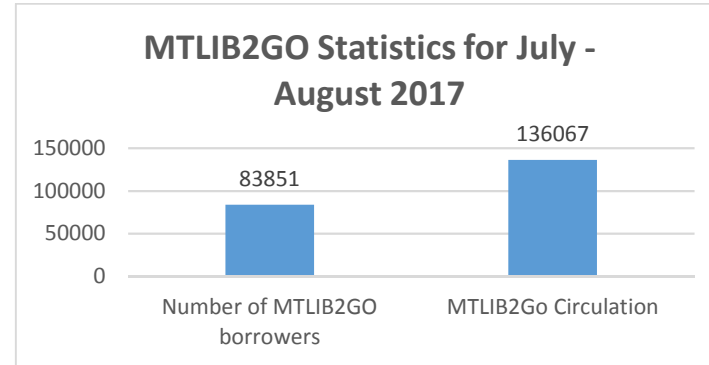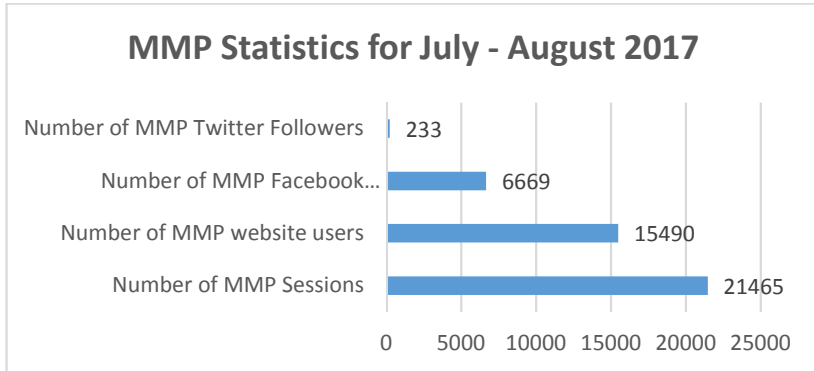
Before discovering MMP, I was driving to all ends of the state to sort through boxes of old local newspapers at small town museums. It's taken years to dig up information that now, I'm able to find via searchable keywords and names (that have turned up nothing in previous internet searches). The Montana Memory project has saved me MONTHS of time researching periodicals for historically based stories, that I instead was able to collect and digest in a single week, using your platform. Thank you for helping to digitize and preserve our state history.

If there is anything I can do to assist your mission, please let me know! In the meantime, I'll spread the word.

Upcoming or current activities:
- Hiring and training of new Montana Shared Catalog staff
- Hiring and training of new Lifelong Learning Librarian
- Updating MSC new member application
- Gap analysis of what libraries currently have for broadband speed vs. what they could have and gap analysis of what they could have versus national standards
- Continue collaboration efforts with Big Sky Country Digital Network and the Digital Public Library of America
- Training that meets the community leadership and digital literacy objectives on the LSTA 5 – Year plan
- Facilitate community led planning and listening sessions
- Civil engagement programs, financial literacy programs, and state level partnerships the help local libraries
- Outreach for the Montana Memory Project

LDD Activities at a Glance:

MMP Statistics for July - August 2017

Category	Value
Number of MMP Twitter Followers	233
Number of MMP Facebook...	6669
Number of MMP website users	15490
Number of MMP Sessions	21465

(horizontal bar chart, scale 0 – 25000)

MTLIB2GO Statistics for July - August 2017

Category	Value
Number of MTLIB2GO borrowers	83851
MTLIB2Go Circulation	136067

(bar chart, scale 0 – 150000)

MSC Statistics for July - August 2017

Category	Value
Number of MSC registered borrowers	407631
MSC Circulation	859216

(bar chart, scale 0 – 1000000)

Services for libraries for July - August 2017

(pie chart with values: 8, 52, 27, 291)

- Number of consultations
- Number of library visits
- Number of MSC Help Desk Tickets closed
- Number of trainings

Additional Statistics:

- We had 105 people attend our 8 trainings.
- The public has access to the following collections:
  - MMP – 49,077 items digitized
  - Montana Library 2 Go – 33,037 eBooks and eAudiobooks
  - MSC – 4,318,406 items in the catalog

July/August 2017 Library Visits
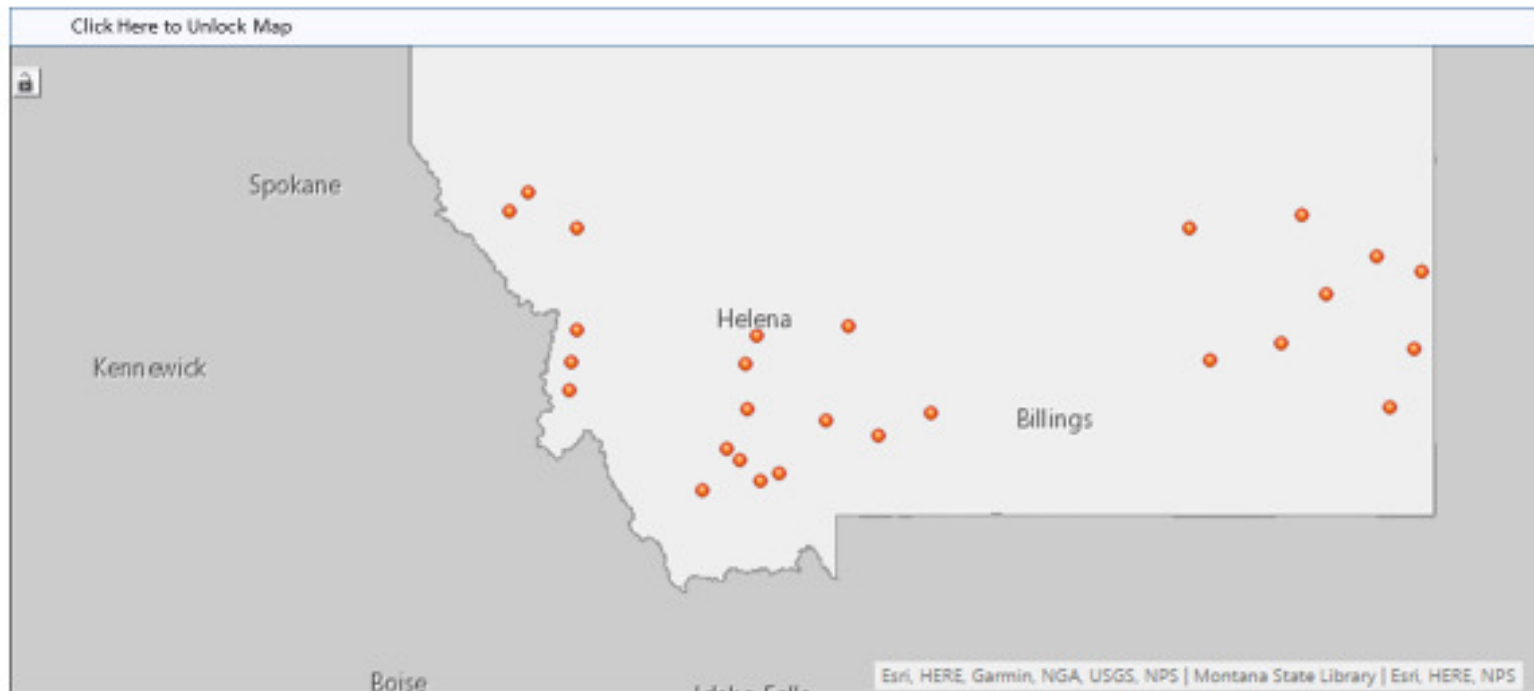
Library Name	Town	State
Belgrade Community Library	Belgrade	MT
Bitterroot Public Library	Hamilton	MT
Boulder Community Library	Boulder	MT
Carnegie Public Library	Big Timber	MT
Darby Community Library	Darby	MT
Dillon Public Library	Dillon	MT
Ekalaka Public Library	Ekalaka	MT
Fallon County Library	Baker	MT
Garfield County Library	Jordan	MT
George McCone Library	Circle	MT
Glendive Public Library	Glendive	MT
Livingston Park County Library	Livingston	MT
Madison Valley Library	Ennis	MT
Meagher County Library	White Sulphur Springs	MT
Miles City Public Library	Miles City	MT
North Jefferson County Library	Clancy	MT
North Valley Public Library	Stevensville	MT
Plains Public Library District	Plains	MT
Prairie County Library	Terry	MT
Preston Hot Springs Library	Hot Springs	MT
Rosebud County Library	Forsyth	MT
Saint Ignatius School_Community Library	Saint Ignatius	MT
Sheridan Public Library	Sheridan	MT
Thompson Hickman Public Library	Virginia City	MT
Twin Bridges Public Library	Twin Bridges	MT
Whitehall Community Library	Whitehall	MT
Wibaux Community Library	Wibaux	MT

Definition of statistics:

- Montana Memory Project Session – visits or different times that a person came to the website
- MMP user – unique visitor who has come to the website
- Montana Shard Catalog Registered Borrower – person with a card at one of the MSC libraries. Not all libraries have cards and not all libraries circulate their materials.
- MTLIB2GO Borrowers – number of people who have used their local library card to login to MontanaLibrary2Go. Not all libraries are members of MontanaLibrary2Go.
- Facebook follower – MMP uses Facebook to share photos from the collection. This creates a sense of community
- Twitter follower – MMP also users Twitter to promote collections and build community.
- Circulation for Montana Library 2 Go – total circulation for two months for both downloadable audio and e-books
- Circulation for the Montana Shared Catalog – total circulation for all of the libraries
- Trainings – formal presentations or workshops (webinar or face to face) eligible for continuing education credits.
- Number of attendees – number of people that attended the event
- Consultations – phone calls or emails where information sharing or advice seeking occurs. These do not include on-site visits which generally cover a multitude of topics. Consultations can be short or can involve in-depth research.
- Library Visits – on-site visits to libraries that generally involve multiple consultations and/or information sharing about MSL services or projects
- Help Desk Tickets closed – the number of requests from Montana Shared Catalog Members that are resolved by MSC staff members