

# 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	<b>Outcomes/Impacts</b> Desired Short-Term Outcomes: <ul style="list-style-type: none"> <li>• Library Directors, Staff, or Board Members increase their knowledge about current trends in libraries</li> <li>• Library Development staff increase their knowledge about conditions, challenges, and opportunities facing public libraries in Montana</li> <li>• Library Directors, Staff, or Board Members analyze community needs</li> </ul> Desired Intermediate/Long-Term Outcomes: <ul style="list-style-type: none"> <li>• Library Directors, Staff, or Board Members translate their knowledge about trends in libraries into action</li> <li>• CE Coordinator and Consultants apply their knowledge about training needs to offer and/or facilitate training that addresses those needs</li> <li>• Library Development staff apply the knowledge they gained from site visits to design services, projects, and programs that address needs within the library community</li> <li>• Library Directors engage in team building through consensus building</li> </ul>
Supplies	Discussions, resources, and/or trainings that focus on community leadership, collaboration, Internet Access, and library trends/services	

Vehicles		<ul style="list-style-type: none"> <li>Library Directors, Staff, or Board Members communicate the library's role in economic development</li> <li>Library Directors, Staff, or Board Members collaborate with partners</li> </ul> Desired Impacts: <ul style="list-style-type: none"> <li>Community members have access to more resources</li> <li>Community members can use those resources to fulfill their needs for lifelong learning, community, and entertainment</li> <li>Community members, major stakeholders or funders work with library staff, directors, or boards to solve community problems</li> <li>Community members connect with others either face-to-face or via the Internet in order to build relationships and/or reduce social isolation</li> </ul>
Travel costs	<a href="#">Design a process for collecting data – including baseline data – IN PROGRESS</a>	

- Development of an informational packet/website for new and joining Montana Shared Catalog directors*
- Create civil engagement “program-in-a box”*
- Engage Montana library community in identifying how federations can help implement the Library Development Task Force Recommendations*
- Development of a series of short tutorials for new public library directors*

### Mind in the Making Training

<u>Inputs</u>	<u>Outputs</u>	<u>Outcomes/Impacts</u>
<a href="#">Materials, supplies, MSL staff time, MITM Trainer Time</a>	<a href="#">2.5 day early learning boot camp</a>	<u>Desired Outcomes</u> <ul style="list-style-type: none"> <li><a href="#">Library participants will work to develop partnerships with other institutions/organizations that support early learning in the community</a></li> <li><a href="#">Participants will design a systemic approach based in science to support early learning throughout their community.</a></li> <li><a href="#">MITM has specific learning outcomes for attendees including that attendees enhance their own skills in the 7 areas; promote those skills in young children; help preschoolers and older children develop these skills and strategies for developing the skills. The 7 skills are: focus and self-control; perspective taking; communicating;</a></li> </ul>
<a href="#">Edwards Foundation funds</a>	<a href="#"># of attendees - public libraries, Childcare Resources Center, and community partners</a>	

<a href="#">Bezos Family Foundation Funds</a>	<a href="#">Projects from attendees</a>	<a href="#">making connections; critical thinking; taking on challenges; self-directed, engaged learning</a> <b>Desired Impacts</b> <ul style="list-style-type: none"> <li><a href="#">Library and community partners identify how to help children in their community gain these skills.</a></li> <li><a href="#">Children in these communities develop the 7 executive function skills.</a></li> </ul>
<a href="#">Childcare Resources Center funds</a>	<a href="#">Regular webinar series to help students apply what they learned</a>	
<a href="#">LSTA funds</a>		

### 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)	
	<a href="#">Create an outline and scope of work for project (COMPLETED)</a>		

- Help librarians and board members develop the skills and confidence to seek additional funds for the library

<a href="#">Inputs</a>	<a href="#">Outputs</a>	<a href="#">Outcomes/Impacts</a>
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<a href="#">Time of Tracy Cook</a>	<a href="#">3 part webinar series that focuses on Library as Cause; Librarian as Candidate; and Why Aren't You on the Ballot?</a>	<p><u>Desired Outcomes:</u></p> <ul style="list-style-type: none"> <li>• <a href="#">Students learn how to speak to local government officials</a></li> <li>• <a href="#">Students learn how to network with community leaders</a></li> <li>• <a href="#">Students listen to community members on community needs and identify how the library can help meet those needs</a></li> <li>• <a href="#">Students request additional money for their budget</a></li> <li>• <a href="#">Students learn about running a mill levy campaign</a></li> <li>• <a href="#">Students can communicate the value of the library in a way that resonates with stakeholders</a></li> </ul> <p><u>Desired Impacts:</u></p> <ul style="list-style-type: none"> <li>• <a href="#">Local government officials support the library</a></li> <li>• <a href="#">Students are leaders in their community</a></li> <li>• <a href="#">Students work with other community partners to address community needs</a></li> <li>• <a href="#">Community members support the library</a></li> </ul>
<a href="#">Time of Every Library webinar presenters</a>	<a href="#">Number of trustees who attend</a>	
	<a href="#">Number of library directors who attend</a>	
	<a href="#">Number of viewings of recorded webinars</a>	

Report on outputs

- Webinar series completed
  - Attendance at second webinar – 20 logged in (a few sites had more than one person); 11 library directors; 3 public library trustees; 6 other includes foundation directors and staff
  - First webinar has received 15 views as of 1/25/2018; second webinar has received 680 views
  - Evaluation results from 1<sup>st</sup> webinar:
    - 9 out of 10 respondents agreed or strongly agreed they learned something
    - 7 out of 10 respondents agreed or strongly agreed that they are confident about using what they have learned
    - 8 out 10 respondents agreed or strongly agreed that they will apply what they learned
    - 8 out of 10 respondents agreed or strongly agreed that applying what they learned will help improve library services to the public

- The majority of respondents valued the fact that the training expanded their knowledge and skills and was practical
- Evaluation results from the 2<sup>nd</sup> webinar are still coming in and will be reported in April

## 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: <ul style="list-style-type: none"> <li>• Library directors and staff learn about the value of centralized acquisitions.</li> <li>• Montana libraries are more innovative</li> <li>• Directors and staff working together to find meaningful ways to repurpose staff</li> <li>• Montana library users have access to a wider variety of materials and services</li> <li>• Centralized acquisitions creates a better MSC system</li> <li>• MSL Staff learn whether or not Centralized Acquisitions has value for more libraries beyond the pilot</li> <li>• Libraries participating in collaborative efforts are more efficient – the effort saves time and improves workflows</li> </ul> Desired Impacts: <ul style="list-style-type: none"> <li>• Collaboration that is scalable, affordable, implementable for all types of libraries (LDSTF)</li> <li>• Library infrastructure that encourages consortial resource sharing to make information resources, technology and service delivery more efficient, effective, affordable, customizable, sustainable, scalable (LDSTF)</li> </ul>
	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	
	Demonstrated cost savings to participating libraries	
	Pilot group has completed an initial survey that Hazen will use as a basis for conducting interviews.	
	Interviews of library participants – <u>COMPLETED</u>	

	<a href="#">Analysis of library responses and initial recommendations - COMPLETED</a>	
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- 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: <ul style="list-style-type: none"> <li>• Participants RECOGNIZE THEIR OWN LEADERSHIP STYLE as well as the benefits &amp; challenges of their style, so that they can participate more productively in management teams &amp; to effect positive change in their library &amp; community.</li> <li>• Participants DEVELOP LISTENING &amp; COMMUNICATION SKILLS so that they are able to INSPIRE OTHERS &amp; collaborate toward a shared vision. Pre- and post-self-assessments will measure this.</li> <li>• Participants will be CONFIDENT TO TAKE RISKS &amp; to create an environment that is resilient in failure so that libraries &amp; librarians are positive innovators in their communities.</li> <li>• Participants PROPOSE &amp; DEVELOP A COMPLEX &amp; CHALLENGING PROJECT using productive strategies for managing change.</li> <li>• 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 &amp; communities. Six attendees from 2015 are attending additional training (some supported by MSL grants) or seeking leadership positions in professional organizations.</li> </ul>
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.	<ul style="list-style-type: none"> <li>Participants are more confident, able to persevere, have increased status in their communities, state &amp; nation, &amp; other people rally around them.</li> </ul> <p>Desired Impacts:</p> <ul style="list-style-type: none"> <li>Positive change at the participant's library contributing to a thriving community</li> <li>The library's shared vision is realized &amp; the library is able to fulfill its mission.</li> <li>Library programs &amp; partnerships are productive &amp; contribute to a thriving community.</li> <li>The library takes on the worst community problems with successful library programs</li> </ul>
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.	
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. <a href="#">Interim report to the Commission December 2017</a>	

- 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)
  - OCLC has released the changes we were waiting for them to make. You can view the pilot pages at <http://mtmemory.org/digital>.
  - Jennifer and Cara Orban are working on a bid process to find developers who can help us make the switch to responsive design.

Inputs	Outputs	Outcomes/Impacts
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<p>Contact CONTENTdm (CDM) to initiate the switch to responsive design</p>	<p>Path for how to switch to new design</p> <p>CDM viewer that works better on phones and tablets</p>	<p>Desired Outcomes:</p> <ul style="list-style-type: none"> <li>• More users make use of the MMP for research and pleasure</li> <li>• MMP users find what they are seeking on the webpages with greater ease and less frustration</li> <li>• More positive feelings toward the MMP and the use of the website</li> <li>• Users who need accessible websites are able to use the MMP to find information they need</li> <li>• Less work for MSL IT staff in the immediate future.</li> <li>• Improved usability of the MMP for end users</li> <li>• Users are able to use an interactive map to find MMP content</li> </ul>
<p>Based on input of MMP partners, offer design suggestions to CDM to improve the usability of the design.</p>	<p>CDM will modify the design for a better user experience. There is a potential to tell stories with the content based on place</p>	
<p>Work with Tom to make the switch to the new responsive design</p>	<p>New Access database for use with the existing Content Management system with links to the new responsive CDM pages</p> <p>Better website viewing on all device types</p> <p>Better function for all types of accessibility issues</p> <p>Better search results</p>	
<p>Learn how to implement latitude and longitude for geographic locations</p>	<p>Ability to create maps within CDM and ability for DPLA to use data in their API.</p> <p>Also potential to create story maps with MSL GIS.</p>	



	<p>New interactive map for users of MMP content to explore</p> <p>Ability to search by locations within the state. Ability to see at a glance where content is from</p>	
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- 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)
  - [Note: Cara and Jennifer applied for grant funding from the Montana History Foundation. If awarded, this funding will pay for six training session across the state and some promotional materials. This project is on hold until the funding is secured.](#)

Inputs	Outputs	Outcomes/Impacts
<ul style="list-style-type: none"> <li>• Time of MMP Director</li> <li>• Time of Ambassadors</li> <li>• Online meeting system</li> <li>• Meeting space and materials for annual face-to-face meeting</li> <li>• Materials for Ambassadors</li> </ul>	<ul style="list-style-type: none"> <li>• Ambassadors annual seminar to discuss new content and training for outreach (MLA or MT History Conference)</li> <li>• Presentation template that can be used at community gatherings</li> <li>• Bookmarks, posters, brochures are available for ambassadors use</li> <li>• Ambassador's local activities that promote the MMP</li> </ul>	<ul style="list-style-type: none"> <li>• The MMP attracts excellent content so that it is a valuable resource</li> <li>• Montanan's utilize the MMP to meet their needs</li> <li>• Ambassadors are engaged in MMP and advancing the goals of the MMP</li> <li>• Ambassadors help to find sources of funding for new projects</li> <li>• Social media activity increases</li> <li>• MMP continues to serve a unique role of making Montana cultural material accessible to all</li> <li>• Visibility of the MMP increases</li> <li>• Revenue sources become more diverse</li> </ul>

	<ul style="list-style-type: none"> <li>• Promotional materials distributed beyond libraries and museums</li> <li>• More ways to contribute funding (funding button on Facebook)</li> <li>• Evaluation tool for measuring engagement from ambassadors</li> </ul>	
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**Upcoming or current activities:**

- Hiring and training of new Lifelong Learning Librarian – [in process](#)
- 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 – [in process](#)
- [Procurement process for new courier service for the Montana Courier Alliance – in process](#)
- [Outreach plan for the Montana Memory Project – in process](#)
- [Review of accessibility of training webinars, closed captioning options, and software tools – in process](#)
- [Request for Information for Montana Library 2 Go/Member vote on whether or not to proceed with an Request for Proposal – in process](#)
- [FY16 Annual Report for our Library Services and Technology Act Funds – see Infographic for a quick summary of our work](#)
  - <https://create.piktochart.com/output/27220853-summary-of-msl-lsta-16-report>