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: • 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
Supplies	Discussions, resources, and/or trainings that focus on community leadership, collaboration, Internet Access, and library trends/services	• 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
Travel costs	Design a process for collecting data – including baseline data – IN PROGRESS	• Community members, major stakeholders or funders work with library staff, directors, or boards to solve community problems • Community members connect with others either face-to-face or via the Internet in order to build relationships and/or reduce social isolation

- See map below for consulting locations and site visits as well as statistics for the first quarter of 2018.
- Consultants led 5 trainings. 88 people total attended those 5 trainings.
- Themes from the last quarter were
  - Challenge of facilities maintenance for library directors or the positive and yet challenging idea of a new building
  - Many leadership transitions
  - Federation/state aid questions
  - Safety training for small, rural libraries
  - Need for collection management and technical services training
  - Friends issues
  - Internet policies
  - Changes in e-rate forms
  - Community engagement

- *Development of an informational packet/website for new and joining Montana Shared Catalog directors – this project will not be implemented this year. MSC staff are focused on Blue Cloud Analytics and creating a knowledge base for Zoho – items that the MSC libraries have requested or need. We will remove this from future work plans.*
- *Create civil engagement "program-in-a box" – this project will appear next year, but our new Lifelong Learning Librarian doesn't start until June 11 and will not have time to implement this project before year end. We will remove this project for the time being.*

- *Engage Montana library community in identifying how federations can help implement the Library Development Task Force Recommendations – We will not be implementing this project before June 30. We will remove this project until we have time to plan for its implementation.*
- *Development of a series of short tutorials for new public library directors. This work was delayed due to the work on ASPeN. It will not be completed before June 30 and will be removed from the work plan.*

Mind in the Making Training

Inputs	Outputs	Outcomes/Impacts
Materials, supplies, MSL staff time, MITM Trainer Time	2.5 day early learning boot camp	**Desired Outcomes** - Library participants will work to develop partnerships with other institutions/organizations that support early learning in the community - Participants will design a systemic approach based in science to support early learning throughout their community. - 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; making connections; critical thinking; taking on challenges; self-directed, engaged learning **Desired Impacts** - Library and community partners identify how to help children in their community gain these skills. - Children in these communities develop the 7 executive function skills.
Edwards Foundation funds	# of attendees - public libraries, Childcare Resources Center, and community partners	
Bezos Family Foundation Funds	Projects from attendees	
Childcare Resources Center funds	Regular webinar series to help students apply what they learned	
LSTA funds		

- 20 libraries will be taking this training. Each library has a community partner or has been connected to seven Child Care Resources referral staff members. This project will use the same model as the Summer Library Leadership Institute. Attendees will be asked to complete a project using what they learned. The Lifelong Learning Librarian with assistance from the CE Coordinator will host follow-up webinars to support and encourage application of learning.

Community Compass Pilot Project

Inputs	Outputs	
Materials, supplies	3-6 listening sessions facilitated by the Statewide Consulting Librarians	**Outcomes/Impacts** Desired Outcomes • Library staff implement at least one idea or suggestion from the listening session • Librarians, board members, and MSL staff understand what goals community members have – community aspirations • Librarians, board members, and MSL staff understand what concerns/challenges people have – community concerns • Librarians, board members, and MSL staff identify ways to use their knowledge to design library services/programs that address non-user challenges and/or aspirations (LDSTF Recommendations – Library Directors and Boards analyze, understand, and reflect community needs; create and communicate a vision) Desired Impacts • The library works with other community partners to address community aspirations and concerns • Community support for the library increases
LSTA funds	# of attendees at the Chamber of Commerce meetings	
MSL staff time	Ideas generated from the discussion	
Librarian and Chamber of Commerce members' time	Regional/statewide themes that can be used to develop programs or provide new services at local libraries and/or statewide	

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)	
	Create an outline and scope of work for project (COMPLETED)		

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

Inputs	Outputs	Outcomes/Impacts
Time of Tracy Cook	3 part webinar series that focuses on Library as Cause; Librarian as Candidate; and Why Aren't You on the Ballot?	Desired Outcomes: • Students learn how to speak to local government officials • Students learn how to network with community leaders • Students listen to community members on community needs and identify how the library can help meet those needs • Students request additional money for their budget • Students learn about running a mill levy campaign • Students can communicate the value of the library in a way that resonates with stakeholders
Time of Every Library webinar presenters	Number of trustees who attend	
	Number of library directors who attend	Desired Impacts: • Local government officials support the library • Students are leaders in their community • Students work with other community partners to address community needs • Community members support the library
	Number of viewings of recorded webinars	

Report on outputs
- Webinar series completed

- o Attendance at third webinar – 17 logged in (a few sites had more than one person); 11 library directors; 3 public library trustees; 3 other includes library staff
- o As of 3/21/2018 - first webinar has received 40 views; second webinar has received 20 views; the third webinar has received 11 views
- o Evaluation results from webinar series:
  - 11 out of 12 respondents agreed or strongly agreed they learned something
  - 9 out of 12 respondents agreed or strongly agreed that they are confident about using what they have learned
  - 10 out of 12 respondents agreed or strongly agreed that they will apply what they learned
  - 10 out of 12 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 related to their job and was practical
- o General comments from the survey:
  - "I appreciate any presentation that can be scaled up or down considering the varying sizes of libraries in our state. This is great material to pass on to trustees."
  - Several respondents mentioned the value of going beyond stats and finding out what the community needs. Others mentioned discomfort with the idea, but saw the wisdom in seeing themselves as candidates.
- This series is now complete and will be removed from the work plan in the future. We will continue to follow up with this concept. Our hope is that the firm that helps us with the public awareness campaign can also help us achieve the desired outcomes and impacts of helping librarians and trustees tell their story.

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: • Standards improve the patron experience.

	Tracking of purchasing [built into Acquisitions module]	• Standards simplify pre-processing set-up and usage for MSC staff, participating library staff, and vendors. • Standards improve the reports for MSC and library staff. • Library staff can track funding and usage in their desired categories. • 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)
	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 – COMPLETED	
	Analysis of library responses and initial recommendations - COMPLETED	

	Standard list of policies and home locations for libraries participating in the acquisitions pilot project	

- 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.
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	

Inputs	Outputs	Outcomes/Impacts
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.	• 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.
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
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.	• 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

- 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.
   - Celabra has been selected as the developers who can help us make the switch to responsive design.

Inputs	Outputs	Outcomes/Impacts

		Desired Outcomes:
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	• 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. • Improved usability of the MMP for end users • Users are able to use an interactive map to find MMP content
Based on input of MMP partners, offer design suggestions to CDM to improve the usability of the design.	CDM will modify the design for a better user experience. There is a potential to tell stories with the content based on place	
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 | |
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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)
  - *We did not receive the Montana History Foundation grant, but Jennifer is exploring ways to offer a scaled down version of the program.*
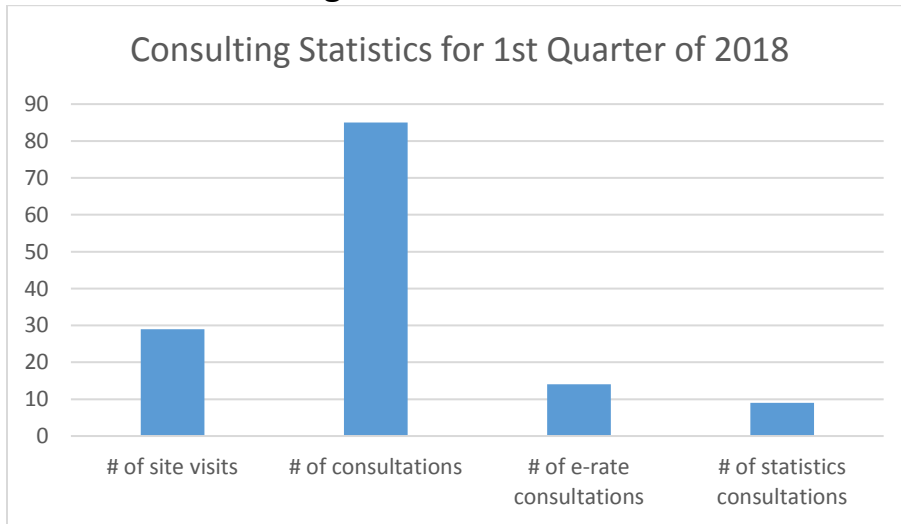
Inputs	Outputs	Outcomes/Impacts
• Time of MMP Director • Time of Ambassadors • Online meeting system • Meeting space and materials for annual face-to-face meeting • Materials for Ambassadors	• Ambassadors annual seminar to discuss new content and training for outreach (MLA or MT History Conference) • 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	• 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

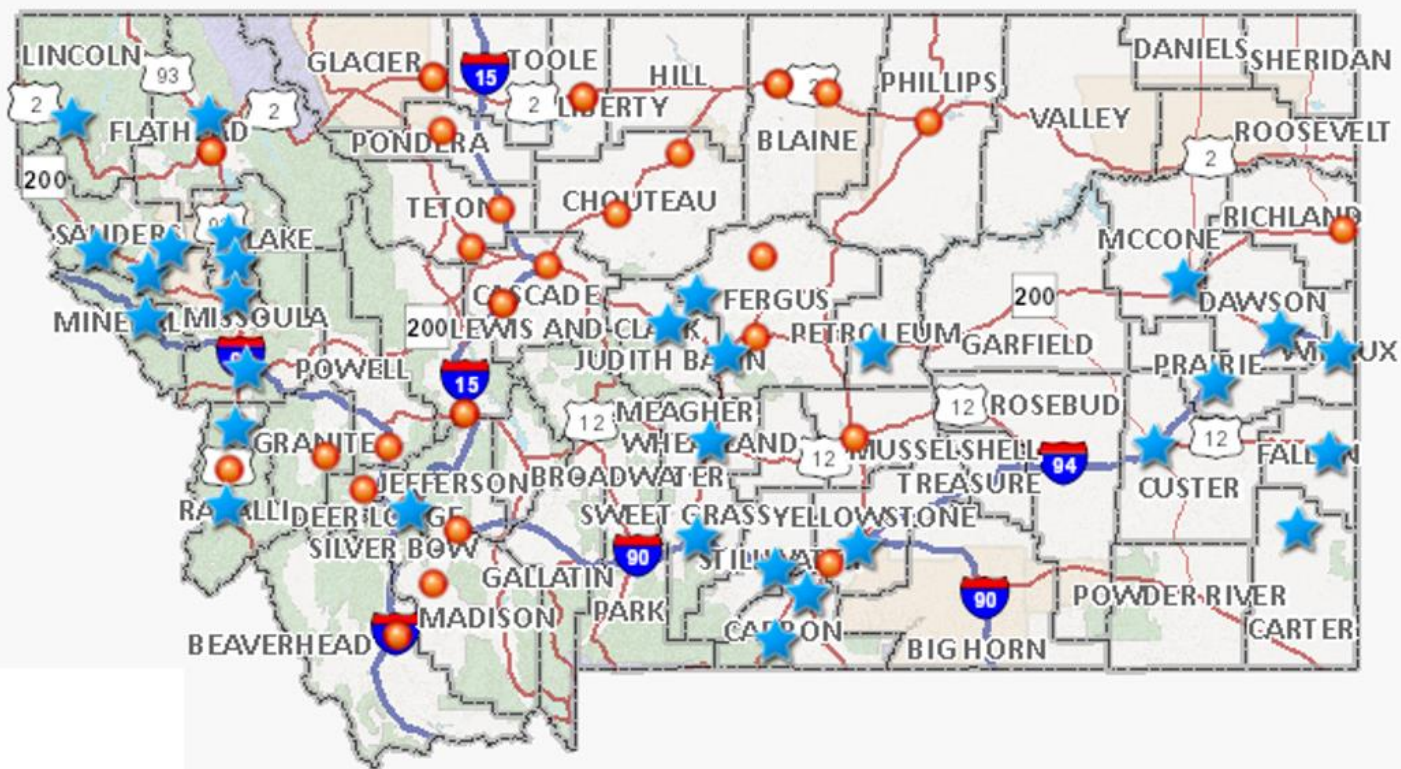| | More ways to contribute funding (funding button on Facebook) Evaluation tool for measuring engagement from ambassadors | |

Upcoming or current activities:

- Hiring and training of new Lifelong Learning Librarian – completed; we are pleased to announce that Amelea Kim has accepted our offer. She is in library school, so she will not be starting until June 11, 2018.
- 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
- Trustee Training – in Wolf Point and Big Fork in April/May

Chart with Consulting breakdown

Consulting Statistics for 1st Quarter of 2018

Category	Value
# of site visits	29
# of consultations	85
# of e-rate consultations	14
# of statistics consultations	9

Location Map for Site Visits and Consulting Contact

Site Visits

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Consultations via phone or email

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