



Strategic Framework

FINAL DRAFT FOR REVIEW

Our Purpose

The Montana State Library (MSL) helps all organizations, communities, and Montanans thrive through excellent library resources and services.

What we value

- User-centric services;
- The diverse worldviews of our users and partners;
- Open and free information that is accurate, timely, comprehensive and convenient;
- Data driven planning and evaluation coupled with compelling narrative;
- Risk-taking;
- Progressive library services and collections that is a model for others.

Our Roles

- The Montana State Library is the source for State Government Information, Natural Resources Information, and Geographic Information, for all Montanans.
- MSL supports the development and excellence of Montana's tax-supported public libraries.
- MSL supports reading for Montanans with visual or physical disabilities.

What we will do:	*How we will do it:	Why we will do it:
<p style="text-align: center;"> <hr/> <i>Foster partnerships</i> <hr/> </p>	<p style="text-align: center;">+</p> <p>EXTERNAL</p> <ul style="list-style-type: none"> • Adapt consulting model from statewide library services to digital library. • Revitalize NRIS Advisory Committee. • Reinvigorate MSDI Workgroups to provide input. • Define how to align our interests with diverse professional groups (as appropriate). • Define our goals for Federations, including tribal, academics and schools – how do we engage them? • Help libraries measure impact through stories and data. <p>INTERNAL</p> <ul style="list-style-type: none"> • Train internally about MSL programs. • Provide training in story-telling to commissioners, local libraries, and MSL staff. • Map MSL Stakeholders and how they inter-relate (local, state and federal). • Train staff on communicating and engaging advisory groups for MSL. <p style="text-align: center;">=</p>	<p style="text-align: center;"> <hr/> <i>Partnerships are necessary to ensure that Montanans thrive. Through partnerships, MSL and those we serve will continue to move Montana forward.</i> <hr/> </p>

What we will do:	*How we will do it:	Why we will do it:
<hr/> <p style="text-align: center;"><i>Secure sufficient and sustainable funding</i></p> <hr/>	<div style="display: flex; align-items: center; justify-content: center;"> <div style="margin-right: 10px;">+</div> <div style="text-align: left;"> <p>EXTERNAL</p> <ul style="list-style-type: none"> • Identify and create strategic partnerships that leverage funding for MSL and partners to achieve our purpose. • Align return on investment information to the values of strategic partners. <p>INTERNAL</p> <ul style="list-style-type: none"> • Create a clear, consistent message about MSL that captures all we do. • Create talking points for commissioners in support of MSL. • Offer training to help staff understand the funding picture. • Create a marketing plan for MSL with public service announcements, social media, search engine optimization, etc. • Develop return on investment information for all MSL programs. </div> <div style="margin-left: 10px;">=</div> </div>	<hr/> <p style="text-align: center;"><i>We have the funds and capacity to meet the expectations of our partners and Montanans.</i></p> <p style="text-align: center;"><i>We are an innovative, forward thinking, and fiscally responsible organization in fulfilling our mandates and meeting the expectations of our partners and Montana Citizens.</i></p> <hr/>

What we will do:	*How we will do it:	Why we will do it:
<hr/> <p style="text-align: center;"><i>Create a useful information infrastructure</i></p> <hr/>	<p style="text-align: center;">+</p> <p>EXTERNAL</p> <ul style="list-style-type: none"> • Make GIS connections with libraries across the state. • Provide training on copyright and Creative Commons; set a good example for open data. • Develop plan to inspire local focus on broadband. • Research open data cultures. • Assess information resources needed by local libraries. <p>INTERNAL</p> <ul style="list-style-type: none"> • Optimize web search results. • Research options for creating an “open data culture.” • Create parameters and definitions for pilot projects, including criteria to determine success and failure. • Review statutes on open data to identify needed changes and resources to carry out mandates. <p style="text-align: center;">=</p>	<hr/> <p style="text-align: center;"><i>Montanans have the information and library services they need to understand and influence change in their community.</i></p> <p style="text-align: center;"><i>Others follow Montana’s model of open, transparent, cooperative information management practices.</i></p> <hr/>

* Examples provided from staff work session with Ned Cooney. A complete list will formulate program work plans. Work plans will reflect the work of individual programs. Work plans will consist of measurable objectives.

For internal review only:

Practical Vision

What do we want to see in place in the next five years?

Foster Partnerships

Collected & shared stories for human connection

Workshops for non-librarians to communicate our value & information available

PSAs with music and interviews about impact/ value of MSL

Vets have presence at MLA conferences, MSL advisory groups

Local leaders embrace role of libraries in community problem solving, through MSL's leadership

MSL partners with local leaders to work on community transformation

Connecting & building communities through the work of MSL

Empowering the people - crowdsourced, curated, engaged information

People come to us to get their information out & accessible

MSL staff brings strengths to collaborate on programs/ services for end users

Lifelong Learning Department reaching various groups (vets, seniors)

MSL leads other agencies to standards for data to ensure easy access

Secure sufficient and sustainable funding

Average budget of Montana's public libraries has doubled from 2016-2021

Businesses & foundations support library initiatives

MSL budget is \$60.1 million (increased ten-fold from 2016)

Create a useful information infrastructure

Augmented reality app using GIS data connected to other data sets

MSL leads in making cultural, natural resource & historical collections available online

All librarians have affordable, high-speed broadband

Interconnected infrastructure of local to state library to federal to international levels

3D, 360° GIS is in place

MSL is a leader in creating a culture of open information access

Montana is a model for information infrastructure for other states

MSL & National Library Service have developed sustainable service delivery model for the visually impaired

Programming and resources in place to reach more veterans, with impact data collected

GIS and other data is readily available for legislative use (context-setting, "geo notes" like a fiscal note)

Underlying Contradictions

What blocks or barriers might hold us back from achieving our Practical Vision?

