



2018-2022 Library Services
Technology Act (LSTA) Plan

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Mission of the Montana State Library

Our Purpose: The Montana State Library helps all organizations, communities, and Montanans thrive through excellent library resources and services.

What we value:

- User-centric services;
- The diverse world-views 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 are models 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.

How we provide these services:

- The Montana State Library plans, implements, and coordinates collaborative statewide projects to improve library services and collections.
- The Montana State Library provides consulting and training services that develop the skills of library staff and board members.
- The Montana State Library provides a Talking Book Library for Montanans eligible for materials from the National Library Service.

Needs Assessment

MSL hired an independent evaluator to evaluate the 2013-2017 LSTA plan. Dr. Anthony Chow identified the following needs.

Libraries should consider providing:

- Programming focused on lifelong learning
- Technology and digital access
- Books, magazines, and access to information
- Access in terms of hours/location/ease of use/different formats

The Montana State Library can help libraries by:

- Continuing to support libraries – especially those facing reduced budgets and higher costs
- Focusing integrated support in workforce development, digital literacy, and Internet access
- Assisting libraries with community education and outreach
- Continuing to lead in statewide resource sharing
- Addressing concerns about graying of the field

Dr. Chow's analysis also mentioned tribal libraries and services. He had four specific recommendations for assisting tribal libraries:

- Providing a consultant to assist tribal libraries
- Prioritizing tribal services in libraries close to tribal lands
- Providing a safe place for tribal youth to congregate
- Providing digitization grants

We have attempted to include tribal libraries in our work in much the same way that we include other types of libraries through projects such as MontanaLibrary2Go or the Montana Shared Catalog. We will continue to identify ways to include tribal librarians in our projects, trainings, and stakeholder meetings.

The Network Advisory Council and MSL staff also analyzed “addressing concerns about graying of the field.” The group discussed the local factors that impact this decision as well as the resources needed. The Montana State Library has offered several succession planning trainings; statewide consulting librarians have

assisted boards with library director recruitment; and resources have been provided on our learning portal. We will continue to make use of these tools.

MSL staff and the Network Advisory Council will continue to analyze the evaluation report and use its recommendations both in this plan and in daily work with constituents.

Please see the evaluation report for the full data and analysis:

http://docs.msl.mt.gov/Central_Services/Commission_Councils/Commission/Archive/2017/03/20170329Ista_eval_report.pdf

Audience and methods used to collect and analyze data: Dr. Chow used focus groups, statistical analysis of 10 years of public library statistics, surveys, and one-on-one interviews to identify these needs. Audiences included library staff from academic, school, public, and special libraries. His primary audience was public library directors. He also designed a survey for patrons to complete in order to identify what the public needed from libraries.

Complementary Data and Advisory Input: MSL staff talked to public library directors and trustees during regional library meetings. Staff also talked one-on-one with library staff from all types of libraries during meetings, etc. Staff regularly evaluate and ask librarians about training needs as well as needs for statewide projects. That information was included in this process.

MSL staff also asked the Network Advisory Council to assist in identifying needs and goals for the Montana library community. The Network Advisory Council is comprised of library representatives from all types and sizes of libraries. An effort is also made to ensure that all areas of Montana are represented.

MSL will continue its practice of regularly listening and talking to the library community about its needs. The implementation of the data driven model will give us a formal framework for collecting data about our projects and trainings that we can analyze in order to identify needs or make improvements to our services. This data can also reveal whether or not we achieved our desired outcomes.

[Process and Priorities for 2018-2022](#)

Process used for plan: The following goals were created using a modified *Planning for Results* process that involved the Network Advisory Council and staff from the Talking Book Library and Library Development Department. Data from the LSTA evaluation report, library community input, and State Librarian feedback were incorporated into the process.

How priorities were set: The goals are in priority order, as determined by members of the Network Advisory Council and staff representatives who first considered the evaluation report, and also conducted an analysis of the strengths, weaknesses, opportunities, and threats (SWOT Analysis) facing the library community and the Montana State Library. Members then voted for goals in alignment with the MSL Strategic Framework: foster partnerships; create useful information infrastructure; secure sufficient and sustainable funding; and develop our library community.

Goals for the 2018-2022 LSTA Plan

Goal 1: Collaboration - The Montana State Library encourages, plans, implements, and supports libraries with collaborative efforts.				
Needs Met	Outcomes Desired	IMLS Priorities	Focal Areas	MSL Framework
Technology and digital access	Library directors and staff demonstrate the knowledge skills and desire to participate in collaborative efforts.	Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services	Institutional Capacity	Foster partnerships
Books, magazines, and access to information	Libraries participating in collaborative efforts are more efficient – the effort saves staff time and improves workflows.	Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving	Information Access	Develop library community

		the quality of and access to library and information services		
Continuing to support libraries – especially those facing reduced budgets and higher costs	Libraries participating in collaborative efforts save money.	Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills	Institutional Capacity	Secure sufficient and sustainable funding
Assisting libraries with community education and outreach	Libraries participating in collaborative efforts provide better collections for their patrons either through increased resource sharing or offering more materials in a variety of formats.	Develop public and private partnerships with other agencies and community-based organizations;	Information Access	Create a useful information infrastructure
Continuing to lead in statewide resource sharing	Libraries participating in collaborative efforts report improved library services for their community.	Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks	Information Access	Create a useful information infrastructure
Continuing to support libraries – especially those facing reduced budgets and higher costs	MSL staff holistically review statewide projects to develop collaborative initiatives that are efficient, effective, and save time and money for libraries.		Institutional Access	Create a useful information infrastructure/secure sufficient and sustainable funding/foster partnerships

Goal 2: Outreach/Lifelong Learning - The Montana library community speaks in a way that reveals its interconnectedness and establishes a cohesive “Montana library” identity that helps community members understand that libraries are for their lives right now as well as for their lifetimes.

Needs Met	Outcomes Desired	IMLS Priorities	Focal Areas	MSL Framework
Continuing to support libraries – especially those facing reduced budgets and higher costs	Library directors and staff demonstrate the knowledge, skills, and desire to provide outreach in their respective communities.	Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services	Institutional Capacity	Develop library community
Assisting libraries with community education and outreach	Library directors and staff engage with community members.	Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills	Institutional Capacity	Foster partnerships
Programming focused on lifelong learning	Library directors, staff, and advisory/board members from all types of libraries identify how different libraries holistically serve a	Develop public and private partnerships with other agencies and community-based organizations	Lifelong Learning	Develop library community

	person from birth to end of life.			
Access in terms of hours/location/ease of use/different formats	The library community designs services that follow a person throughout his/her lifespan.	Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved	Human Services/ Information Access/ Employment & Economic Development	Create a useful information infrastructure
Focusing integrated support in workforce development, digital literacy, and Internet access	People eligible for Montana Talking Book Library services are aware of its services.	Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills	Information Access	Foster partnerships
	People eligible for Montana Talking Book Library Services use its services.	Develop library services that provide all users access to information through local, state, regional, national, and international	Information Access	Create a useful information infrastructure

		collaborations and networks		
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GOAL 3 – Community Leadership - Librarians, advisory members, and board members listen to their community members to design library services that make a difference in the community while continuing to bridge digital/traditional library services.

Needs Met	Outcomes Desired	IMLS Priorities	Focal Areas	MSL Framework
Programming focused on lifelong learning	Library directors, staff, support groups, advisory members, and board members increase their knowledge and skills about how to listen to the community.	Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services	Institutional Capacity	Develop library community
Technology and digital access	Library directors, staff, support groups, advisory members, and board members implement what they learned to assess community needs.	Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills	Institutional Capacity	Foster partnerships
Books, magazines, and access to information	Library directors, staff, support groups, advisory members, and board members use what	Develop public and private partnerships with other agencies and community-	Civic Engagement/ Information Access	Create a useful information infrastructure

	they learned to design responsive library services.	based organizations		
Access in terms of hours/location/ease of use/different formats	Library directors, staff, support groups, advisory members, and board members increase their knowledge about library trends in balancing digital and traditional library services.	Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved	Institutional Capacity	Create a useful information infrastructure
Continuing to support libraries – especially those facing reduced budgets and higher costs	Library directors, staff, support groups, advisory members, and board members identify ways to work with community members to increase overall well-being of the community.	Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills	Civic Engagement/ Information Access/Lifelong Learning	Foster partnerships
Focusing integrated support in workforce development, digital literacy, and Internet access	Library staff master digital literacy skills	Provide training and professional development, including continuing education, to	Institutional Capacity	Develop library community

		enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services		
	Libraries increase their digital literacy programming	Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks	Information Access	Create a useful information infrastructure

GOAL 4 – Internet Access - Every Montanan has access to the Internet.				
Needs Met	Outcomes Desired	IMLS Priorities	Focal Areas	MSL Framework
Programming focused on lifelong learning	Public libraries increase their bandwidth in order to meet national standards and provide their community with Internet speeds that support formal learning, lifelong learning, social connections, and the basic needs of the community members	Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development,	Information Access/Institutional Capacity	Create a useful information infrastructure

		and digital literacy skills		
Technology and digital access	TBL, through the National Library Service, focuses on developing accessible wireless players to increase ease of delivery and use for users with disabilities	Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services	Information Access	Create a useful information infrastructure
Access in terms of hours/location/ease of use/different formats	Libraries and MSL staff develop partnerships with local Internet Service Providers.	Develop public and private partnerships with other agencies and community-based organizations	Institutional Capacity	
Books, magazines, and access to information		Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks	Lifelong Learning	
Continuing to support libraries – especially those facing reduced budgets and higher costs			Institutional Capacity	
Focusing integrated support in workforce			Employment & Economic	

development, digital literacy, and Internet access			Development/Information Access	
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Goal 5 - Adequate Support - Library community has adequate and stable support to provide the best library service possible.				
Needs Met	Outcomes Desired	IMLS Priorities	Focal Areas	MSL Framework
Access in terms of hours/location/ease of use/different formats	Libraries report increased support from local government officials.	Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills	Institutional Capacity	Secure sufficient & sustainable funding
Continuing to support libraries – especially those facing reduced budgets and higher costs	Libraries report increased support from their communities.	Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services	Institutional Capacity	Secure sufficient & sustainable funding
	Library directors, staff, advisory members, and board members increase their knowledge and skills about identifying, creating, and measuring public value.	Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks	Institutional Capacity	Develop library community
	Libraries report increased stability		Institutional Capacity	Secure sufficient & sustainable funding

	in funding and services.			
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Projects and Coordination of Efforts:

Montana Shared Catalog (MSC)	
Description: An integrated library system for a multi-type library consortium.	
Activities include: Working with members to plan for the future; administering the system; ensuring standards and workflows that maintain a state-of-the art system; pilot projects that explore the benefits and risks of centralization; and training and technical support for members of the Montana Shared Catalog.	
Focal Area/IMLS Intent(s): Institutional Capacity - Improve the library workforce; Improve the library's physical and technical capacity; Improve the library's operations	
Focal Area/IMLS Intent(s): Information Access - Improve users' ability to discover information; Improve users' ability to obtain information	
Goal Addressed	Objectives
1	Increase the number of libraries participating in the consortium in a way that preserves the health of the system and ensures a positive experience for joining libraries, current libraries, and the MSC staff.
1	The Statewide Projects Librarian and Montana Shared Catalog Director will study the Montana Shared Catalog and its return on investment for participating libraries.
1	The consortium will return to the member-led, member-mentored model in order to ensure the sustainability of the consortium and increase overall satisfaction with the Montana Shared Catalog.
1	MSC Staff will work with members to identify standards, procedures, and processes that make the system more efficient thereby improving sustainability and return on investment for libraries.
1	MSC Staff will work with members to explore feasibility of centralized pilot projects to assist with sustainability and efficiency of the system and to deliver services at scale for Montana libraries.
1	MSC Staff will evaluate trends in library automation in order to make recommendations to the membership and the Montana State Library in order to improve services.
1	The Montana Shared Catalog Trainer with the assistance of peers will develop resources and continuing education that assist libraries with day-to-day tasks thereby making them more efficient in their work.
Timeline: Ongoing	
Funding: LSTA expenditures include position and operating expenses for 2.33 FTE; and vendor migration costs for bringing new libraries on to the shared integrated library system. Approximately \$225,000 annually.	

Montana Library 2 Go (MLIB2GO)
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Description: A consortium that provides downloadable content for Montanans with a library card.	
Activities include: Working with members to plan for the future; working with vendor to add libraries and maintain the system; providing training and support for libraries; and assisting libraries by writing Requests for Information, answering questions, exploring different formats, and providing information about the future of downloadable content.	
Focal Area/IMLS Intent(s): Institutional Capacity - Improve the library's operations	
Focal Area/IMLS Intent(s): Information Access - Improve users' ability to discover information; Improve users' ability to obtain information	
Goal Addressed	Objectives
1	Increase the number of public libraries participating in the consortium.
1	Statewide Projects Librarian will study the value of Montana Library 2 Go in order to identify the return on investment for libraries participating in the consortium.
1	Member libraries with assistance from Library Development staff will increase the number of items in the collection.
1	Member libraries with assistance from Library Development staff will explore options to provide access to additional formats either through MontanaLibrary2Go or other consortium configurations.
1	Library Development staff will work with participating libraries to implement the centralized model of purchasing and sharing in any new e-content efforts administered or facilitated by the State Library.
1	Library Development staff will answer questions and assist non-public library consortia interested in downloadable content.
	The Statewide Projects Librarian and Lifelong Learning Librarian will conduct usability testing to improve the product for end users.
1	MSL staff will regularly complete Requests for Information to reveal other vendor possibilities.
1	Statewide Consulting Librarians and CE Coordinator will answer questions and facilitate training for libraries participating in Montana Library 2 Go.
Timeline: Ongoing	
Funding: LSTA expenditures include annual vendor hosting fee for e-content platform, website, and technical support; and costs for adding new libraries to the shared service. Approximately \$43,000 annually.	

Montana Memory Project (MMP)	
Description: A consortium of libraries, museums, and other partners that digitize and preserve important Montana historical content that is discoverable locally and internationally.	
Activities include: Working with members to plan for the future; working with vendor to add partners and maintain the system; providing training and support for partners; and providing information about the future of digitization and preservation of historic content.	
Focal Area/IMLS Intent(s): Information Access - Improve users' ability to discover information; Improve users' ability to obtain information	
Focal Area/IMLS Intent(s): Lifelong Learning - Improve users' formal education; Improve users' general knowledge and skills	
Goal Addressed	Objectives

1	Increase the number of organizations participating in the Montana Memory Project in a way that preserves the health of the consortium and ensures a positive experience for joining organizations, current members, and MMP staff.
1	The Montana Memory Project Director and Statewide Projects Librarian will study the value of the MMP in order to identify the Return on Investment for organizations that participate in the MMP.
1	Members will increase the number of collections within the MMP.
1	The Montana Memory Project Director and Statewide Projects Librarian will assist membership with exploring other vendor possibilities through a regular Request for Information process.
1	The Montana Memory Project Director will work with the Lifelong Learning Librarian to incorporate oral history into the MMP using the “Share Your Story” model.
1	The Montana Memory Project Director will work with others to identify and create resources for sharing MMP content through programming and/or other educational activities for the public.
1	Statewide Consulting Librarians and the CE Coordinator will work with the Montana Memory Project Director to create tutorials, trainings, and or/other resources that libraries can use to make the most of the MMP.
1	Membership and MMP Director will study trends in digitization and preservation of historical content to identify and implement best practices in Montana.
1	The Montana Memory Project Director with assistance from other MSL staff will conduct usability testing to improve the product for end users.
1	The MMP Director will continue to cultivate partnerships with other organizations interested in digital archive work to share resources and ideas, and to collaborate on new projects that will lead to increased usage and more awareness of digital content.
2	The MMP Director will work with partners to create programming/materials that align with educational standards that can be used by librarians and by educators who want to use MMP materials in the library or the classroom.
Timeline: Ongoing	
Funding: LSTA expenditures include position and operating expenses for 1 FTE; digitization services for participating organizations; contract expenses for content management and preservation software and storage; and printing. Approximately \$97,000 annually.	

Resource Sharing
Description: Includes the courier as well as work that MSL does to support resource sharing groups such as TRAILS – the academic library consortium and Partners – a subset of libraries from the Montana Shared Catalog.
Activities include: Administering the courier project; meeting with other consortia to identify ways to collaborate; completing Requests for Information to identify other delivery options; monitoring trends in delivery service; and providing support for libraries participating in the courier project.
Focal Area/IMLS Intent(s): Institutional Capacity - Improve the library’s operations

Focal Area/IMLS Intent(s): Information Access - Improve users' ability to discover information; Improve users' ability to obtain information	
Goal Addressed	Objectives
1	Increase the number of libraries participating in the courier service.
1	Statewide Projects Librarian will study the value of the courier service in order to determine return on investment for members.
1	Statewide Projects Librarian will study the value of resource sharing groups to determine the return on investment for members.
1	Statewide Projects Librarian and MSC staff will assist and support collaborative efforts such as TRAILS and Partners to encourage resource sharing.
1	MSL staff will work with TRAILS and other resource sharing groups to create more consistent delivery services for patrons.
1	Statewide Projects Librarian will explore delivery partnerships with other industries for the courier project.
1	Statewide Consulting Librarians will work with Statewide Projects Librarian to assist public libraries with joining and sustaining the courier project.
1	The Statewide Projects Librarian with the assistance of the MSC staff and other Library Development staff will conduct an analysis of the user's experience with the entire fulfillment process. This work may include OCLC Group Services, the MSC, and other resource sharing methods.
Timeline: Ongoing	
Funding: LSTA expenditures reduce the cost of physical delivery services for participating libraries through centralized contracts. Approximately \$10,000 annually.	

OCLC Group Services	
Description: This is a statewide contract with OCLC that provides cataloging, interlibrary loan, and discovery services for libraries.	
Activities include: Negotiating contract; enrolling libraries; working with the vendor and libraries; and providing support to libraries.	
Focal Area/IMLS Intent(s): Institutional Capacity - Improve the library workforce; Improve the library's physical and technical capacity; Improve the library's operations	
Focal Area/IMLS Intent(s): Information Access - Improve users' ability to discover information; Improve users' ability to obtain information	
Goal Addressed	Objectives
1	Statewide Projects Librarian and a task force of librarians will study OCLC Group Services and its value for the library community. This Task Force will make a recommendation on which set of OCLC services the State Library should continue to support.
1	Library Development staff will assist libraries with a transition process if that is the recommendation of the task force.
1	Statewide Consulting Librarians will continue to answer or refer OCLC Group Services questions from public library directors.
Timeline: Ongoing	

Funding: LSTA expenditures reduce costs to libraries participating in the Group Services contract held by the State Library. Approximately \$60,000 annually.

[Statewide Consulting & Training - Collaboration](#)

Description: This program is primarily focused on developing the knowledge and skills of the library community in the area of collaboration. Staff in this program work with the library community to address problems; come up with ideas; and implement solutions.

Activities include: Developing and sharing resources and training; answering questions about collaboration and the future; and encouraging and supporting library staff, directors, board members, and library support groups.

Focal Area/IMLS Intent(s): Institutional Capacity - Improve the library workforce; Improve the library's physical and technical capacity; Improve the library's operations

Goal Addressed	Objectives
1	Library Development staff will work with the Montana library community to identify best partners and practices for collaboration that benefits the community.
1	Library Development staff will create and/or share resources that build the knowledge of library staff when it comes to collaboration.
1	Library Development staff will evaluate and encourage participation in national initiatives that help with collaborative efforts.
1	Library Development staff will provide and/or facilitate continuing education efforts that help develop the knowledge and skills of library staff and board members who wish to collaborate.
1	Statewide Projects Librarian and MSC staff will advise and assist consortia memberships with vendor contract review and renewal in projects run by the State Library.

Timeline: Ongoing

Funding: LSTA expenditures include partial position costs for 5 FTE: the Lifelong Learning Librarian, CE Coordinator, and Statewide Consulting Librarians; and training and program supplies. Total FTE position costs and operating expenses equal approximately \$364,000, though this also includes staff time devoted to various other projects and will be referenced in subsequent projects.

[Montana Talking Book Library \(MTBL\)](#)

Description: Provides services to Montanans who are unable to use standard print materials due to visual, physical, and/or reading disabilities.

Activities include: Providing free players and digital audio and braille books, magazines and audio newspapers; readers' advisory services for patrons; sound recording studio for local audio materials; downloadable content; twin vision, embossed and electronic Braille materials.

Focal Area/IMLS Intent(s): Information Access - Improve users' ability to discover information; Improve users' ability to obtain information

Focal Area/IMLS Intent(s): Lifelong Learning - Improve users' formal education; Improve users' general knowledge and skills

Goal Addressed	Objectives
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2	Talking Book Library staff will collaborate with other libraries to share MTBL materials for MTBL eligible patrons in all communities.
2	Talking Book Library staff will identify ways to inform the Montana library community of its services. This may include workshops at the state annual library conference or through presentations at regional library meetings.
2	Talking Book Library staff will create and implement a plan for targeting organizations that work with MTBL eligible patrons in order to improve knowledge about the program and encourage more people who are eligible for the service to use the service.
2	MTBL staff will train and work with volunteers to increase the amount and quality of local recordings.
2	MTBL staff will use social media to make people aware of its services.
4	Talking Book Library staff will work with Library Development staff to identify ways that public libraries can provide technology and Internet access for the blind, visually, physically impaired.
4	Talking Book Library staff will work with Library Development staff to identify MTBL patron needs and how the Montana Talking Book Library can be a part of broadband initiatives in order for MTBL patrons to have access to the Internet.
Timeline: Ongoing	
Funding: LSTA expenditures include position and operating expenses for the 6 FTE of the Talking Book Library; volunteer insurance; printing; program supplies; and 1 database subscription. Approximately \$185,000 annually.	

Ready2Read	
Description: This is an early learning program modeled on the national initiative of Every Child Ready to Read.	
Activities include: Developing/sharing resources and training; answering questions about early literacy; developing programming in a box that libraries can use; partnering with libraries; exploring new technologies and ways of reaching parents with small children; researching future trends and applying that research to early literacy efforts.	
Focal Area/IMLS Intent(s): Lifelong Learning - Improve users' formal education; Improve users' general knowledge and skills	
Focal Area/IMLS Intent(s): Institutional Capacity - Improve the library workforce; Improve the library's physical and technical capacity; Improve the library's operations Human Services > Improve users' ability to apply information that furthers their parenting and family skills	
Goal Addressed	Objectives
2	Lifelong Learning Librarian will develop programming and materials that libraries and parents/caregivers can use to support families and children during the critically important development period of birth to 5 years.
2	Lifelong Learning Librarian will partner with librarians and other organizations to improve and implement early learning programs.
2	Lifelong Learning Librarian will research early learning, apply, and share that knowledge with the library community.

2	Lifelong Learning Librarian will either develop or coordinate continuing education about early learning.
Timeline: Ongoing	
Funding: LSTA expenditures include partial position and operating expenses of 2 FTE, the Lifelong Learning Librarian and the CE Coordinator (as previously described); as well as the youth services contract and training costs (approximately \$20,000 annually).	

Lifelong Learning Programming and Materials	
Description: Staff within this program work with the library community to identify local needs and design resources and programming that is responsive to those needs.	
Activities include: Developing and sharing resources and training; developing programming in a box that libraries can use; partnering with libraries; partnering with statewide organizations that provide lifelong learning opportunities for libraries; researching future trends and applying that research to lifelong learning programs.	
Focal Area/IMLS Intent(s): Lifelong Learning - Improve users' formal education; Improve users' general knowledge and skills	
Focal Area/IMLS Intent(s): Institutional Capacity - Improve the library workforce; Improve the library's physical and technical capacity; Improve the library's operations	
Goal Addressed	Objectives
2	Lifelong Learning Librarian will partner with other organizations that wish to work with libraries to increase institutional capacity, provide educational programming, and reach parts of the community that might not already be using the library in order to support a person from birth to end of life.
2	Lifelong Learning Librarian will facilitate and/or develop programs for libraries to use that explore topics such as financial literacy, employment and economic development.
2	Lifelong Learning Librarian, with assistance from the CE Coordinator, will facilitate training for libraries on offering programs/services for financial literacy, employment and economic development.
2	Statewide Consulting Librarians will work with public library directors and boards to increase awareness of the lifelong learning programs that are available.
2	Lifelong Learning Librarian will identify and assist libraries with outreach efforts that support lifelong learning, formal education, financial literacy, early literacy, digital literacy workforce and economic development.
2	Lifelong Learning Librarian will work with partners to develop materials/programming for cultural, intergenerational, civility and civic education topics.
2	Statewide Consulting Librarian and Lifelong Learning Librarian will find and share materials and training on digital literacy for libraries to use at the local level.
Timeline: Ongoing	
Funding: LSTA expenditures include partial position and operating expenses of 5 FTE, the Lifelong Learning Librarian, CE Coordinator, and Statewide Consulting Librarians (as previously described); as well as program supplies and training costs.	

Statewide Consulting & Training – Community Education & Outreach	
Description: This program is primarily focused on developing the knowledge and skills of the library community in the area of community education and outreach. Staff in this program work with the library community to address problems; come up with ideas; and implement solutions.	
Activities include: Developing/sharing resources and training; answering questions about community education and outreach; and encouraging and supporting library staff, directors, board members, and library support groups.	
Focal Area/IMLS Intent(s): Institutional Capacity - Improve the library workforce; Improve the library's physical and technical capacity; Improve the library's operations	
Goal Addressed	Objectives
2	Lifelong Learning Librarian, CE Coordinator, and Statewide Consulting Librarians will work with the Montana library community to find ways to work together and holistically describe the way each library type interacts with people during a particular phase in that person's life.
2	CE Coordinator and Statewide Consulting Librarians will identify librarian and trustee needs and provide resources and training on community education and outreach.
2	Lifelong Learning Librarian, CE Coordinator, and Statewide Consulting Librarians will develop and/or share resources about community education and outreach.
2	Statewide Consulting Librarians will provide training for library boards on the importance of supporting and participating in community education and outreach efforts.
2	Library Development Staff will provide training that increases the knowledge and develops the skills of librarians in the area of community education and outreach.
2	Statewide Consulting Librarians will work with public library directors and boards to identify ways a library can provide community education and outreach.
Timeline: Ongoing	
Funding: LSTA expenditures include partial position costs and operating expenses of 5 FTE, the Lifelong Learning Librarian, CE Coordinator, and Statewide Consulting Librarians (as previously described); as well as program supplies and training costs.	

Statewide Consulting & Training – Community Leadership	
Description: This program is primarily focused on developing the knowledge and skills of the library community in becoming leaders in and for their respective local communities. Staff in this program work with the library community to address problems; come up with ideas; and implement solutions.	
Activities include: Developing/sharing resources and training; answering questions about library services, administration, and the future; and encouraging and supporting library staff, directors, board members, and library support groups.	
Focal Area/IMLS Intent(s): Institutional Capacity - Improve the library workforce; Improve the library's physical and technical capacity; Improve the library's operations; Civic engagement –	

improve users' ability to participate in their community; improve users' ability to participate in community conversations around topics of concern	
Goal Addressed	Objectives
3	Statewide Consulting Librarians will work with libraries at the local level to provide guidance and advice on becoming community leaders.
3	Statewide Consulting Librarians will facilitate community-led strategic planning and/or listening sessions.
3	Statewide Consulting Librarians will provide training for boards that increases board member knowledge about the importance of listening to and engaging the community.
3	Lifelong Learning Librarian will create civil engagement programs for libraries to use in their communities.
3	Lifelong Learning Librarian will explore state level partnerships that translate to local partnerships that will make a difference in local communities.
3	Statewide Consulting Librarians will work with public libraries to identify how to take advantage of the above partnerships at the local level.
3	CE Coordinator, Lifelong Learning Librarian, and Statewide Consulting Librarians will offer and/or arrange training that helps librarians and trustees become leaders in their communities.
3	CE Coordinator will work with other libraries and groups to arrange training on user experience research and studies.
3	CE Coordinator with the assistance of other Library Development Staff will create learning experiences based on clear outcomes and impacts that are evaluated to identify the positive behavioral change or improved status for learners.
3	CE Coordinator with the assistance of other Library Development Staff will create learning opportunities that are meaningful and useful as shown in evidence of implementation in the library and community.
3	MSL will provide libraries with resources that assist them with conducting user experience studies.
3	Lifelong Learning Librarian with assistance of the CE Coordinator and Statewide Consulting Librarians will identify and share with libraries best practices for becoming safe places in the community.
Timeline: Ongoing	
Funding: LSTA expenditures include partial position costs and operating expenses of 5 FTE, the Lifelong Learning Librarian, CE Coordinator, and Statewide Consulting Librarians (as previously described); as well as program supplies and training costs.	

Statewide Consulting & Training: Broadband Initiatives
Description: Staff within this program work to increase broadband speed in Montana in order to ensure that Montanans have access to resources.
Activities include: Assisting libraries with e-rate applications; developing and/or sharing resources and training around broadband, technology, and copyright; participating and/or leading efforts to increase broadband speeds in Montana; and providing support for libraries when it comes to technology and the Internet.

Focal Area/IMLS Intent(s): Institutional Capacity - Improve the library workforce; Improve the library's physical and technical capacity; Improve the library's operations	
Goal Addressed	Objectives
4	State Librarian and Statewide Consulting Librarian will work on statewide/regional initiatives to improve broadband access in rural communities.
4	Statewide Consulting Librarian will assist libraries with e-rate applications.
4	Statewide Consulting Librarian will assist libraries currently participating in e-rate with increasing their Internet speeds.
4	Statewide Consulting Librarian will research and communicate future trends in technology to the Montana library community.
4	Statewide Consulting Librarian will research, communicate, share resources, and/or develop trainings about copyright issues.
Timeline: Ongoing	
Funding: LSTA expenditures include partial position cost and operating expenses of 1 FTE (as previously described).	

Statewide Consulting & Training – Improving local support and services	
Description: Staff within this program work with public library directors, boards, and library support groups to identify the variety of ways that library services can be created, managed, and provided in order to optimize services for the community.	
Activities include: Developing and/or sharing resources and training about library governance structures, cooperative models, library funding, and library services.	
Focal Area/IMLS Intent(s): Institutional Capacity - Improve the library workforce; Improve the library's physical and technical capacity; Improve the library's operations	
Goal Addressed	Objectives
5	Statewide Consulting Librarian will develop resources that explore different models of cooperation and governance. These models may include an exploration of consolidation of library services through things such as school/library partnerships or larger districts, or through cooperative agreements for accounting and purchasing services.
5	Statewide Consulting Librarians will train librarians and board members on the different models of cooperation in order to increase the library community's knowledge and assist the library community with increasing efficiency and cost savings.
5	CE coordinator and Statewide Consulting Librarians will lead or facilitate trainings for libraries that explore best practices for library services in order to improve the quality, community value, and number of library services.
5	Library Development Staff will work with libraries to explore the needs of non-users and how the library might design services that entice the non-user to become a library patron.
5	Statewide Consulting Librarians will remain abreast of future library trends and will provide consulting services for libraries that educate and facilitate libraries' growth.

5	Library Development staff will share resources and develop training that assists libraries with identifying, creating, measuring, and communicating public value.
5	A Statewide Consulting Librarian with assistance from the other Statewide Consulting Librarians and the CE Coordinator will help develop a trustee peer group that can support each other in improving library services.
5	Statewide Consulting Librarians will work with library directors, boards, and library support groups to identify and implement best practices for each in the design, funding, and implementation of library services.
Timeline: Ongoing	
Funding: LSTA expenditures include partial position costs and operating expenses of 4 FTE, the CE Coordinator and Statewide Consulting Librarians (as previously described); as well as program supplies and training costs.	

Evaluation Plan

- MSL staff will use data to plan, evaluate, and make decisions about their projects.
 - MSL staff will use the theory of change and define success to create outcomes for their projects and trainings.
 - MSL staff will use the logic model to plan for their projects and trainings.
 - MSL staff will identify what data they need to collect, how, and when, and will analyze that information at points identified within an evaluation plan.
 - MSL staff will receive training on statistics analysis in order to implement the recommendations within the evaluation report.

Stakeholder Involvement

- The Network Advisory Council comprised of librarians from all types, sizes, and geographic representation will be a part of the implementation and planning process.
- Public library directors and trustees will be consulted during regional and statewide library meetings. MSL will continue to ask for feedback on its planning, implementation, and evaluation of services.
- MSL will work with academic, school, and special libraries through the Montana Library Association and the Network Advisory Council to gather feedback to be used for evaluation purposes.

- MSL will work with TRAILS – the academic library consortium - as well as with Montana school library consortia to discuss implementation of projects and evaluation of services for statewide projects that can be used by all types of libraries.
- Montana Talking Book Library staff will conduct surveys, interviews, and/or focus groups for current and eligible non-users of MTBL services to identify ways to improve and enhance their services.
- Statewide Consulting Librarians will interview their constituents to identify needs and develop resources, training, and services that assist public libraries.
- CE Coordinator and other Library Development Staff will use needs analysis and evaluation tools when conducting trainings in order to design future trainings that meet the needs of the Montana library community.

Communication and Public Availability

- MSL will share the draft plan on its website with a notification via listserv. During that communication, MSL will ask for feedback on the plan.
- MSL will post the final adopted plan on its website and will inform librarians via email listerv and face-to-face meetings.
- MSL will use its annual reporting process, both the written report and the regular verbal reports via Webside Chats, and attendance at library meetings to report on progress and answer any questions the library community may have about the plan.

Monitoring

- Implementation of the data driven model will help MSL staff monitor their progress on achievement of their outcomes.
- An in-house data collection/reporting system will be used to collect and analyze data.
- MSL staff will meet regularly to discuss progress and reflect on what they have learned and what the data is telling them.
- MSL staff will continue to report on their activities and outcomes through the State Program Report.

- MSL staff will also report their results to the Montana State Library Commission, the Network Advisory Council, and the wider library community on a regular basis.