



MONTANA STATE LIBRARY
STRATEGIC FRAMEWORK
2016-2021

***DRAFT FOR REVIEW 10-18-16:
FOR DISCUSSION ONLY***

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Our purpose:

Through excellent library resources and services, Montana State Library (MSL) helps Montanans create thriving organizations, communities and lives.

Who we are:

The first thing we ask is, how does this decision impact our users? We measure our impact through data and stories and we help our partners model the same. We are willing to learn, try, and fail, and then learn and try again until we succeed. We are willing to make hard choices. We respect the worldviews of our users and partners. We model the best of progressive library services and collections.

Our roles:

- The Montana State Library is the Digital Library of the State of Montana for all Montanans.
- MSL supports Montana's tax-supported libraries' development and excellence.
- MSL supports reading for Montanans with visual or physical disabilities.

What we will do:

*How we will do it:

Why we will do it:

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Foster partnerships	<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	Partnerships help libraries create positive sustainable change in their communities
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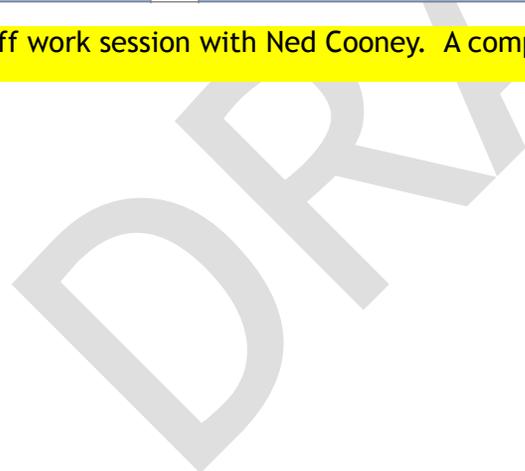
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<p>Secure sufficient and sustainable funding</p>	<p><u>External</u></p> <ul style="list-style-type: none">• Identify and create strategic partnerships that leverage funding for MSL and partners to achieve our purpose.• Align return on investment information to the values of strategic partners. <p><u>Internal</u></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.	<p>We are viewed as an innovative and forward thinking organization in fulfilling our mandates and meeting the expectations of our partners and Montana Citizens.</p> <p>We have the funds and capacity to meet the expectations of our partners and Montana citizens.</p> <p>We meet and exceed expectations in a fiscally responsible manner.</p>
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<p>Create a useful information infrastructure</p>	<p>+</p> <p><u>External</u></p> <ul style="list-style-type: none">• Make GIS connections with libraries across the state• Provide training on copyright and 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><u>Internal</u></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>=</p> <p>Montanans have the information and library services they need to understand and influence change in their community.</p> <p>We model exemplar practices and culture, supporting integrated digital library services.</p> <p>Others follow Montana’s lead in data integration and cooperative information management practices.</p>
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* Examples provided from staff work session with Ned Cooney. A complete list will formulate program work plans.



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)

For internal review only:

Underlying Contradictions

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

Limiting Political Climate

- Concerns over political views tied to funding (why do we need state funding if we are able to attract other funding?)
- Belief in smaller government, disagreements about the role of government
- Arbitrary funding caps
- Fiscally conservative state
- Legislators are unaware about why & how MSL should be funded
- Advocacy for funding is dependent on 2 voices speaking to Legislators

Risk-Averse Library Culture

- Fear of failure or harm
- Tendency to always want to be "the Leader" when we might need to follow & listen
- Poverty mentality & scarcity model among librarians
- Commissioners are unclear on their role in advocacy
- Emphasizing cost over value
- Some Commissioners are unskilled in politics due to limited experience
- Fear of ceding power & perception that we aren't leading (threat to funding)
- Desire to protect turf, internally and externally
- Lingering attitude toward "not ruffling feathers"

Divergent Expectations

- Not engaged with Board of Public Education & Office of Public Instruction as partners in support of our mission
- Culture among partners may not support open, shared information
- Insufficient shared vision of a new library model/ frame, for local communities and MSL
- Our "ideal library" may not match patron's and taxpayer ideas
- Perception of libraries as book warehouses
- Changing technology lead to questions about our reason to exist
- Diminished perception of the value of libraries

Non-Strategic Resource Allocation

- Fragmented approach to identifying and engaging partnerships - we are not disciplined
- So many options for partnering lead to resource allocation questions
- Insufficient marketing

Challenging Geography

- Fragmented broadband accessibility
- Distance and diversity of Montana towns