

Montana State Library

Library Development Plan

STATE FISCAL
YEAR 2023



TABLE OF CONTENTS:

01	NAC Membership
02	Fair Library Access Resolution
05	Legislation
08	Library Development Plan
11	Biennial Fiscal Year Operating Calendar
14	Desired Outcomes of the Montana Library Network
16	Advisory Structure
18	FY 2023 Goals
24	FY 2023 Budget
26	Appendix A: CSC Evaluation Frameworks
33	Appendix B: Wi-Fi and Program Data
34	Appendix C: Acronyms



NAC MEMBERSHIP

The Network Advisory Council (NAC) membership as of publishing.

JODIE MOORE, CHAIR, Red Lodge Carnegie Library

SEAN ANDERSON, Imaginelf Libraries

LORI CANNADY, Dillon Public Library

DALTON JOHNSON, Commission Representative to NAC

AARON LAFROMBOISE, Medicine Spring Library, Blackfeet Community College

SUSIE MCINTYRE, Great Falls Public Library

DORALYN ROSSMANN, Montana State University Library

JONNA UNDERWOOD, Sheridan County Library

MARK WETHERINGTON, Bitterroot Public Library

TRACY COOK, EX OFFICIO, Montana State Library

CARA ORBAN, EX OFFICIO, Montana State Library

JENNIE STAPP, Montana State Library

FAIR LIBRARY ACCESS RESOLUTION

**Fair Library Access for All Montanans:
A Resolution from the Montana State Library Commission, Regarding Fair
Standard Access to Library Content and Services for All Montanans**

Montana State Library Commission, Aaron LaFromboise, Chair

Montanans' Dignity

Whereas all Montanans are born with inherent, inviolable dignity;
Whereas all Montanans are at liberty to pursue life's basic necessities, health,
and happiness;

Right to Lifelong Learning

Whereas in pursuit of life's basic necessities, health, and happiness, all
Montanans have the right to seek information and pursue ideas, through any
media, regardless of location, and without discrimination;
Whereas it is Montana's constitutional goal to establish a system of education
which will develop the full potential of each person, with equitable education
opportunities being guaranteed to each person of the state;
Whereas, the Montana State Library (MSL) is aligned with and affirms the
American Library Association's placing high value in a learning society, and in
affirming libraries' vital and cooperative role in supporting all Montanans' lifelong
pursuit of inquiry and learning for all;

Montana State Library's Role

Whereas libraries exist to help Montanans to enrich and inform themselves;

Whereas Montana State Library's purpose is to assist all organizations, communities, and Montanans to thrive through excellent library resources and services;

Whereas it is MSL's duty to directly provide or distribute access to library content and services, sufficient to each user's needs, to all Montanans;

Whereas MSL's many dynamic relationships with users and partners include, either directly or indirectly, local, State and Federal agencies, all Montanans, and all of Montana's libraries' communities including all those they serve;

Whereas because MSL provides content or services to users through its relationships with governmental agencies, libraries, or other institutional partners, it follows that MSL measures its success by evaluating the degree to which, through its efforts, individual users have access to sufficient library content and services to meet their needs;

Fair (equitable) Access

Whereas to thrive, all Montanans deserve convenient access to sufficient (if not necessarily the same) library content and services, so that they may seek information and pursue ideas;

Whereas Montana's communities vary, in regards to the availability of local resources, in differences between each communities' ability to provide their users with sufficient resources, and in their ability to participate as a partner with other sources of Montana information resources, including the Montana State Library;

Whereas all Montana communities experience gaps in library services, and vary in their ability to help their users and their communities thrive; therefore, let it be

Resolution

Resolved, that the Montana State Library acknowledges that that there is an uneven distribution of library services throughout Montana, and that there are disparities in the sufficiency of library services;

Montanans have unique critical needs for convenient access to sustainably funded, sufficient unto each Montanan's needs, high-quality library content and services;

With its partners and all Montana Libraries, Montana State Library commits to developing and implementing a statewide strategy, toward the goal of providing all Montanans with equitable, sufficient access to library resources;

That all Montana's libraries, all Montana State Library's partners, and all state agencies will be encouraged to join in this statewide strategy; so that

All Montanans will have access to library content and services, sufficient unto their needs.

LEGISLATION

MONTANA STATE LIBRARY

The State Library Commission sets forth policies and funding priorities that empower the Montana State Library (MSL) to meet its mission and statutory obligations and to advocate for the State Library and the Montana library and information communities whenever possible.

MCA Title 22 Chapter 1 Part 3 defines the purpose, funding mechanisms, and governance of free public libraries in Montana.

22-1-103 Montana Code Annotated (MCA) authorizes that the Montana State Library Commission may:

- (1) give assistance and advice to all tax-supported or public libraries in the state and to all counties, cities, towns, or regions in the state that propose to establish libraries, as to the best means of establishing and improving those libraries;*
- (2) maintain and operate the state library and make provision for its housing;*
- (3) (a) accept and expend in accordance with the terms of a grant any grant of federal funds that is available to the state for library purposes;*
 - (b) accept, receive, and administer any gifts, donations, bequests, and legacies made to the Montana state library. Unless otherwise provided by the donor, gifts, donations, bequests, and legacies must be deposited in the Montana state library trust established in 22-1-225.*
- (4) make rules and establish standards for the administration of the state library and for the control, distribution, and lending of books and materials;*

- (5) serve as the agency of the state to accept and administer any state, federal, or private funds or property appropriated for or granted to it for library service or foster libraries in the state and establish regulations under which funds must be disbursed;*
- (6) provide library services for the blind and for individuals with physical disabilities;*
- (7) furnish, by contract or otherwise, library assistance and information services to state officials, state departments, and residents of those parts of the state inadequately serviced by libraries;*
- (8) act as a state board of professional standards and library examiners, develop standards for public libraries, and adopt rules for the certification of librarians;*
- (9) designate areas for and establish federations of libraries.*

Public library districts are described under [MCA 22-1-7](#).

Federations are described under [MCA 22-1-4](#).

[MCA Title 15 Chapter 35 Part 1](#) establishes the disposition of coal severance tax funds including funds for library services.

COAL SEVERANCE TAX

MCA 22-1-202 describes the basic library services account in the state special revenue fund:

22-1-202. (Temporary) Basic library services account. (1) There is a basic library services account in the state special revenue fund established by 17-2-102 to be administered by the state library for providing basic library services.

(2) On July 1 of each fiscal year, the state treasurer shall transfer the amount necessary, when combined with available and unencumbered fund balance and anticipated revenue for the fiscal year, to fund the amount appropriated by the legislature in the general appropriations act from the state general fund to the basic library services special revenue account for the sole purpose of funding the appropriations authorized by the legislature from the account.

Prior to the closing of the fiscal year, the department shall reconcile anticipated revenue with actual revenue received. If revenue is received above the anticipated amount, the transfer in the following fiscal year shall adjust for the unanticipated amount. If revenue is received below the anticipated amount, the state treasurer shall transfer the amount of the revenue shortfall from the general fund to the basic library services special revenue account. (Terminates June 30, 2023--sec. 5, Ch. 138, L. 2021.)

22-1-202. (Effective July 1, 2023) Basic library services account. There is a basic library services account in the state special revenue fund established by 17-2-102 to be administered by the state library for providing basic library services.

MCA 15-35-108 describes the disposal of tax collections from the Coal Severance Tax account to fund library services in Montana:

*The amount of 0.90% in fiscal year 2020 and 0.93% in fiscal year 2021 and in each fiscal year thereafter must be allocated for provision of basic library services for the residents of all counties through library federations and for payment of the costs of participating in regional and national networking and must be deposited in the basic library services account established in **22-1-202**.*

The Public Library Standards established in the Administrative Rules of Montana outline the requirements for public libraries to provide a baseline level of services to Montana library users. To be eligible for state funding, libraries must certify that they meet the public library standards each year.

LIBRARY DEVELOPMENT PLAN

In accordance with the authority and purpose established in Montana Code Annotated and the Administrative Rules of Montana (ARM), the Montana Library Development Plan is prepared annually by the Montana State Library with advice from the Network Advisory Council (NAC) and the Montana Library Network (MLN) Core Services Committees. The Plan addresses the goals, objectives, and funding priorities for the NAC, the MLN, and the Montana State Library.

FUNDING

Library Development services administered through the Montana State Library are funded through a combination of state, federal, and local tax dollars as well as private grant funds. Distribution of state funds to support basic library services is defined in Montana Code Annotated.

FEDERAL FUNDING

The Montana State Library receives federal funds to support library services from the Institute of Museum and Library Services (IMLS) under the authority of the Museum and Library Services Act of 2018 ([PL 115-410](#)). These funds, distributed annually by IMLS through the Grants to States program, support projects that meet the purposes and priorities outlined in the Library Services and Technology Act (LSTA).

Federal funds require a State match of at least 34% to demonstrate maintenance of effort and to ensure that local and state financial support for library services is not supplanted by federal funds.

LSTA REVENUE TRENDS

The trend over the past five years has been one of growth for Montana's LSTA award, with a 15% increase from 2018 to 2022, although the amount awarded in 2022 decreased slightly from the previous year.

FEDERAL AWARD YEAR	AMOUNT AWARDED TO MONTANA	POPULATION DATA (CENSUS BUREAU)
2018	\$1,078,723.00	1,053,862
2019	\$1,088,834.00 (1% increase)	1,061,818
2020	\$1,202,258.00 (10.5% increase)	1,070,123
2021	\$1,242,546.00 (3% increase)	1,078,405
2022	\$1,239,920.00 (0.2% decrease)	1,084,225

In addition to per capita funding, the Museum and Library Services Act of 2018 increased the minimum annual base allotment for each state from \$680,000 to \$1,000,000. However, this increase has not yet gone into effect and may only be realized if Congress appropriates sufficient funds for the Grants to States program ([20 U.S.C. §9123-33](#)).

Provided that IMLS is appropriated more than enough funds to cover the minimum annual base allotment for every state and territory, remaining funds are allotted to the states and territories by population, as stated in the code linked in the previous paragraph:

From the remainder of any sums appropriated under the authority of section 9123 of this title that are not reserved under subsection (a) of this section and not allotted under paragraph (1) for any fiscal year, the Director shall award grants to each State in an amount that bears the same relation to such remainder as the population of the State bears to the population of all States.

Although Montana's population has clearly increased each year, the allotment reflects Montana's percentage of the population relative to the overall United States population and to that of other states.

COAL SEVERENCE TAX TRENDS

In 2021 the Montana Legislative Fiscal Division published a [forecast for the Revenue Interim Committee](#) which describes the decline of coal production and demand over the past decade and assumes an ongoing decline of approximately 4% annually. At this rate, the projected distribution to the Library Services Account is expected to decrease from \$402,181 in Fiscal Year 2021 to \$228,592 in Fiscal Year 2031.

BIENNIAL FISCAL YEAR CALENDAR

The Network Advisory Council typically makes budget recommendations for perennial program needs. These program requests usually fall within the fiscal year calendar as follows.

2022	PLANNING	LEGISLATIVE	FISCAL	GOVERNANCE	MEETINGS	DATES
JUL			Start of Fiscal Year July 1st	New members join NAC		
AUG	NAC Retreat Discuss current and future core services. Even Years – BIG PICTURE planning. Consider broad information/access needs to Montanans Include core services committee members				July 14, 2022	
SEP	Core Services Committees evaluate services (ongoing)					

2022	PLANNING	LEGISLATIVE	FISCAL	GOVERNANCE	MEETINGS	DATES
OCT						
NOV	Core Services Committees submit funding priorities/wish lists to NAC			Slate of Officers Elected Meeting calendar adopted	November XX, 2022**	
DEC						
JAN		Legislative session begins (odd years)	*Federal Library Services Technology Act funding typically announced			Applications open for MSC new libraries**
FEB	Core Services Committees submit funding priorities/wish lists to NAC				February XX, 2023**	
MAR						
APR		NAC proposes Draft Executive Planning Process (EPP) Requests to the Commission (even years)		State Library Commission nominating committee proposes slate of members	April XX, 2023**	

2022	PLANNING	LEGISLATIVE	FISCAL	GOVERNANCE	MEETINGS	DATES
MAY	Montana Library Network (MLN) formally adopts biennial priorities (odd years)	Legislatively appropriated funding known (odd years)	NAC proposes Library Development budget to the Commission	Final meeting for outgoing members	May XX, 2023**	
JUN			State Library Commission considers EPP Requests (even years) State Library Commission approves MLN priorities and adopts Library Development budget	Slate of members elected by State Library Commission		

* The Institute of Museum and Library Services requires that the State Library develop a Library Services Technology Act Plan every five years. Progress towards accomplishing that plan is evaluated every five years.

** Exact dates to be determined.

DESIRED OUTCOMES OF THE MONTANA LIBRARY NETWORK

As identified by the NAC, the full realization of the Fair Library Access resolution through the services of the Montana Library Network will achieve the following.

All Montanans have access to library content and services sufficient unto their needs so that:

- Montanans informally learn about topics of interest to them (change in knowledge)
- Montanans are able to better themselves economically (change in status)
- Montanans are successful in formal education settings (change in status)
- Montanans experience a reduction in social isolation (change in status)
- Montanans contribute to their community and its culture (change in behavior)
- Montanans are able to de-stress and find hope/joy in life (change in attitude and status)
- Montanans experience personal growth (change in status)

To achieve the outcomes of the Montana Library Network, MSL and the NAC will implement the Library Development Plan and Advisory Structure so that:

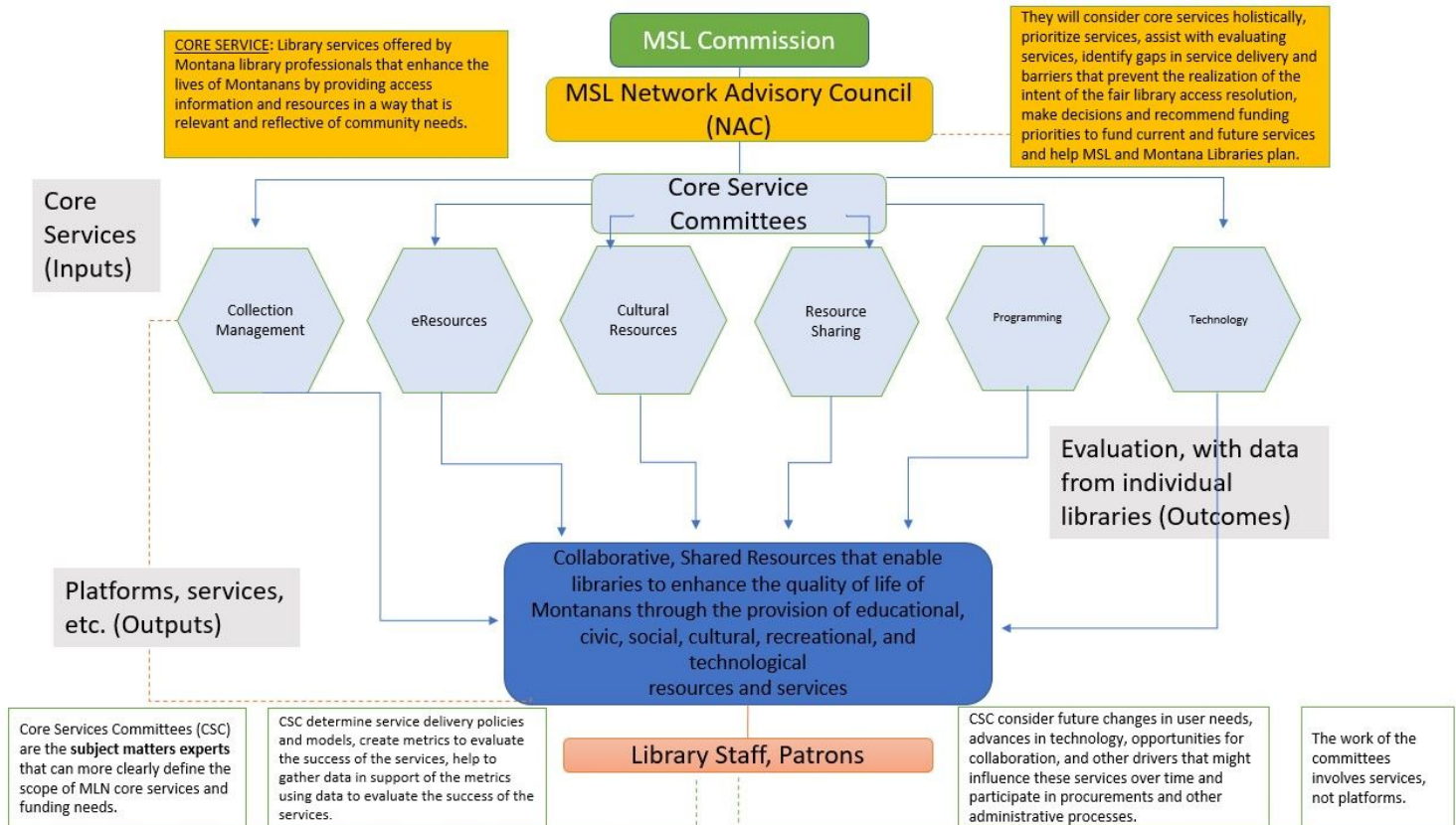
- Services recommended by the NAC will receive MSL support through staff and funding as available.
- By considering services and their impact on users, MSL and Montana libraries will be better positioned to evaluate systemic impacts for patrons and on library services.

- We will be able to evaluate opportunities for continuous improvement.
- We will be better informed about where to prioritize scarce resources and to plan for the future.
- We will have data and anecdotal information to answer questions about where we need help and what comes next.
- Montana librarians will be more engaged in the advancement of library services in Montana.
- Montana will grow a community of thought leaders.

MLN aligns with all three strategies of the MSL strategic framework:

- With its focus on core services and collaboration, MLN is the information infrastructure for Montana libraries.
- By more effectively executing and administering these core services, MSL and Montana libraries will better leverage and maximize scarce financial resources. Also, importantly, this holistic approach to administering core services will give MSL better information about the true costs of MLN and will create the basis for more deliberate and better-informed funding requests.
- By deliberating thinking about MLN as described, MSL and the library community will be better positioned to identify and develop strategic partnerships that improve service delivery and outcomes for Montanans.

ADVISORY STRUCTURE



The NAC is a small committee of thought leaders that advance the MLN's vision.

The NAC's role in the MLN is to:

- Articulate the successful outcomes of MLN that will help us to continually evaluate our success, adapting as necessary.
- Identify, prioritize and evaluate shared services that will best achieve the fair library access resolution.
- Identify the gaps in achieving the fair library access resolution.
- Consider core services holistically, understanding that in most instances these services depend one upon the other.

- Recommend to the State Library how best to invest resources (including time and money) to effectively deliver core services.
- Help MSL and Montana libraries plan for the future, including development of the LSTA 5-year plan.

NAC subcommittees are made up of subject matter experts and support specific core services. Each core services committee meets at least annually to evaluate the success of the services for which they are responsible however it is likely that subcommittees will meet more frequently to consider questions of importance related to those core services.

NAC core services committees' role in the MLN is to:

- Develop and maintain necessary policies and workflows to ensure effective core service delivery.
- Serve on RFP committees and provide similar administrative support when necessary.
- Identify both short and long-term success measures for core services and continue to refine those measures overtime.
- Identify data and other means to evaluate success.
- Consider how to deliver core services for all patron types and across all library types.
- Identify opportunities to continue to improve service delivery through deeper collaboration, new technologies, partnerships, etc., always with an eye to measures of success.
- Identify funding needs and future funding goals.
- Be a resource for the NAC and MSL to understand the impact of circumstances such as the pandemic on our resources and services.

The NAC should consider the input from the subcommittees collectively and should advise MSL and Montana libraries about opportunities to advance service models, work and funding priorities.

FY 2023 GOALS

FY 2023 NAC GOALS

- Implement MLN structure so that we can have the confidence that our planning and resource allocation will result in our intended outcomes.
- With involvement from Core Services Committee members, participate in a futurist training and apply learning so that we can better anticipate and proactively respond to changing service needs and opportunities.
- Develop and recommend a single cost share formula to fund current and future shared services including, but not limited to, the Montana Shared Catalog, Montana Library2Go, the Courier, OCLC Group Services Contract, and a hot spot lending program so that libraries can consider these costs holistically and can consider costs and cost changes in their budgets.
- Research challenges of library access due to the geographic divide in Montana so that MSL and the NAC can understand the barriers geography puts on core services and can develop plans to address these barriers.
- Conduct a study of comparable wages and occupational standards for library positions in order to evaluate the need to advocate for improved library salaries.

FY 2023 CORE SERVICES COMMITTEES GOALS

To achieve the intended outcomes of the MLN, in August 2021, the NAC identified and prioritized investment in the following Core Services. In FY 2023, MSL, the NAC, and Core Services Committees will enhance:

Collection management to:

- Continue to support the MSC in providing a shared integrated library system and making it available and affordable to all Montana libraries
- Continue to educate and support MSC member librarians so that they can make the best use of the shared ILS through expanding the knowledgebase and on-demand self-paced trainings available
- Identify and evaluate ILS needs around the state and explore how the varied systems in use might be set up so cross-platform access is possible.
- Continue to explore and expand the use of the shared ILS as the base platform to integrate other resource sharing and e-resource services and make them available to Montana libraries and library users
- Evaluate impact of the digital divide to achieving the goals of the core service and suggestion options to address this barrier.
- Marketing/awareness of library service

Cultural services to:

- Focus on developing out the MMP's new platform so that we are taking advantage of all the systems end-user tools for adding tags, recollections, and suggested edits.
- Develop end-user engagement, so that users find the MMP useful and enjoyable through the creation of exhibits, geocaching tours, and contests. Exhibits will also be created by teachers at a summer workshop, and they may add geocaching tours.
- Continue outreach to new contributors so that we continue to add relevant content to the MMP and grow our collections by visiting the 15 counties which have not yet added collections.
- Educate end-users on using the site, so that end-users find the content they want or need by continuing to create knowledge base articles. Work with Academic institutions to make them aware of the MMP as a resource.

- Develop the policies to allow the use of new features like crowd-sourcing transcripts and getting content from individual contributors, so that we increase the searchability of our content and so we get more contributors involved including private collectors.

E-resources to:

- Draft e-resources collection development policy for MLN
- Evaluate the use of e-resources piloted with ARPA funds after December 2022 expiration date and share recommendations with the NAC
- Support digital literacy efforts
- Evaluate impact of the digital divide to achieving the goals of the core service and suggest options to address this barrier.
- Enhance program-specific marketing resources to increase public awareness

Programming and lifelong learning to:

- Identify potential services for parents/caregivers directly: Things outside of storytime, trainings for adults/caregivers, providing childcare and food so those programs are made possible in Summer/Fall 2022. Measure of success: Number of libraries and trainings offered in 2023.
- Reaching the underserved. How do we extend services beyond the building? How can we do that without overworking current staff?
- Provide 3-4 virtual programming sessions for Montanans using the Montana Library Network platform. Measures of success: qualitative feedback from attendees; non-MSL library staff facilitate the sessions; number of attendees. Long-term measure of success: non-MSL library staff host virtual programs at their local libraries.
- Marketing/awareness of library service – continue to use GovDelivery and social media to inform librarians of lifelong learning programs. Measures of success: local libraries use social media and press release templates to raise awareness of programs. Long-term measure of success: increase in participation in lifelong learning programs

- Work with Humanities Montana to develop civic engagement programming in libraries. Fall/Winter 2022. Measures of success: number of attendees and projects created by members of the online learning cohort and their patrons.
- Provide programming and support for outdoor literacy. This includes trunks and programming that use the Giant Map of Montana and some of the resources of the Natural Heritage Program. Ongoing. Measures of success: number of times trunks were used. Qualitative feedback from librarians and patrons.
- Support summer reading development and programming in libraries. Ongoing. Measures of success: number of libraries that use CSLP materials. Number of participants and qualitative feedback from participants – both libraries and members of the public.

Resource sharing to:

- Add new locations to the courier network
- Increase the frequency of stops at existing hubs
- Pilot a tracking system for the courier

Technology to:

- Improve broadband infrastructure in libraries through the completion of the internal wiring project. Spring-Early Fall 2022. Measures of success: increase in Internet speed and reliability of wired and WiFi connections in libraries.
- Improve digital equity by working with Montana Cooperative Development Center to complete planning with statewide task force on broadband/digital equity. Identify potential partners and solutions. Ongoing. Measures of success: Libraries have a seat at the planning table. Implementation of digital equity solutions begins occurring in 2023.
- Identify ways to improve tech support within libraries by working with federation members to brainstorm solutions. Fall 2022. Measures of success: identification of either potential funding source and/or solutions being implement in 2023.

FY 2023 MSL OPERATIONAL GOALS

Priorities for Consulting

- Support libraries in achieving the new public library standards by assisting with strategic planning, providing access to board training, enhancing resources on state library website, and working with individual libraries to comply. Ongoing. Measures of success: 75% or more of public libraries meet new public library standards.
- Coordinate a federation task force to review federations and identify ways to improve services for Montanans through the federation model. Fall/Winter 2022. Measures of success: creation of recommendations for federations that can be used for planning, funding/advocacy, and improvement of federation experience for others.
- Develop advocacy skills in library directors, board members, and staff that prioritize building local government relations and improve funding. Ongoing. Measures of success: number of library directors and board members that assist with presentations at MACO, the League, and Local Government conferences. Qualitative feedback from libraries that indicate improvement in government relations.
- Support libraries in overcoming and addressing problems the library faces at the local level. These may include funding, government relations, board/director relations, policy development, and other operational challenges. Assist with reviewing collection development policies and creation of guide for handling challenges. Ongoing. Measures of success: creation of guide/linking to resources to help with challenges; libraries report they are able to overcome some of their challenges.
- Assist libraries with identifying and overcoming barriers that may impede Montanans use of public or tribal library services.

Priorities for Continuing Education

- Evaluate current LSTA-funded continuing education program offerings for user experience, access, and value. Ongoing. Measures of success: improvement in quality of MSL hosted workshops
- Coordinate task force to make recommendations for updates to the Continuing Education program requirements. Scheduled for completion 2023. Measures of success: creation of recommendations that improve the State Library's Continuing Education/Certification program to reflect the needs and changing landscape of libraries.
- Provide training and/or access to training that assists libraries in meeting the new public library standards. Ongoing. Measures of success: 75% or more of public libraries meet the new public library standards.
- Support the development of meaningful training provided by MSL staff using learning outcomes, design methodology, and evaluation. Measures of success: improvement in quality of MSL staff led workshops
- Better training for staff around social services: de-escalation, CIT, homelessness, medical emergencies. Ongoing. Measures of success: offering of training in these areas. Number of attendees. Qualitative feedback from attendees.

FY 2023 BUDGET

To begin to accomplish these goals, the NAC recommends the following budget.

FUND	PROJECT	PS	OPS	GRANTS	TOTAL
LSTA	ADMIN		\$49,596.80		\$49,596.80
General Fund	Consulting	\$33,334.08			\$33,334.08
LSTA	Consulting	\$269,625.70	\$26,730.00		\$296,355.70
LSTA	Cont. Education	\$77,362.69	\$8,700.00		\$86,062.69
LSTA	Courier		\$15,000.00		\$15,000.00
LSTA	Econ. Development		\$3,000.00		\$3,000.00
LSTA	E-Content		\$27,000.00		\$27,000.00
LSTA	Early Learning		\$22,000.00		\$22,000.00
Coal	Federation Grants			\$225,000.00	\$225,000.00
LSTA	Lifelong Learning	\$69,337.40	\$19,718.00		\$89,055.40
Coal	MSC		\$100,000.00		\$100,000.00
LSTA	MSC	\$199,499.37	\$9,876.60		\$209,375.97
LSTA	MMP	\$129,066.08	\$46,244.40		\$175,310.48
General Fund	NAC		\$6,000.00		\$6,000.00
Coal	OCLC		\$98,885.00		\$98,885.00
LSTA	OCLC		\$60,000.00		\$60,000.00
LSTA	Outreach		\$40,000.00		\$40,000.00
General Fund	Statewide Projects	\$126,513.19	\$8,872.00		\$135,385.19
LSTA	Tech Support	\$184,117.14	\$3,000.00		\$187,117.14
LSTA	Trustee Training		\$9,000.00		\$9,000.00
LSTA	Stats		\$6,900.00		\$6,900.00
	Total	\$1,088,855.65	\$560,522.80	\$225,000.00	\$1,874,378.45

UNFUNDED GOALS

- Economic development
- Technical support position for public libraries
- Central management of Wi-Fi and program data through the product, WhoFi
- MMP Specialist

MSL recommends considering additional staff for the MMP to develop this content to the fullest. Policy development, promotion, outreach, engagement content, website maintenance, adding new collections, responding research questions, and support tickets.

APPENDIX A

Core Services Committees (CSC) Evaluation Frameworks

CULTURAL RESOURCES CSC

Description - The Montana Memory Project is digital repository for cultural heritage materials relating to what is now Montana from organizations across the state. Provides no cost global access to these materials and provides preservation of digital copies of these resources.

Audience - Montanans and people interested in Montana's history; libraries and other cultural institutions that hold these materials; academic and independent researchers, educators, students, local historians, tribal entities, donors, genealogists, internet browsers

Benefits - Provide an understanding of Montana and its people, free remote access to digital content, facilitate research, life-long learning, growth, collaboration, primary documents, contributing institutions benefit from donor relationships and being able to make available content online, build and maintain relationships, make connections between and among content held by different institutions, institutions and organizations preserve historic content

Not providing - Interpretation or understanding

Desired outcomes - Institutions and organizations learn the value and the process of preserving materials both physically and digitally, people discover content in a platform that is easy to navigate and meets users expectations,

Content continues to grow, content is accessible – provide transcripts, educational and ethical methods for looking at cultural resources, guides for how to read the metadata and respectful descriptions, guides on how to search.

Progress toward these outcomes – How can we make sure we are reaching diverse populations? Google analytics for MMP; social Media stats and comments; emails; survey results – Montana Memory Project, Pop Up, Sharedexplore, public-view (alchemer.com)

Impacts – Institutions and organizations learn the value and the process of preserving materials both physically and digitally, people discover content in a platform that is easy to navigate and meets users expectations, content continues to grow, content is accessible – provide transcripts, educational and ethical methods for looking at cultural resources, provide a guide for how to read the metadata and respectful descriptions, provide guides on how to search.

Who is not being served? – 14 counties not represented. These are all remote counties with volunteers running museums. They have not had the manpower to contribute content and then their community does not have stories told or shared. Tribal communities are not well represented at this point. Higher ed students are not using this content as much as they could be. Users who do not have access to internet or understanding of technology.

Barriers – We provide funding for digitization and so does MHF. The bigger issue is people and time is a barrier to contributing content. Time to work with faculty to develop course projects in which students could engage such as transcription projects. Learning curve of the new platform. Understanding how to set up our platform to best serve our users.

Solutions – Outreach to each missing community is scheduled for this summer. Providing solutions to get collections created and assistance with applying for funding. Suggest working with teachers and schools to accomplish work.

Outreach specifically to university faculty. Providing tutorials and knowledge base materials. Inviting teacher community to create exhibits and other engagement content for the MMP and for classroom use. Hiring interns for data entry, metadata mitigation, and migration issues.

Who can help us address the barriers? (current and future partners) - Current: Montana History Foundation, BSCDN, Recollect user group, users will continue to provide feedback; university libraries have their own digital repositories; Humanities Montana; individual museum websites; teachers; interns

Related programs - Not a CSC, but these MSL programs are most closely related
- Cadastral, Place Names, Natural Heritage, Government Records.

Related CSC programs - What do we need to work on together to support the achievement of our desired outcomes?

Final recommendations - What do we recommend as next steps for achieving our desired outcomes for this program?

Focus on developing out the MMP's new platform, continue outreach to new contributors, educate end-users, and develop end-user engagement. Develop the policies to allow the use of new features like crowd-sourcing transcripts and getting content from individual contributors. We recommend considering additional staff for the MMP to develop this content to the fullest. Policy development, promotion, outreach, engagement content, website maintenance, adding new collections, responding research questions, and support tickets.

Future endeavors - Ways that we can support Montana Newspapers and moving image content, based on rights limitations; music and audio content, based on rights limitations; music and movies that were created, produced in or by Montanans; MHS Moving Image Archive - YouTube

E-RESOURCES CSC

Description - Downloadable and streaming e-content; research databases; general interest databases; tools for organizing information

Current public library users needs - Adult education; lifelong learning; practical skills; "The survey indicates that the above are some of the most valuable to service communities and for the most part have the lowest perception of sufficiency to meet needs."

Current school library users needs - Research databases for MS/HS; homework help; college prep/test prep; Internet access/hotspots (some areas)

Current academic library users needs - Research; Internet (insufficient); student support (insufficient)

Current special library users needs (FWP, DOT, DNRC, AG, DEQ, legislature, historical researchers, genealogists, medical community, public) - Technology resources; adult education, timely Information; research; genealogy; downloadable and streaming e-content; targeted access to industry standards, specific research tools (e.g., ASTM, International Fire Code); up to the minute public health or Montana issue snapshot (e.g., [MT COVID-19 Dashboard](#)); research databases (science, safety, engineering, construction, medical, geology); tools for organizing information (e.g. LibGuides)

Ease of access by public library users, includes marketing to potential users. Staff is requesting more basic adult education and professional/personal development resources. Technical writing, public speaking, computer skills, stress management and interpersonal skills have all had an uptick in use. Staff always has a demand for industry research and timely information.

Non-library users of any type of library – What do they need that the library is not currently able to provide? Downloadable and streaming e-content; standards and guides for cross government agency use; tools for organizing information; curated ready reference on subjects of common interest; curated ready reference at a statewide level linking to the appropriate state agencies for regularly requested services

What needs should we prioritize trying to meet through e-resource funding in the next year? – Potential for digital literacy classes, though the electronic format may make access difficult for some patrons that may be interested. Based on the public library survey, adult education and entertainment/lifelong learning are the most valued, and responses indicate both are insufficient. Downloadable and streaming e-content; adult education, basic skills, lifelong learning; flexible resource(s) for students to work with teachers, or at home; general interest databases; flexible resource(s) for students to work with teachers, or at home; tools for organizing information (e.g., LibGuides)

PROGRAMMING CSC

Areas of need/challenge – Better training for staff around social services: librarians might feel unqualified to provide services in those areas, so any training would be appreciated; de-escalation is of interest, becoming an important/more necessary skill; more tools to work with those who struggle with homelessness/addiction/mental health. Marketing/Awareness: older population in community, TV ads are super helpful for the hotspots, marketing tools for programs to help people understand the services that are available; simple checklists for marketing: If there were simple things for training that people could work on, that might be helpful

Who is not being served? – Kids with working parents, after school programs could help fill that gap, but that is a group that might fall in the gap; people not on social media: ideas like putting stuff in water bills

What are solutions to address barriers? – Bookmobiles, funding for gas; physically getting to other places, in whatever channel that might be, and support to do that

Other needs – IT Support: Would be a huge help; IT support training for library staff would be super helpful: Self-paced stuff would be great, would help free up director time from training staff; consultant support for a library to call in, lots of libraries have an IT person, but lots of libraries don't. Increased awareness of comparable wages: effort to do a statewide wage survey to compare similar sized libraries, and have that data available

RESOURCE SHARING CSC

Success measures – Libraries agree upon and meet service standards; libraries save money as compared with standalone services for the same level of service to patrons; more libraries can participate in the courier; academic libraries use the courier so that academic library patrons can receive more materials; users are satisfied with available services

Impacts – Montanans have access to more library materials; Montanans report improved library service across Montana; Montanans report being satisfied with their ability to borrow any item they want through the library; Montana libraries can sustain the cost of participating in interlibrary sharing

Known obstacles – Implementation of interlibrary cooperation; geography; cost – system improvements will cost money. Participating in resource sharing costs more than not participating in resource sharing.

Opportunities [2022 priorities in bold] – Low effort/low or one-time investment: Create a delivery service map; **create a marketing brand/plan for the sharing service**; purchase more weatherproof delivery crates; analyze local practices to look for ways to increase efficiency of workflow;

Float some or all collections in the shared [Partners] collection

High effort/high or ongoing investment: **Evaluate the shared collection development strategy as a whole; MSC – sharing group collection analysis; develop and implement a collaborative collection development strategy for Partners**

APPENDIX B

Wi-Fi and Program Data

With the new Public Libraries Survey (PLS) detail items for programs regarding mode of delivery and audience, 85% of Montana public libraries did not provide complete or satisfactory answers. Similarly, Montana has a low response rate for Wi-Fi sessions. Though valuable for assessing library performance, the metrics are both confusing and difficult to collect. One solution used by other states is a product called WhoFi. WhoFi aids libraries with consistent and simplified statistical tracking for Wi-Fi use and programs. The product also includes a public facing community calendar. Data from WhoFi can be fed into the annual PLS in a centralized manner to relieve the burden from public library directors and to ensure consistent and reliable data across all organizations.

The software will empower librarians to:

- Form data-driven decisions about program offerings and Wi-Fi service
- Use community calendars to enhance collaborative opportunities between libraries
- Automate statistical reporting by program and systems staff to relieve the burden from library directors
- Communicate the value of the library to stakeholders through automated reporting
- Identify trends and evaluate program effectiveness locally and in the broader library community

A statewide quote for WhoFi includes all 122 public library branches and tribal college libraries, a total of \$41,035 (\$336.35 per location).

APPENDIX C

Acronyms

ARM: Administrative Rules of Montana
CSC: Core Services Committees
IMLS: Institute of Museum and Library Services
LIS: Library and Information Science
LSTA: Library Services and Technology Act
MCA: Montana Code Annotated
MLN: Montana Library Network
MSL: Montana State Library
NAC: Network Advisory Council
PLS: Public Libraries Survey