

Montana State Library

Library Services & Technology Act

**2023-2027
Five-Year Plan**



Table of Contents

Mission Statement	3
Our Purpose.....	3
What We Value	3
Our Roles Defined in Montana Statute	3
How We Provide These Services.....	3
Needs Assessment	3
LSTA Five-Year Evaluation	3
Montana Library Network.....	4
Library Federation Needs	4
Directors Institute Data.....	5
Talking Book Services.....	5
Goals.....	6
Projects	8
Continuing Education	8
Montana History & Culture	10
Data Coordination	12
Digital Card Catalog.....	14
Government Information	15
Library Consulting	16
Lifelong Learning	18
Resource Sharing	20
Services for People with Disabilities	22
Technology Support	23
Evaluation Plan	25
Stakeholder Involvement.....	25
Communication and Public Availability.....	25
Monitoring	25

Mission Statement

Our Purpose

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

What We Value

- **ACCESS** – Our open-data strengthens the knowledge base of Montanans.
- **TRUST** – We are non-partisan with a reputation for integrity and transparency that fosters strong relationships across the state.
- **PURPOSE** – All areas of the State Library contribute to making lives better for Montanans.
- **EFFICIENCY** – We promote data-sharing that expedites decisions and leads to better outcomes.
- **LEADING EDGE** – We anticipate the information needs of Montanans which results in innovative product and service offerings.

Our Roles Defined in Montana Statute

- 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 Talking Book services for Montanans eligible for materials from the National Library Service.

Needs Assessment

Montana State Library considered input from several sources to identify needs to be addressed in the new LSTA five-year plan. Sources include the LSTA Five-Year Evaluation, the Montana Library Network, library federation needs, Directors Institute data, and Talking Book services.

LSTA Five-Year Evaluation

Montana's 2018-2022 evaluation was conducted by QualityMetrics LLC. Summary of suggestions from the evaluators:

- Continue to invest in technology for libraries such as hotspots, wiring upgrades, and broadband.
- Provide more outreach to libraries to help them understand their options for services such as E-Rate and other opportunities.
- Provide access to electronic resources for all types of libraries.
- Address the challenges of staffing limitations and capacity at libraries.
- Recruit schools into the lifelong learning programs.
- Conduct user experience studies of MSL's website resources.
- Provide technology support for small libraries.
- Invest more in courier services.
- Help libraries expand their collections.

Montana Library Network

MSL and Montana libraries reimagined how they think about, plan for, evaluate, deliver and build collaborative library services in Montana under the moniker, the Montana Library Network (MLN). MLN is a collaborative community of Montana libraries working together to provide all Montanans with library content and services sufficient unto their needs.

Key principles of MLN:

- Our success is measured by our users' successes.
- Collaboration makes our services efficient.
- Local librarians know best the needs of their communities, and how to meet these needs.
- We learn from others.
- We are future focused. We work to improve what we do and how we do it, focusing on the present and future needs of our communities.
- We explore, try, test, pilot, and adapt to new and changing programs and services.
- Montana libraries decide how or if they participate in MLN.

To support and enhance the MLN, Montana State Library calls upon library staff around the state for input and to advance the vision of the MLN. These thought leaders and subject matter experts consider questions of importance related to the effective delivery of shared services.

The activities outlined in this LSTA five-year plan are grouped into projects that align with the goals of the Montana State Library. These activities and projects form a dynamic workplan and evaluation framework, which is reviewed at least annually. MSL will evaluate emerging service models, library development trends, and gaps in continuing education to guide the allocation of current and future funds. To improve and expand library services, MSL staff will collect data and feedback from local libraries about the communities they serve. This information will help MSL establish user-driven priorities that enhance services and foster collaboration.

Library Federation Needs

Montana is organized into six regional federations. Public library directors serve as federation coordinators and public library board members serve as the board for the federations.

Federations provide opportunities for collaboration and shared learning. To begin this study, MSL staff held discussions with directors and trustees from each of the six public library federations.

The following needs were identified:

- Technology support
- Library program ideas and resources
- Subsidizing statewide resources of use to most Montana communities, such as OCLC and Montana Shared Catalog
- Help with building assessments and improvements
- Support with legal and local government issues

Directors Institute Data

Twenty-two out of 82 public library directors gathered in May 2022 to discuss shared challenges and solutions. Their list of identified needs is as follows.

Training on the following topics:

- Library law
- Human Resources training
- Policy review and development
- Harassment/Hostile work environment
- Budgeting and fiscal authority
- State laws and administrative rules
- Working effectively with local government officials
- Project management/strategic planning/master planning

Information and resources to address the following topics:

- Legal information
- Job descriptions and qualifications
- New Public Library Standards rollout
- Communication and sharing between library directors
- Website development
- Collaborative collection development

Talking Book Services

MSL currently serves approximately 2,000 Talking Book patrons. According to the United States Census, an estimated 21,800 people are reported to have a visual disability in Montana. This means that MSL is serving less than 10% of visually disabled Montanans. MSL estimates the total number of people eligible for Talking Book services is closer to 50,000 when other conditions that impact a person's ability to read are considered, bringing that percentage below 5%. This highlights the need for increased outreach efforts to connect with eligible patrons and to boost participation in the program.

Goals

1. All Montanans have access to library content, services, and information to achieve their personal, educational, and professional goals.
2. All Montanans have sufficient access to and can use technology to enable their personal, educational, and professional growth.
3. All Montanans live in communities where the local government and library work together to build resilient communities.
4. All Montanans have access to learning experiences that support personal, educational, and professional growth.

Priority	Goal	Needs Met	LSTA Priority	Measuring Success
1	<p>All Montanans have access to library content, services, and information to achieve their personal, educational, and professional goals.</p> <p>(Short name: Library Access)</p>	<p>Provide access to electronic resources for all types of libraries</p> <p>Invest more in courier services</p> <p>Help libraries expand their collections</p> <p>Collaborative collection development</p> <p>Subsidize statewide resources of use to most Montana communities</p> <p>Connect with eligible patrons to boost participation in Talking Book services</p> <p>Address the challenges of staffing limitations and capacity at libraries</p>	<p>Expand services for learning and access to information</p> <p>Establish electronic and other linkages</p> <p>Target library and information services to persons having difficulty using a library</p> <p>Develop library services that provide all users access to information</p>	<p>Information Access: Improve users' ability to discover information resources</p> <p>Information Access: Improve users' ability to obtain and/or use information resources</p> <p>Institutional Capacity: Improve library operations</p>

Priority	Goal	Needs Met	LSTA Priority	Measuring Success
2	<p>All Montanans have sufficient access to and can use technology to enable their personal, educational, and professional growth.</p> <p>(Short name: Technology and Digital Literacy)</p>	<p>Technology support</p> <p>Continue to invest in technology for libraries such as hotspots, wiring upgrades, and broadband</p> <p>Provide more outreach to libraries to help them understand their options for resources and services such as E-Rate</p>	<p>Expand services for learning and access to information</p> <p>Establish electronic and other linkages</p> <p>Target library and information services to persons having difficulty using a library</p> <p>Develop library services that provide all users access to information</p>	<p>Institutional Capacity: Improve library's physical and technology infrastructure</p>
3	<p>All Montanans live in communities where the local government and library work together to build resilient communities.</p> <p>(Short name: Local Government Collaboration)</p>	<p>Help with building assessments and improvements</p> <p>Support with legal and local government issues</p> <p>Address training needs outlined under library Director's Institute section</p>	<p>Expand services for learning and access to information</p> <p>Develop public and private partnerships</p> <p>Enhance efforts to recruit future professionals</p>	<p>Institutional Capacity: Improve library operations</p>
4	<p>All Montanans have access to learning experiences that support personal, educational, and professional growth.</p> <p>(Short name: Learning Experiences)</p>	<p>Library program ideas and resources.</p> <p>Communication and sharing between library directors.</p>	<p>Expand services for learning and access to information</p> <p>Develop public and private partnerships</p> <p>Target library and information services to persons having difficulty using the library</p> <p>Provide training to enhance the skills of the current library workforce and leadership</p>	<p>Lifelong Learning: Improve users' general knowledge and skills.</p> <p>Institutional Capacity: Improve the library workforce</p>

Projects

Continuing Education

- **Primary goal addressed:** All Montanans have access to learning experiences that support personal, educational, and professional growth.
- **Intent:** Improve the library workforce; certification; continuing education and staff development

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Support the development of meaningful training provided by MSL staff using learning outcomes, design methodology, and evaluation	<p>Primary audience – MSL staff and MSL hired presenters.</p> <p>Secondary audience – Library directors and board members</p>	<p>Instructional design support and encouragement for presenters hired by MSL and MSL staff that lead workshops</p> <p>Offer valuable learning experiences for library staff, directors and boards</p>	<p>Montana libraries will build social infrastructure and safe public spaces so that communities can build better connections and resiliency</p> <p>Montana libraries build communities of confident and enthusiastic readers</p>	50% of CE budget	Years 1-5 – provide instructional design assistance, support, and guidance to presenters; manage certification program for library directors, staff, and board members; evaluate workshops and implement any needed changes
Review, update, and improve continuing education and certification process for board members and directors	Primary audience – library staff, directors, and board members	<p>Review the existing continuing education/certification program</p> <p>Update the program and communicate changes</p> <p>Improve end user experience with tracking credits and certification</p>	Montana libraries will build social infrastructure and safe public spaces so that communities can build better connection and resilience	Staff	<p>Year 2 – review and update program</p> <p>Years 3-4 – improve end user experience and support library certification</p>

Activity	Audience	Procedures	Outcomes	Funding	Timeline
<p>Provide training and/or access to training that assists libraries in meeting the new public library standards</p>	<p>Library directors and board members</p>	<p>Training about budgets, best practices for library administration, and serving all Montanans</p> <p>Support for strategic planning in libraries</p>	<p>Montana libraries will build social infrastructure and safe public spaces so that communities can build better connection and resilience</p> <p>Montana libraries build communities of confident and enthusiastic readers</p>	<p>20% of CE budget, 10% of consulting budget</p>	<p>Year 1 – identify key standards that libraries may require assistance to meet; provide training and support for libraries; evaluate and make changes.</p> <p>Years 2-5 – continue to assist libraries in meeting standards; work with libraries to review the road map and assist libraries in meeting the road map</p>

Montana History & Culture

- **Primary goal addressed:** All Montanans have access to library content, services, and information to achieve their personal, educational, and professional goals.
- **Intent:** Improve users' ability to discover information resources; arts, culture & humanities; history

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Continue to enhance the Montana History Portal (MHP) platform and user experience	MHP users and contributors	Improve site organization and metadata; create new exhibits; create new ways to organize content into easy-to-use segments based on topics or themes; create geocache tours that utilize MHP content	<p>Montanans informally learn about topics of interest to them</p> <p>Montanans contribute to their community and its culture</p> <p>Montanans can de-stress and find hope and joy in life</p>	Software, staff, digitization	<p>Year 1 – geocache tours</p> <p>Years 1-5 – exhibits and other ongoing work</p>
Training for academics and educators to use MHP	Educators of all levels	<p>Host a summer teacher workshop to educate teachers about how to incorporate MHP content into curriculum</p> <p>Provide outreach, site visits, and demonstrations; offer sessions at the Annual teacher and museums conferences and others</p>	Montanans are successful in formal education settings	Training, staff	<p>Year 1 – workshops</p> <p>Years 1-5 – other ongoing outreach</p>

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Expand MHP to include content from every county in Montana	Libraries, museums, and archives	Visit 15 counties without collections; encourage contributions and help discover collection materials; assist in finding funding as needed for digitization; promotion at conferences	<p>Montanans informally learn about topics of interest to them</p> <p>Montanans contribute to their community and its culture</p> <p>Montanans can de-stress and find hope and joy in life</p>	Outreach, travel, digitization	Years 1-3 – ongoing work
Enable citizen-generated content in MHP	History lovers and genealogists	Create a private contributor policy and procedure; enable individual contributions in the Recollect platform; create policy and procedures for crowd-sourced transcription; enable crowd source transcription	<p>Montanans informally learn about topics of interest to them</p> <p>Montanans contribute to their community and its culture</p> <p>Montanans can de-stress and find hope and joy in life</p>	Software, staff	Years 1-5 – ongoing work
Increase citizen engagement in MHP	MHP users	Enable end user tools for engagement in CMS; promote and encourage use of end user engagement tools; create and promote contests	<p>Montanans informally learn about topics of interest to them</p> <p>Montanans contribute to their community and its culture</p> <p>Montanans can de-stress and find hope and joy in life</p>	Software, staff	Years 1-5 – ongoing work

Data Coordination

- **Primary goal addressed:** All Montanans have access to library content, services, and information to achieve their personal, educational, and professional goals.
- **Intent:** Improve library operations; library infrastructure & capacity; research & statistics

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Public Libraries Survey Software	Library directors, staff, trustees	Procure and launch data collection software Implement a “one-stop-shop” approach for library reporting Expand software access to tribal college libraries	Decision makers have access to data and information they need Library staff feel more confident reporting and using data Data is used to improve operations and to provide the most relevant library services	Data collection and analysis software	Year 1 – implement new software Years 2-5 – ongoing improvements in Public Libraries Survey administration and reporting infrastructure
Public Library Staffing Study	Library directors, staff, trustees Local government MSL staff	Conduct a statewide study of public library staffing and salaries Study gathered data to aid libraries decisions on recruitment, retention, and service delivery Summarize in a public-facing dashboard	Comparable wage data helps directors and boards make job offers and retain staff Counties and cities have data to remain competitive workplaces Montanans receive better library service because communities can hire and retain highly qualified staff	Data collection and analysis software	Year 1 – data collection and publication Year 2 – support consulting team on toolkit development Year 3 – refresh data Years 4-5 – support libraries in data use

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Library Geographic Study	Library directors, staff, trustees MSL staff	Collect data on current ways libraries address geographic challenges including bookmobiles, kiosks, and other methods Publish summary on findings Map library service points and identify areas in the state not served by any libraries	Research helps identify parts of Montana not presently receiving library services Libraries learn from their peers about how outreach services meet community needs Montanans can find and access information through library satellite locations and other outreach services	Data collection and analysis software	Year 1 – collect data on satellite library service points, bookmobile routes, and other outreach techniques and publish summary Year 2 – map library service points Years 3-5 – support consulting team and libraries as they use this information to improve services to the public
Data Accessibility Improvements	Library directors, staff, trustees MSL staff General public	Learn best practices for dashboard design and navigation Meet with software vendor for additional training and support Refine and organize dashboards for easier discovery and use	All data users can access the information they need with ease Data use increases, improving the quality and impact of library work The public has access to information they can use to achieve their goals	No funding through IMLS currently	Years 1-2 – complete training on web accessibility and data visualization. Collect baseline data. Year 3 – adjust existing dashboards to improve design for usability Years 4-5 – monitor use data and further refine for public and staff use

Digital Card Catalog

- **Primary goal addressed:** All Montanans have access to library content, services, and information to achieve their personal, educational, and professional goals.
- **Intent:** Improve users' ability to discover information resources; collection development & management; systems & technologies

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Support a statewide, centralized integrated library system (ILS) and provide education and assistance for member libraries	Library staff and library users	Training Knowledgebase article creation Help desk administration	Montana librarians will have an ILS that supports their library functions and increases their efficiency and efficacy thereby increasing institutional capacity Montana library users will have access to a modern, easy to use online library interface and catalog to increase their ability to find and partake of library services and resources	Staff, integrated library system software and support	Years 1-5 – continue ongoing work
Expand opportunities for ILS sharing between libraries	Library staff	Training Knowledgebase article creation Library data migration	New libraries join the MSC Libraries gain access to the benefits of the consortium and share their resources and expertise with the group	Staff, vendor migration costs for new libraries	Years 1-5 – continue ongoing work, annual application period and migration schedule

Government Information

- **Primary goal addressed:** All Montanans have access to library content, services, and information to achieve their personal, educational, and professional goals.
- **Intent:** Improve users' ability to obtain and/or use information resources; government

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Capture and Archive Government Web Content	Local and state government employees Researchers General public	Preserve dynamic web content from websites representing Montana state and local governments	Information on government information fosters transparency and public engagement Researchers, students, and the public gain access to reliable resources about their community and government	Web archiving service, data extraction	Years 1-5 – continue ongoing work
Digitize and Describe Government Publications	Local and state government employees Researchers General public	Digitize and provide metadata for historic and contemporary state documents	Researchers, students, and the public can easily explore Montana's governmental history All users gain valuable context for understanding current government operations	Hosting service, digitization	Years 1-5 – continue ongoing work

Library Consulting

- **Primary goal addressed:** All Montanans live in communities where the local government and library work together to build resilient communities.
- **Intent:** Improve library operations, library infrastructure & capacity

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Partner with local government support groups to offer training that improves library officials' and local government officials' understanding of each other's roles so that they can co-create a healthy work environment	Library directors and trustees Local government officials	Training Partnerships Handbooks Coordination of communication between entities	Montana libraries will build social infrastructure and safe public spaces so that communities can build better connection and resilience	20% of consulting budget	Year 1 – use existing partnerships to offer workshops about roles and responsibilities and health work environments; attend local government conferences; evaluate and make changes Years 2 – lead a pilot project to support 3 libraries trying to improve local government relationships Years 3-5 – implement lessons learned from the pilot and provide training for local government officials and libraries; evaluate and make changes
Assist library boards, directors, and local government officials with improving wages for library staff and administration	Public and tribal college library directors and staff	Build a toolkit based on MSL's statewide study of library staffing and salaries	Montana libraries will build social infrastructure and safe public spaces so that communities can build better connection and resilience	No funding allocated at this time	Year 1 – data coordinator collects and publishes data Year 2 – share results from study and author accompanying toolkit for libraries Years 3-5 – assist libraries in implementing solutions; evaluate and modify

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Support libraries in overcoming and addressing problems the library faces at the local level	Library directors and trustees	Training and information sharing about finances, government relations, board-director relations, policy development and other operational challenges	Montana libraries will build social infrastructure and safe public spaces so that communities can build better connection and resilience	45% of consulting budget	Years 1-5 – work with libraries to identify challenges and solutions; work with libraries to implement solutions; evaluate and modify
Provide new director training and mentorship opportunities	Public and tribal college library directors	Training, mentorships, and support	Montana libraries will build social infrastructure and safe public space so that communities can build better connection and resilience	5% of consulting budget	Years 1-5 – ongoing work as new directors are onboarded around the state

Lifelong Learning

- **Primary goal addressed:** All Montanans have access to learning experiences that support personal, educational, and professional growth.
- **Intent:** Improve users' general knowledge and skills; arts, culture & humanities; literacy

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Provide virtual programming sessions for Montanans using the Montana Library Network platform	Montanans and Montana libraries	Schedule 6-9 virtual programs that have statewide appeal Ask libraries to help facilitate	Montanans informally learning about topics of interest to them Montanans can de-stress and find hope and joy in life	\$3,000	Years 1-5 – identify topics, hire presenters, and arrange sessions; work with Montana librarians to build virtual programming facilitation skills and inform Montanans of the programs; evaluate and make changes
Support summer reading development and programming in libraries	Children and teens Library staff	Work with Collaborative Summer Library Program Support, training and collaboration Develop partnerships that benefit libraries	Montanans are successful in formal education settings Montana libraries build communities of confident and enthusiastic readers	\$1,000	Years 1-5 – order summer reading manuals; schedule online discussions with library staff to discuss new themes and ideas for summer reading; evaluate progress; make changes
Work with Humanities Montana to develop civic engagement programming in libraries	Teens, all Montanans	Humanities Montana programming and learning cohorts Work with librarians to identify additional ways to provide civic engagement learning experiences in libraries	Montanans contribute to the community and its culture Montanan libraries will build social infrastructure and safe public spaces so that communities can build better connections and resilience	1% of lifelong learning budget	Year 1 – work with Humanities Montana and a cohort of librarians; evaluate progress Year 2 – work with librarians to identify way to continue civic engagement work Years 3-5 – implement solutions

Activity	Audience	Procedures	Outcomes	Funding	Timeline
<p>Support early literacy efforts in libraries</p>	<p>Children 0-5 and their caregivers</p>	<p>Ready2Read program</p> <p>Workshops</p> <p>Training for libraries</p>	<p>Montana libraries build communities of confident and enthusiastic readers</p> <p>Montanans are successful in formal education settings</p>	<p>20% of lifelong learning budget; DPHHS' grant for early childhood</p>	<p>Year 1 – evaluation of Ready2Read Rendezvous; print new brochures for caregivers that empower them to support early literacy</p> <p>Year 2 – implement Ready2Read Rendezvous; implement new science-based texting program; obtain funding</p> <p>Years 3-5 – offer additional training; implement Popcorn & PJs program; evaluate program; make changes; answer questions from library staff</p>
<p>Support library programming that fosters social connections</p>	<p>All ages of Montanans</p>	<p>Support Creative Aging (arts programming)</p> <p>Work with other community partners to identify and offer programming that encourages human connection</p>	<p>Montanans contribute to the community and its culture</p> <p>Montanan libraries will build social infrastructure and safe public spaces so that communities can build better connections and resilience</p>	<p>Varies – up to \$5,000 from Lifelong Learning Budget; Lifetime Arts' grant</p>	<p>Year 1 – ran a pilot with 5 libraries offering Creative Aging programs</p> <p>Year 2 – partnering with others to provide teaching artist trainings, more programs in libraries, and identify how to sustain the program</p> <p>Years 3-5 – offer training for libraries about programming that facilitates human connection; implement ideas; continue to support Creative Aging program</p>

Resource Sharing

- **Primary goal addressed:** All Montanans have access to library content, services, and information to achieve their personal, education, and professional goals.
- **Intent:** Improve users' ability to obtain and/or use information resources; library infrastructure & capacity; systems & technologies

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Support centralized access to licensed e-resources	Montanans who want to use electronic resources such as e-books, online subscription websites and databases	<p>Enable existing centralized e-resource services by providing funding and administrative support</p> <p>Research and evaluate ebook options</p> <p>Draft collection development policy and provide guidance to member libraries on collection development and maintenance</p>	<p>Montanans can access e-books/digital materials regardless of geographical distance to a library</p> <p>Montanans can access e-books/digital materials that meet their personal needs and interests</p> <p>Montanans experience joy and find value in access to digital materials</p>	E-book platform services, subscription services, staff	<p>Years 1-5 – ongoing contracts, support, and funding</p> <p>Year 1 – draft collection development policy for e-resources maintained by MSL; research and analyze value for future funding considerations or group purchases</p>
Provide tools that support resource sharing between libraries	Montanans who want to borrow items from their libraries	Provide centralized contracts, funding, and support for cataloging, interlibrary loan, and physical delivery of materials between libraries	<p>Montana Libraries can expand book and material options available to their community members</p> <p>Libraries can better meet the unique and varying needs of their community members</p>	Interlibrary loan services, staff	<p>Years 1-5 – ongoing contracts work</p> <p>Year 1 – create a marketing plan for the sharing group service</p> <p>Years 1-2 – analyze local practices to look for ways to increase efficiency</p>

Activity	Audience	Procedures	Outcomes	Funding	Timeline
<p>Provide training that supports resource sharing between libraries</p>	<p>Library staff</p>	<p>Provide training and learning resources for cataloging, interlibrary loan, and physical delivery of materials between libraries</p>	<p>Libraries develop the knowledge, skills, and policies that support them in managing an increase in books and resources available to their community</p> <p>Libraries build a network that serves all Montanans and expands opportunities within their own communities</p>	<p>Staff</p>	<p>Years 1-5 – ongoing work</p>
<p>Support and expand the courier network</p>	<p>Library staff</p> <p>Montanans who want to borrow items from their libraries</p>	<p>Provide centralized contract, funding, and support for courier services</p> <p>Add new stops to expand the number of libraries that can afford to participate in resource sharing</p> <p>Create a delivery service map</p>	<p>More Montanans have access to books and items from across the state, opening the doors of opportunity available to them</p> <p>Libraries experience cost savings per item by utilizing the courier and resource sharing groups in comparison to traditional ILL and mailing costs</p>	<p>Courier services, staff</p>	<p>Years 1-2 – add new libraries to the courier network; maintain services and costs for existing libraries; implement a system for tracking and counting items sent via courier; create delivery service map</p>

Services for People with Disabilities

- **Primary goal addressed:** All Montanans have access to library content, services, and information to achieve their personal, education, and professional goals.
- **Intent:** Improve users' ability to obtain and/or use information resources; other

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Deliver a Talking Book program for eligible patrons	Blind and low-vision Montanans	Support a contract for Talking Book library services for qualified Montanan patrons	Access to reading materials enhances quality of life for blind and low-vision Montanans	Talking Book services contract, staff	Years 1-5 – MSL will contract with the Utah State Library to provide direct patron support including duplication on demand, circulation, and readers advisory
Provide outreach and training for the Talking Book program	Blind and low-vision Montanans	Create and implement an outreach plan to identify eligible patrons and stakeholder communities	Eligible patrons are aware of and use Talking Book services	Staff, outreach supplies, travel	Year 1 – create an outreach staffing model focused on identifying and serving new Talking Book patrons Years 2-5 – implement focused outreach plan
Record Talking Books	Blind and low-vision Montanans	Develop partnerships to record onsite with mobile recording equipment	Montanans can enjoy library content relevant to their personal interests	Staff	Years 1-5 – identify potential partners and record stories of local interest to upload to BARD for download by patron across the country
Assist libraries with overcoming issues that may impede Montanans use of public and tribal college library services	Blind and low-vision Montanans People that don't use the library Library staff, directors, and board members	Identify why some Montanans don't use libraries Talk to non-library users Try solutions Training for library staff to resolve issues	Montana libraries will build social infrastructure and safe public spaces so that communities can build better connection and resilience	Consulting and learning staff	Year 1 – identify reasons why some Montanans don't use the library Year 2 – work with libraries to improve services for people with visual disabilities Year 3-5 – work with libraries to improve library facilities and services

Technology Support

- **Primary goal addressed:** All Montanans have sufficient access to and can use technology to enable their personal, educational, and professional growth.
- **Intent:** Improve library’s physical and technology infrastructure; broadband adoption; systems & technologies

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Support digital literacy and broadband efforts	Montanans who lack adequate access to digital tools and the Internet	<p>Review research about digital access in Montana</p> <p>Participate in broadband planning</p> <p>Partner with other entities working on broadband efforts</p>	<p>Libraries stay informed on broadband opportunities and challenges for Montanans</p> <p>Utilize Broadband opportunities when available and feasible</p>	No funding allocated at this time	<p>Year 1 – participate in broadband roundtables</p> <p>Year 2 – study results and work with partners to identify solutions</p> <p>Year 3-5 – implement solutions</p>
Administer a statewide hotspot lending program	Montanans who need mobile Internet access	<p>Find funding</p> <p>Provide support to libraries offering hotspot program</p> <p>Information Montanans about the service</p> <p>Evaluate data</p>	<p>Montanans can maintain vital connections with family and friends.</p> <p>Montanans can stay informed on current events and access educational resources.</p> <p>Montanans have access and success in an increasingly digital world.</p>	Staff, hotspot data plans	<p>Year 1 – administer and add efficiencies to the program; find funding to continue support of the program</p> <p>Years 2-5 – if funding is found, continue to support, evaluate, and improve the program</p>

Activity	Audience	Procedures	Outcomes	Funding	Timeline
Support Network and Broadband Upgrades in Libraries	Montanans who use Wi-Fi and wired Internet connections at public libraries	Find funding Procurement process Application process for libraries Manage ordering and installation of network supplies Support libraries in understanding technology options available to them	Montanans can access reliable Internet with sufficient bandwidth within their local libraries.	Technical service contracts, network supplies	Years 1-5 – find funding and upgrade network supplies in public libraries; continue to encourage and support public and tribal college libraries that apply for E-Rate funds
Help Small Libraries Find Technical Support to Address Technologies Needs in the Library	Montanans who use Wi-Fi and wired Internet connections at public libraries	Work with libraries to brainstorm solutions Find funding Implement proposed solutions	Small or rural libraries can access and consult experts to identify the support and technologies needed to meet the current Wi-Fi and Internet needs of their community.	Staff, contract services	Year 1 – discuss with federation coordinators and members to see if solutions exist Years 2-5 – implement solutions, evaluate, and modify

Evaluation Plan

MSL staff will use data when appropriate to plan, evaluate, and make recommendations to the Montana State Library Commission regarding their projects. MSL's Data Coordinator compiles and visualizes program data to help evaluate progress on our LSTA-funded work. Program dashboards can be found on the [library's website](#).

Stakeholder Involvement

Montana State Library assembled an advisory committee comprised of librarians from around the state to advise on the formation of the five-year plan. Members were selected based on their knowledge, skills, and abilities, and their willingness to look to the future. The committee advised staff on what priorities should be addressed, how and why. Staff reported back to the committee who reviewed, modified, and recommended adoption of this plan. The Montana State Library Commission adopted the plan as the final authority.

Staff will share the plan with the Montana library community at their monthly Webside Chats with the State Librarian, various regional meetings, small group settings at local libraries, and through online tools. We will use the same venues to report back on our progress with the plan.

Communication and Public Availability

MSL's Data Coordinator will continue to create dashboards and impact reports that assist staff with evaluating progress, communicating value, and making decisions. These dashboards and impact reports will be available on the library's website and will be shared at meetings with stakeholders. The plan itself will reside on MSL's website and will be discussed with stakeholders such as MSL staff and the library community.

Monitoring

- Implementation of the data driven model will help MSL staff monitor their progress on achievement of their outcomes.
- A 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.