



# MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

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

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

STRATEGY: FOSTER PARTNERSHIPS				
INITIATIVE	WHO	2021	2023	2025
Support the development of meaningful training for MT librarians provided by MSL staff using learning outcomes, design methodology, and evaluation  <u>CE Dashboard</u>	Continuing Education	Piloted in 2020 with six staff to address need for online learning	Established contract for hosted learning platform	Library learning platform launched for all Montana library staff
Administer Public Libraries Survey (PLS) to examine when, where, and how library services are changing to meet the needs of the public  <u>PLS Dashboard</u>	Data Coordinator	95% response rate	98% response rate	Administer survey to 82 libraries / year, targeting 100% response rate



# MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Research challenges Montanans face to library access due to the geographic divide in Montana so that MSL and the Network Advisory Council (NAC) can understand the barriers geography puts on core library services and can develop plans to address these barriers</p> <p><u><a href="#">Library Development Dashboard</a></u></p>	<p>Data Coordinator, Geographic Information Systems (GIS) staff, Library Consulting</p>	<p>N/A</p>	<p>New initiative prioritized in the Library Development Plan</p>	<p>Research report delivered to NAC; report used to improve services and to seek funding to address barriers including in the 27 biennium Executive Planning Process</p>
<p>Advocate for the use of Montana Spatial Data Infrastructure (MSDI) data in state and local business processes, programs, and workflows through attendance at relevant conferences and meetings</p> <p><u><a href="#">Workplan Dashboard</a></u></p>	<p>GIS</p>	<p>Integrated MSDI data into COVID Response</p>	<p>Integrated MSDI data into Geo-Enabled Elections and Next Generation 9-1-1 workflows</p>	<p>Further integrate MSDI Data into state processes and develop a model for centralized imagery repository</p>
<p>Support libraries in achieving the new public library standards by assisting with strategic planning, providing access to library board training, enhancing resources on state library website, and working with individual libraries</p> <p><u><a href="#">Library Consulting Dashboard</a></u></p>	<p>Library Consulting</p>	<p>Public Library Standards task force seated</p>	<p>Revised public library standards went into effect July 2022 <u><a href="#">ARM 10.102.1158-10.102.1162</a></u></p>	<p>75% or more public libraries meet standards; if legislation is adopted, at least 1 tribal college library meets standards</p>



# MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Coordinate a federation study task force to review federations (MCA 22-1-402.) and identify ways to improve services for Montanans through the federation model</p> <p><u>Federation Dashboard</u></p>	<p>Library Consulting</p>	<p>N/A</p>	<p>Federation task force seated, and study commenced</p>	<p>Recommendations delivered to the State Library Commission and evaluated for adoption</p>
<p>Assist libraries with identifying and overcoming barriers that may impede Montanans use of public or tribal college library services</p> <p><u>Library Consulting Dashboard</u></p>	<p>Library Consulting</p>	<p>Visited 30 libraries, 12 federation meetings / year</p>	<p>Visited 50 libraries, 12 federation meetings / year</p>	<p>Visit 82 libraries (100%), 12 federation meetings / year</p>
<p>Partner with local government organizations to offer training that improves library officials' and local government officials' understanding of each other's roles so that they can cocreate a healthy work environment</p> <p><u>Library Consulting Dashboard</u></p>	<p>Library Consulting</p>	<p>N/A</p>	<p>New initiative prioritized in the Library Development Plan</p>	<p>Outreach at 2 conferences / year and provide 2 trainings / year</p>



# MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Provide virtual programming sessions for Montanans using the Montana Library Network platform</p> <p><u><a href="#">Lifelong Learning Dashboard</a></u></p>	<p>Lifelong Learning</p>	<p>N/A</p>	<p>Piloted with 2 programs Spring 2022 on the Montana Poet Laureate and Indigenous foods; Additional programs in FY 23 on the Titanic, Montana-based Little Shell Tribe of Chippewa Indians, and mushroom foraging</p>	<p>3 programs / year with 10 libraries that allow Montanans to connect with others around the state on topics of shared interest and provide libraries with an opportunity to become more familiar with virtual programming platforms and techniques</p>
<p>Support early literacy efforts in libraries by offering trainings to Montana library staff that empower libraries to better support families and caregivers and strengthen language and literacy skills in young children</p> <p><u><a href="#">Lifelong Learning Dashboard</a></u></p>	<p>Lifelong Learning</p>	<p>3 trainings / year such as Ready 2 Read Rendezvous, Supercharged Storytimes, and 1000 Books Before Kindergarten</p>	<p>3 trainings / year such as Ready 2 Read Rendezvous, Supercharged Storytimes, and 1000 Books Before Kindergarten</p>	<p>4 trainings / year designed to infuse library programs with research-based practices to boost early literacy in children and to help librarians share information that supports parents and caregivers</p>



# MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Work with individual partners to make it easier for them to complete the environmental review, permitting, and planning processes by incorporating data from the Montana Natural Heritage Program into their business workflows</p> <p><a href="#">Workplan Dashboard</a></p>	<p>Natural Heritage</p>	<p>21 general trainings to partners and workflows e.g. <a href="#">Beaver Restoration Assessment Tool (BRAT)</a> which guides agencies in beaver restoration and conflict reduction</p>	<p>25 general trainings to partners and workflows e.g. <a href="#">G1-G2 Species Location Tool</a> used by Montana Wood Products Association to meet Sustainable Forestry Initiative certifications</p>	<p>20 general trainings to partners, plus detailed work with 2-4 partners, to be identified, on individual workflow processes</p>
<p>Coordinate with partners to promote the Real Time Network (RTN) for build-out and to increase subscribers</p> <p><a href="#">Montana State Reference Network</a></p>	<p>Real Time Network</p>	<p>Operated as a pilot in partnership with WA Reference Network</p>	<p>MT network launched March 2022; pilot with 65 organizations</p>	<p>Launch public awareness campaign to target audiences including, but not limited to, surveyors, agriculture, and government sectors</p>
<p>Support a contract for Talking Book services for qualified Montana patrons; create and implement an outreach plan to identify eligible patrons and stakeholder communities</p> <p><a href="#">Talking Book Dashboard</a></p>	<p>Talking Book Services</p>	<p>2,264 reader accounts</p>	<p>1,918 active readers (removed inactive accounts)</p>	<p>1,995 active readers (4% increase goal from National Library Service for the Blind and Print Disabled)</p>



# MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Implement ServiceNow ticketing and customer support system across agency</p> <p><u>Workplan Dashboard</u></p>	<p>Information Products</p>	<p>Analyzed staff need and identified 20 projects</p>	<p>2 projects live Talking Book patron application, IT support; Geoinfo and Next Generation 9-1-1 ticketing systems in progress</p>	<p>20 projects completed such as a request tracker for the MT Natural Heritage Program and a knowledge base and ticketing system for libraries participating in statewide projects</p>
<p>STRATEGY: SECURE SUFFICIENT AND SUSTAINABLE FUNDING</p>				
INITIATIVE	WHO	2021	2023	2025
<p>Conduct a study of comparable wages and occupational standards for library positions to evaluate the need to advocate for improved library salaries</p> <p><u>Library Development Dashboard</u></p>	<p>Data Coordinator, Central Services</p>	<p>N/A</p>	<p>New initiative prioritized in the Library Development Plan</p>	<p>Salary survey administered to 82 libraries (100%)</p>



# MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Identify funding and support for internal wiring and broadband upgrades in libraries</p> <p><u>Library Development Dashboard</u></p>	<p>Library Consulting</p>	<p>Commissioned a <u>study of the broadband capacity of Montana Public Libraries</u>; 40% of libraries had outdated wiring and Wi-Fi equipment; Completed upgrades in Lewistown, Cascade, Great Falls (\$36K)</p>	<p>Funded with \$618K American Rescue Plan Act dollars, cabling installation completed at 25 libraries and equipment upgrades at 26 libraries resulting in more reliable network/wireless connections (final installations completed by April 2023)</p>	<p>Secure funding to pursue upgrades at 25-30 additional libraries (\$650K) so that Montanans have access to high-speed internet at their local library; may be fundable through Federal Digital Equity Act or the Infrastructure Investment and Jobs Acts dollars</p>
<p>Identify funding and support to sustain the hot spot lending program in libraries</p> <p><u>Hot Spot Lending Program Dashboard</u></p>	<p>Statewide Projects</p>	<p>4 Montana libraries circulated mobile Wi-Fi hot spots to patrons that did not otherwise have internet access. Pre-pandemic, the devices were in constant circulation.</p>	<p>Funded with \$585K American Rescue Plan Act dollars, 95 libraries provided 930 circulating hot spots with unlimited data. Still in high demand, the devices have seen 26% more data use than the previous fiscal YTD.</p>	<p>Secure funding to sustain the hot spot lending program (\$480K / year); may be fundable through Federal Digital Equity Act or the Infrastructure Investment and Jobs Acts dollars</p>



# MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Implement Real Time Network (RTN) funding model</p> <p><u>Montana State Reference Network</u></p>	<p>Real Time Network</p>	<p>Business model analysis sponsored by MDT conducted by MSU; analysis suggested a public/private partnership model</p>	<p>RTN launched as pilot at no cost to participants</p>	<p>Pending legislation, establish an enterprise fund and begin collecting subscriptions; target growth 50 subscribers/year in the first biennium</p>
<p>Provide centralized contracts, funding, and support for cataloging, interlibrary loan, and physical delivery of materials between libraries; consider physical delivery options for areas of Montana not served by the current courier</p> <p><u>Library Development Dashboard</u></p>	<p>Statewide Projects</p>	<p>482,360 items shared</p>	<p>510,810 items shared</p>	<p>531,000 items shared via collaboratives; Montanans can reserve items from a greater pool of resources than each library can individually procure. A full crate sent via courier costs \$5 while the equivalent via library mail is \$29.15.</p>

## MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>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</p> <p><u>Library Development Dashboard</u></p>	<p>Statewide Projects, Leadership Team</p>	<p>N/A</p>	<p>New initiative prioritized by Library Development Plan</p>	<p>One formula adopted and implemented allowing for fair and consistent distribution of cost and reduced administrative burden on library staff</p>
<p><b>STRATEGY: CREATE A USEFUL INFORMATION INFRASTRUCTURE</b></p>				
<p><b>INITIATIVE</b></p>	<p><b>WHO</b></p>	<p><b>2021</b></p>	<p><b>2023</b></p>	<p><b>2025</b></p>
<p>Continue coordination and collaboration with local government stakeholders and the Montana Secretary of State's Office on geo-enabling Montana's elections, which includes the integration of the MSDI into election workflows</p> <p><u>Workplan Dashboard</u></p>	<p>GIS</p>	<p>Collected a minimum of 20 counties' voting unit GIS data</p>	<p>Integrated data from all 56 counties into SOS elections system</p>	<p>Integrate redistricting data and continued maintenance of statewide voting unit GIS data for all 56 counties</p>

## MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Develop GIS information to support Next Generation 9-1-1 (NG9-1-1) and address data that is National Emergency Number Association (NENA) standard compliant</p> <p><u>Next Generation 9-1-1 Hub</u></p>	<p>GIS</p>	<p>0% of PSAP boundaries, hired 9-1-1 GIS analyst, developed RFP for assessment service</p>	<p>Procured and implemented assessment service for use by all PSAPs, 27 of 53 PSAPs onboarded (aiming for 40 by end of FY)</p>	<p>50% of PSAP boundaries mapped statewide, 50% addresses pass validation</p>
<p>Collect, maintain, and disseminate lidar data and standard derived products in a central repository at the Montana State Library</p> <p><u>MSDI Elevation Dashboard</u></p>	<p>GIS</p>	<p>Completed 35% + in progress 18% statewide lidar</p>	<p>Completed 55% + in progress 33% statewide lidar</p>	<p>100% completed (data delivered FY 2026) statewide lidar</p>
<p>Improve digital representation of Public Land Survey System (PLSS) for the purpose of improving accuracy of the MSDI Cadastral and Administrative Boundaries themes</p> <p><u>Cadastral Dashboard</u></p>	<p>GIS</p>	<p>Funded 3 grant projects</p>	<p>Funded 7 grant projects</p>	<p>Grant projects prioritized to collect new survey control; at current pace statewide correction within ~107 years plus additional time to adjust the data received</p>

## MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Collaborate with the Imagery Working Group &amp; stakeholders to create an inventory of publicly available imagery datasets for the state of Montana</p> <p><u>Workplan Dashboard</u></p>	<p>GIS</p>	<p>N/A</p>	<p>Collaborated with stakeholders to create a business case for a statewide imagery repository</p>	<p>Create a funding model for development of a state digital imagery repository</p>
<p>Continue to enhance the Montana Memory Project (MMP) platform and user experience</p> <p><u>Montana Memory Project Dashboard</u></p>	<p>Montana Memory Project</p>	<p>Migrated to new Recollect platform</p>	<p>Launched first geocache tour for the Montana State Capitol Complex</p>	<p>24 geocache tours published including Butte and Missoula</p>
<p>Support a statewide, centralized integrated library system (ILS) and provide education and assistance for member libraries</p> <p><u>Montana Shared Catalog Dashboard</u></p>	<p>Montana Shared Catalog</p>	<p>185 library branches utilize the shared ILS</p>	<p>191 library branches utilize the shared ILS</p>	<p>215 library branches utilize the shared ILS. Pooled resources allow a more robust library automation system and shared technical expertise, freeing library staff to focus more on public service; the largest libraries observe up to 50% less ILS expense through membership</p>

## MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Complete range polygons and predicted habitat suitability models for all vascular plant species with sufficient data to allow partners to address these species more easily in environmental review, permitting, and planning processes</p> <p><a href="#">Workplan Dashboard</a></p>	<p>Natural Heritage</p>	<p>692 range polygons and 637 predicted habitat suitability models created or updated</p>	<p>737 range polygons and 158 predicted habitat suitability models created or updated</p>	<p>&gt;500 range polygons and predicted habitat suitability model created or updated</p>
<p>Complete range polygons and predicted habitat suitability models for all invertebrate species with sufficient data to allow partners to address these species more easily in environmental review, permitting, and planning processes</p> <p><a href="#">Workplan Dashboard</a></p>	<p>Natural Heritage</p>	<p>150 range polygons and 21 predicted habitat suitability models created or updated</p>	<p>8 range polygons and 23 predicted habitat suitability models created or updated</p>	<p>&gt;500 range polygons and predicted habitat suitability model created or updated</p>
<p>Transfer Montana Natural Heritage Program website to new content management system to modernize web display for partners and allow staff to update web page content more easily</p> <p><a href="#">Natural Heritage Dashboard</a></p>	<p>Natural Heritage</p>	<p>N/A</p>	<p>N/A</p>	<p>Site transferred</p>

## MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Incorporate photos and observation data for all invertebrate species and macro fungi in the Montana Field Guide to allow partners and the public to access this information more easily</p> <p><u>Natural Heritage Dashboard</u></p>	<p>Natural Heritage</p>	<p>27,710 observations and 3,311 photos for invertebrates added</p>	<p>10,875 observations and 257 photos for invertebrates added</p>	<p>&gt;1000 observations and &gt;500 photos added for both invertebrate &amp; macro fungi species</p>
<p>Update conservation status ranks for moss species to allow partners to address these species more appropriately in environmental review, permitting, and planning processes</p> <p><u>Workplan Dashboard</u></p>	<p>Natural Heritage</p>	<p>No conservation status ranks updated</p>	<p>No conservation status ranks updated</p>	<p>&gt;300 moss species</p>
<p>Add new reference stations to support a statewide Real Time Network (RTN) following National Geodetic Survey (NGS) guidelines for unbiased solution</p> <p><u>Montana State Reference Network</u></p>	<p>Real Time Network</p>	<p>Operated in partnership with WA Reference Network</p>	<p>50% state coverage with 58 base stations</p>	<p>100% state coverage; minimum of 130 stations required</p>



# MONTANA STATE LIBRARY 2025 BIENNIUM OGSM OBJECTIVES, GOALS, STRATEGIES, MEASURES

<p>Support centralized access to licensed e-resources</p> <p><u>MontanaLibrary2Go Dashboard</u></p>	<p>Statewide Projects</p>	<p>89 library branches received access</p>	<p>93 library branches received access</p>	<p>94 library branches receive access to an “anytime, anywhere” collection, especially beneficial to rural citizens who may live many miles from a library. A resident of Circle, MT (population 593), for example, has access to the same number and scope of digital library titles as a resident of Billings (population 117,026)</p>
<p>Create permanent, public access to State government information through identifying, acquiring, cataloging, preserving, and digitizing state publications for online viewing</p> <p><u>Government Information Dashboard</u></p>	<p>State Publications</p>	<p>27,795 total documents</p>	<p>28,238 total documents</p>	<p>29,000 total state documents available online through Archive.org, safeguarding the public’s right to know</p>