

Total Montana State Library Funding by Source of Authority
2015 Biennium Budget

Funds	HB 2	Non- Budgeted Proprietary	Statutory Appropriation	Total All Sources	% Total All Funds
General Fund	\$5,732,837	\$0	\$0	\$5,732,837	47.8%
State Special Total	\$3,600,069	\$0	\$0	\$3,600,069	30.0%
02026 Nris State Special	\$567,046	\$0	\$0	\$567,046	4.7%
02340 Coal Sev. Tax Shared Ssr	\$1,125,602	\$0	\$0	\$1,125,602	9.4%
02779 Montana Land Information	\$1,907,421	\$0	\$0	\$1,907,421	15.9%
Federal Special Total	\$2,169,680	\$0	\$0	\$2,169,680	18.1%
03018 Library Commission	\$2,229,680	\$0	\$0	\$2,229,680	18.6%
03930 Nris Federal Funds	(\$60,000)	\$0	\$0	(\$60,000)	-0.5%
Proprietary Total	\$0	\$497,678	\$0	\$497,678	4.1%
06021 Mt Shared Catalog	\$0	\$497,678	\$0	\$497,678	4.1%
Total All Funds	\$11,502,586	\$497,678	\$0	\$12,000,264	100.0%
Percent - Total All Sources	95.9%	4.1%	0.0%		

5% Base Budget Reduction Form
[17-7-111-3\(f\)](#)

AGENCY CODE & NAME: 51150 STATE LIBRARY COMMISSION

		Minimum Requirement		
		General Fund	State Special Revenue Fund	
TARGETED REDUCTION TO EQUAL 5% OF CURRENT BASE BUDGET		\$ 126,518	\$ 38,166	
Priority	SERVICE(S) TO BE ELIMINATED OR REDUCED	General Fund Annual Savings	State Special Revenue Annual Savings	% OF CUT
		<hr/>		
1	REDUCE THE NRIS OPERATING BUDGET	\$ 30,000		24%
2	REDUCE FEDERATION FUNDS		\$ 30,000	79%
3	REDUCE FUNDING FOR STATEWIDE DATABASES		8166	21%
4	REDUCE THE CONTRACT WITH NATURAL HERITAGE PROGRAM	\$ 15,000		12%
5	REDUCE THE RESOURCE SHARING BUDGET	\$ 46,518		37%
6	REDUCE THE EQUIPMENT BUDGET	\$ 10,000		8%
7	REDUCE THE LIS DIGITIZATION BUDGET	\$ 25,000		20%
8				
9				
10				
11				
	TOTAL SAVINGS	\$ 126,518	\$ 38,166	
	DIFFERENCE		0	0

5% Base Budget Reduction Form

AGENCY CODE & NAME: 51150 STATE LIBRARY COMMISSION

#1 BRIEF DESCRIPTION OF SERVICE TO BE CONSIDERED FOR ELIMINATION OR REDUCTION:

The Natural Resource Information System is a comprehensive source of natural resources and geographic information for the state of Montana. Staff of MSL maintain, organize, preserve and provide access to this information for use by state agencies, federal employees and Montana citizens. Access to a single source for this information means that users can do their work more efficiently and thus more cost effectively.

#2 THE SAVINGS THAT ARE EXPECTED:

\$30,000 GF or 10% of the NRIS Operations budget

#3 THE CONSEQUENCES OR IMPACTS OF THE PROPOSED ELIMINATION OR REDUCTION:

- Reduction of funding may mean that staff will not have resources they need to adequately maintain and provide access to natural resources and geographic information resources. Without this single source for information, agencies that produce much of this information may duplicate data and effort to collect and maintain data, costing the State in additional time and resources, as well as in lost efficiencies.
- The State Library may be unable to fully meet its mandate to be " . . . a comprehensive system for the acquisition, storage and retrieval of existing information relating to the natural resources of Montana ".

#4

HOW THE IMPACT TO CONSTITUENTS AND STAFF MIGHT BE MITIGATED:

MSL can continue to rely on its outdated web services including the GIS data list and Topofinder applications. However, given the technological advances in GIS Internet services these applications are already outdated. Clients need immediate access to current natural resources and GIS information and will not be satisfied with tools that are ineffective or difficult to use. By decreasing the amount of GIS information available to state employees and the general public, Montana will be at a disadvantage to other states that have access to these critical information resources.

#5 WHETHER THE SERVICE IS SPECIFICALLY REQUIRED BY STATE & /OR FEDERAL STATUTE - YES OR NO:

These services are specifically required by statute: 90-15-301 MCA and 22-1-103.

5% Base Budget Reduction Form

AGENCY CODE & NAME: 51150 STATE LIBRARY COMMISSION

#1 BRIEF DESCRIPTION OF SERVICE TO BE CONSIDERED FOR ELIMINATION OR REDUCTION:

There are six Montana library federations made up by local libraries to support the professional development, information technology and resource sharing within the regions. Activities of these federations and program goals to be met by each participating library is funded through state funds.

#2 THE SAVINGS THAT ARE EXPECTED:

\$30,000 Coal Severance Tax or 17% of the funding available for library federations.

#3 THE CONSEQUENCES OR IMPACTS OF THE PROPOSED ELIMINATION OR REDUCTION:

- Federation funds are a primary source of training and professional develop for Montana libraries. Reduction in these funds would mean reduced access to training for Montana librarians meaning less ability to anticipate, understand and meet the information needs of Montana.
- Federation funds are also a primary source of funding to support information technology in local libraries. Without adequate computing environments, libraries will not be able to provide their patrons with access to online information resources.
- Federation funds also allow some libraries to participate in resource sharing programs that might not otherwise be able to do so. Reduction in these funds would mean that these libraries would not be able to participate in the Montana Shared Catalog which would deny Montana citizens access to needed information resources and would increase the information divide across the state.

#4 HOW THE IMPACT TO CONSTITUENTS AND STAFF MIGHT BE MITIGATED:

The impacts to constituents and staff might be mitigated if local libraries can convince their communities to offset these costs at the local level through local dollars.

#5 WHETHER THE SERVICE IS SPECIFICALLY REQUIRED BY STATE & /OR FEDERAL STATUTE - YES OR NO:

Yes - This program is specifically required by statute, 22-1-331, MCA

5% Base Budget Reduction Form

AGENCY CODE & NAME: 51150 STATE LIBRARY COMMISSION

#1 BRIEF DESCRIPTION OF SERVICE TO BE CONSIDERED FOR ELIMINATION OR REDUCTION:

Statewide databases provide access to the most up-to-date online magazine and journal resources to patrons of libraries across the state.

#2 THE SAVINGS THAT ARE EXPECTED:

\$8,166 Coal Severance Tax or 3% of the budget.

#3 THE CONSEQUENCES OR IMPACTS OF THE PROPOSED ELIMINATION OR REDUCTION:

• Reduction of funds to purchase periodical databases would mean that fewer databases could be purchased, reducing access to information for Montana citizens and not meeting the demands of Montana library patrons. While some libraries may be able to purchase some additional periodical databases, many small libraries would not. This would deny Montana citizens access to needed information resources and would increase the information divide across the state.

#4 HOW THE IMPACT TO CONSTITUENTS AND STAFF MIGHT BE MITIGATED:

The impacts to constituents and staff might be mitigated if local libraries can convince their communities to offset these costs at the local level through local dollars.

#5 WHETHER THE SERVICE IS SPECIFICALLY REQUIRED BY STATE & /OR FEDERAL STATUTE - YES OR NO:

Yes - These services are specifically required by statute 22-1-103 (1) MCA

5% Base Budget Reduction Form

AGENCY CODE & NAME: 51150 STATE LIBRARY COMMISSION

#1 BRIEF DESCRIPTION OF SERVICE TO BE CONSIDERED FOR ELIMINATION OR REDUCTION:

The Natural Heritage Program is the source for information on Montana's biological diversity, emphasizing declining and vulnerable species and high quality natural habitats. This reduction is on top of funds reduced in the FY10/11 biennium that have not been made up.

#2 THE SAVINGS THAT ARE EXPECTED:

\$15,000 GFor 3% of the budget.

#3 THE CONSEQUENCES OR IMPACTS OF THE PROPOSED ELIMINATION OR REDUCTION:

- Reduction of staff dedicated to core program activities that provide services to all users, and reallocation of effort toward project-specific activities funded primarily by federal agency grants and contracts.
- Overall reduction in federal funds requiring non-federal match, which support data collection activities and core services.
- Fewer staff resources dedicated to mediated (staff-assisted) data retrieval; responses to data retrieval requests may be delayed.
- Reduced outreach and training in the use of program services, resulting in less efficient use of these services.
- Data collection efforts will be delayed or eliminated; data may be unavailable to support agency policy decisions or may be of lower quality

#4 HOW THE IMPACT TO CONSTITUENTS AND STAFF MIGHT BE MITIGATED:

Impacts of the reduction may be mitigated in part by prioritizing data collection efforts and limiting funded efforts to areas of most urgent need, where grant or contract funds are available. Users requesting staff-assisted data retrieval may be referred to the agency web site, or may wait longer for servicing of data requests.

#5 WHETHER THE SERVICE IS SPECIFICALLY REQUIRED BY STATE & /OR FEDERAL STATUTE - YES OR NO:

Yes - These services are specifically required by statute: 90-15-302 MCA

5% Base Budget Reduction Form

AGENCY CODE & NAME: 51150 STATE LIBRARY COMMISSION

#1 BRIEF DESCRIPTION OF SERVICE TO BE CONSIDERED FOR ELIMINATION OR REDUCTION:

The State Resource Sharing program funds on-going costs for libraries that are members of the Montana Shared Catalog and for a portion of the state OCLC group services contract. These two programs provide foundational tools for libraries that share their resources with other libraries and patrons around the state. This type resource sharing is critical to eliminate the information divide in a rural state that is made up of communities of "haves and have nots."

#2 THE SAVINGS THAT ARE EXPECTED:

\$46,518 GF or 24% of the funding available for interlibrary loan program.

#3 THE CONSEQUENCES OR IMPACTS OF THE PROPOSED ELIMINATION OR REDUCTION:

Resource sharing funds reduce the cost for local libraries to participate in the Montana Shared Catalog and OCLC. Reduction of these funds would pass these costs on to local communities which, for many of the smallest libraries, who need the benefits of resource sharing the most, it may mean that they can no longer participate in these programs. This would deny Montana citizens access to needed information resources and would increase the information divide across the state.

Additionally, reduction in the resource sharing program undermines other statewide efforts, such as the MontanaLibrary2Go and the Montana Memory Project because it would force libraries to decide between providing resource sharing opportunities and participating in these programs.

#4 HOW THE IMPACT TO CONSTITUENTS AND STAFF MIGHT BE MITIGATED:

The impacts to constituents and staff might be mitigated if local libraries can convince their communities to offset these costs at the local level through local dollars.

#5 WHETHER THE SERVICE IS SPECIFICALLY REQUIRED BY STATE & /OR FEDERAL STATUTE - YES OR NO:

Yes - This program is specifically required by statute, 22-1-328 MCA

5% Base Budget Reduction Form

AGENCY CODE & NAME: 51150 STATE LIBRARY COMMISSION

#1 BRIEF DESCRIPTION OF SERVICE TO BE CONSIDERED FOR ELIMINATION OR REDUCTION:

MSL relies heavily on IT to delivery up-to-date reliable information resources. In order to provide online access to digital state publications, periodical databases, downloadable talking books, and geospatial information, MSL must maintain a current IT environment that includes robust desktop computing, and advanced database and server environment. The MSL IT budget was already reduced in the previous legislative session. Without this support, MSL cannot meet its mission.

#2 THE SAVINGS THAT ARE EXPECTED:

\$10,000 GF or 27% of the equipment budget.

#3 THE CONSEQUENCES OR IMPACTS OF THE PROPOSED ELIMINATION OR REDUCTION:

- Existing Web-based applications may become unresponsive and prone to failure; as a result, Montana citizens, businesses, and agency personnel may be denied ready access to state information of interest.
- An inadequate budget to remain current with the development in information technology renders the state less efficient and self-reliant for meeting government's critical information needs and more vulnerable to IT security threats.
- The State Library may be unable to fully meet its mandate to be " . . . a comprehensive system for the acquisition, storage and retrieval of existing information relating to the natural resources of Montana ".

#4 HOW THE IMPACT TO CONSTITUENTS AND STAFF MIGHT BE MITIGATED:

Impacts of the decrease in equipment budget may be mitigated by continued transition to a virtual IT environment. MSL has also researched use of the State of Montana Data Center but finds the services currently cost-prohibitive.

#5 WHETHER THE SERVICE IS SPECIFICALLY REQUIRED BY STATE & /OR FEDERAL STATUTE - YES OR NO:

These services are specifically required by statute: 90-15-301 MCA and 22-1-103.

5% Base Budget Reduction Form

AGENCY CODE & NAME: 51150 STATE LIBRARY COMMISSION

#1 BRIEF DESCRIPTION OF SERVICE TO BE CONSIDERED FOR ELIMINATION OR REDUCTION:

MSL'S Library and Information Services Section (LIS) provides permanent public access to Montana state government publications. A primary goal of the MSL is to digitize these publications and to make them available online in order to meet users demands for access to this information anytime, anywhere. This program budget was already reduced in the previous legislative session. This reduction would entirely eliminate the budget to continue to digize the remaining 20,000 publications in the State Library's print collection.

#2 THE SAVINGS THAT ARE EXPECTED:

\$25,000 GF as or 100% of the digitization budget

#3 THE CONSEQUENCES OR IMPACTS OF THE PROPOSED ELIMINATION OR REDUCTION:

- With the elimination of these funds, MSL will not be able to complete the on-going project to digitize print state publications. As a result state employees and the public will not have the ability to discover and have immediate online access to the body of state government information available in the state publications collection.

#4

HOW THE IMPACT TO CONSTITUENTS AND STAFF MIGHT BE MITIGATED:

If this budget is eliminated state employees and the public will have to request copies of the print state publications from the library or through Interlibrary loan, greatly delaying access to the information.

#5

WHETHER THE SERVICE IS SPECIFICALLY REQUIRED BY STATE & /OR FEDERAL STATUTE - YES OR NO:

Yes, indirectly through - 22-1-219 MCA

5% Base Budget Reduction Form

AGENCY CODE & NAME:

#1

BRIEF DESCRIPTION OF SERVICE TO BE CONSIDERED FOR *ELIMINATION OR REDUCTION*:

#2

THE SAVINGS THAT ARE EXPECTED:

#3

THE CONSEQUENCES OR IMPACTS OF THE PROPOSED *ELIMINATION OR REDUCTION*:

#4

HOW THE IMPACT TO CONSTITUENTS AND STAFF MIGHT BE MITIGATED:

#5

WHETHER THE SERVICE IS SPECIFICALLY REQUIRED BY STATE & /OR FEDERAL STATUTE - YES OR NO:

5% Base Budget Reduction Form

AGENCY CODE & NAME:

#1

BRIEF DESCRIPTION OF SERVICE TO BE CONSIDERED FOR *ELIMINATION OR REDUCTION*:

#2

THE SAVINGS THAT ARE EXPECTED:

#3 THE CONSEQUENCES OR IMPACTS OF THE PROPOSED *ELIMINATION OR REDUCTION*:

#4 HOW THE IMPACT TO CONSTITUENTS AND STAFF MIGHT BE MITIGATED:

#5 WHETHER THE SERVICE IS SPECIFICALLY REQUIRED BY STATE & /OR FEDERAL STATUTE - YES OR NO:

5% Base Budget Reduction Form

AGENCY CODE & NAME:

#1 BRIEF DESCRIPTION OF SERVICE TO BE CONSIDERED FOR *ELIMINATION OR REDUCTION*:

#2 THE SAVINGS THAT ARE EXPECTED:

#3 THE CONSEQUENCES OR IMPACTS OF THE PROPOSED *ELIMINATION OR REDUCTION*:

#4 HOW THE IMPACT TO CONSTITUENTS AND STAFF MIGHT BE MITIGATED:

#5 WHETHER THE SERVICE IS SPECIFICALLY REQUIRED BY STATE & /OR FEDERAL STATUTE - YES OR NO:

MONTANA STATE LIBRARY (MSL) LONG RANGE PLAN 2012 - 2022

VISION

Develop and deliver 21st Century library resources and information services.

MISSION

The Montana State Library is committed to strengthening libraries and information services for all Montanans through leadership, advocacy, and service.

VALUES

MSL values:

- An educated and inquisitive citizenry.
- Library services that are responsive to users' needs.
- Free government information that is easily accessible and widely distributed.
- Patron privacy.
- Equitable access to all library resources and services.
- Competent and professional staff.
- Open, direct, and timely communication.
- Economic development of Montana and Montanans.

PREFERRED FUTURE

- ✓ MSL's patrons come first. MSL's success is measured by patron satisfaction.
- ✓ All Montanans understand, support, and use libraries.
- ✓ Collaboration is the tide that raises services for all Montanans.
- ✓ All Montanans have access to quality library services and resources through qualified staff and have access to current technology resources through libraries.
- ✓ The Library's staff is extraordinarily good at what it does. We recognize that our staff is the essential asset in delivering services that ensure user expectations are met or exceeded.
- ✓ The Library is nimble, operating in a rapidly evolving environment and thriving on change.
- ✓ MSL recognizes that it is one of many sources for data, information, and knowledge resources.
- ✓ MSL looks outside the library world for promising technologies and practices, and selects strategies and resources to strengthen library services for all Montanans.
- ✓ Libraries focus on how the library can best serve their local community or communities.
- ✓ Creativity and innovation is an essential for success in Montana libraries.
- ✓ All services provided to Montanans will be sustainable, efficient and effective.
- ✓ MSL connects patrons to quality information resources, providing value added library services—transforming data and information into useful knowledge.
- ✓ MSL provides decision makers with data and compelling stories to insure funding at a level commensurate to its mission.

The Montana State Library provides direct services to the public. Direct services include access to Montana state government publications, access to geospatial and natural resource information, public access computers, references services for inquiries supported by MSL collections and services to blind and physically disabled.

MSL also serves all Montanans by developing, strengthening and supporting the services offered by Montana libraries. This distinction in the types of services offered by MSL is reflected in the goals below.

These agency-wide goals reflect MSL's statutory obligations and offer broad guidance for biannual work plans developed by program staff.

Statutes that guide MSL include the following from Montana Code Annotated:

Title 22. Libraries, Arts and Antiquities

Chapter 1. Libraries

Part 1. State Library Commission

22-1-101. State library commission established.

22-1-102. Librarian and assistants.

22-1-103. State library commission -- authority.

Part 2. State Library

22-1-201. State library authorized.

22-1-202. through reserved.

22-1-211. Definitions.

22-1-212. Administration of state publications depository library program -- rulemaking.

22-1-213. State publications -- notification and availability requirements.

22-1-214. Repealed.

22-1-215. Repealed.

22-1-216. Repealed.

22-1-217. Repealed.

22-1-218. Exemptions.

22-1-219. Permanent public access to state publications.

22-1-220. through reserved.

22-1-225. Montana state library trust -- interest retention.

22-1-226. Use of Montana state library trust.

Title 90. Planning, Research, and Development

Chapter 1. Development Coordination

Part 4. Montana Land Information Act

90-1-401. Short title.

90-1-402. Purpose.

90-1-403. Definitions.

90-1-404. Land information -- management -- duties of department.

90-1-405. Land information advisory council -- appointments -- terms -- vacancies -- compensation.

90-1-406. Land information advisory council -- duties -- advisory only.

90-1-407. and reserved.

90-1-409. Montana land information account.

90-1-410. Montana land information account -- distribution of funds.

90-1-411. Montana land information account -- use of funds -- action by department -- hearing.

90-1-412. reserved.

90-1-413. Rulemaking.

Title 90. Planning, Research, and Development
Chapter 15. Natural Resource Information System

Part 1. General

90-15-101. Purpose.

90-15-102. Definitions.

90-15-103. Funding.

Part 2. Committee

90-15-201. Duties of committee.

90-15-202. Committee staff.

90-15-203. Expenses of committee members -- meetings.

Part 3. Information System

90-15-301. Establishment of information system.

90-15-302. Natural heritage program.

90-15-303. Interagency cooperation.

90-15-304. Availability of information.

90-15-305. Water information system.

2-15-1514.State Library Commission – Natural Resource Data System Advisory Committee

SIX AGENCY-WIDE GOALS

Goal One—Content

MSL acquires and manages relevant quality content that meets the needs of Montana library users.

Goal Two—Access

MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.

Goal Three ---Training

MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.

Goal Four—Consultation and Leadership

MSL provides consultation and leadership to enable users to set and reach their goals.

Goal Five—Collaboration

MSL promotes partnerships and encourages collaboration among its users.

Goal Six— Sustainable Success

MSL is efficient and effective (measured against user outcomes), and is engaged in fulfilling its mission.

Goal One—Content—Discussion

1. MSL acquires and manages relevant quality content that meets the needs of Montana Library users.

1.1. Enhance Montana State Library's statewide e-content subscription and purchase programs.

1.2. Work collaboratively toward developing, managing, presenting, and preserving Montana-relevant digital content.

1.3. Collect library material to serve the professional development needs of Montana's librarians and public library trustees.

1.4. Manage the Montana Talking Book Library (MTBL) and serve eligible patrons (with talking books, Montana recorded books, Braille books, etc.) according to federal and state mandates.

1.5. Acquire, catalog, and maintain information relating to the natural resources and the geography of Montana.

1.6. Identify, acquire, catalog, and provide permanent public access to Montana state agency publications regardless of format.

Goal Two—Access—Discussion

2. MSL provides libraries, agencies, and its partners and patrons with convenient, high quality, and cost-effective access to library content and services.

2.1. Improve the user interface of MSL's Web sites and improve and expand online service to meet changing user needs.

2.2 Use the appropriate technologies and methodologies to increase access to information about Montana that is created and/or maintained by Library partners.

2.3. Improve Montanans' access to library materials (including discovery, request, and delivery), providing more materials to choose from, and making access increasingly efficient.

2.4. Provide reference, circulation and interlibrary loan and data services to MSL users.

2.5. Assist Montana libraries with 'fulfillment', that is, getting the right library content into patrons' hands quickly, efficiently, and at prices that libraries can afford, regardless of whether the item is owned by the patron's local library.

2.6. Publicize Montana State Library's services and resources.

2.7. Support Montanans 'continued free access to the Internet provided through local public libraries.

2.8. Actively investigate and implement, as appropriate, web-scale solutions including web-scale integrated discovery systems, cloud computing, centralized indexing and harvesting of content, to make the resources of Montana libraries discoverable in a single search.

2.9. Provide appropriate specialized access for the programs and resources available for MTBL patrons.

Goal Three – Training ---Discussion

3. MSL provides appropriate trainings and training resources so that the best use can be made of the resources offered.

3.1. Enhance Montana State Library's statewide training opportunities including all formats with client-learning as the Library's goal.

3.2. Provide users with trainings and assistance related to statewide offerings and resources.

3.3. Develop and present appropriate library leadership training for Library Directors and Trustees.

3.4. Provide regular training opportunities for MSL programs and services.

3.5 Train and assist users to contribute content to MSL's collections.

3.6 Provide a central repository of training materials in various formats that support and make successful ongoing statewide projects and MSL resources and services.

Goal Four—Consultation and Leadership—Discussion

4. MSL provides consultation and leadership to enable users to set and reach their goals.

4.1. Represent the interests of MSL partners including public libraries and the GIS community in appropriate legislative, community, regional, and national forums.

4.2. Advise Montana Library Directors and Trustees regarding administrative concerns, such as funding, budgeting, policies, and personnel.

4.3. Establish and maintain contact with Library Directors and Trustees, and other MSL partners, to remain cognizant of their needs and the challenges they face.

4.4. Provide advice to partners and patrons concerning opportunities for cost-saving and operational-efficiencies.

4.5. Provide leadership and support to identify and address key information gaps for MSL partners and patrons. Gaps may include but are not limited to early literacy, access to sustainable Internet and technology services, access to legal and medical information resources, job related services and services to seniors.

4.6 Provide stewardship of Montana state publications, Montana Spatial Data Infrastructure, and other natural resource information.

4.7. Provide consultation and leadership to all local, state, federal agencies, and private entities who help MSL support Montana citizens who are blind, have low vision or are physically or reading handicapped.

4.8 Facilitate more state-wide purchases of content, supplies, and programs that benefit all Montanans through their local libraries.

4.9 Build the Center of GIS Excellence within the Digital Library.

Goal Five—Collaboration—Discussion

5. MSL promotes partnerships and encourages collaboration among its users.

5.1. Facilitate information-sharing partnerships among federal, tribal, state and local governments, businesses and citizens. Partnerships should promote the role of libraries in Montana communities, create funding opportunities for Montana libraries, and extend the reach of information services and delivery throughout the state.

5.2. Collaborate with state and federal agencies in order to improve access to public information.

5.3. Assist users in developing collaborative relationships and cooperative projects with other state, regional, national, or international partners (libraries, schools, colleges, museums, archives, local and tribal governments, non-profit organizations, government agencies, the business community, et cetera).

5.4. Assist in marketing content and services to users.

5.5. Assist partners in developing web-accessible Montana-related digital content, and provide Montanans with access to digital collections and items relating to Montana's cultural heritage.

5.6. Promote library-related automation, data, networking standards, and web-scale solutions.

5.7. Work toward regional cooperative efforts, programs, and products that bring additional information value to Montanans.

Goal Six—Sustainable Success—Discussion

6. MSL is efficient and effective (measured against partner and patron outcomes) and is engaged in fulfilling its mission.

6.1. Achieve and maintain funding at a level commensurate with MSL's mission.

6.2. Sustain administrative resources sufficient to support mission critical content and services.

6.3. Evaluate new and continuing content and services against MSL's mission and long range plan.

6.4. Meet the American Library Association standards for MTBL staffing as recommended by the National Library Service.

6.5. Use Federal Library Services and Technology Act moneys to support new MSL pilots and projects; and support ongoing projects using State funds.

6.6. Recruit and retain the staff necessary to meet the responsibilities of MSL's mission and Montana statutes.

6.7. Foster staff members' value and satisfaction in their achievements and their contributions to MSL's mission.

6.8. Diversify MSL's staff knowledge, skills and abilities.

6.9. Develop the leadership and management skills of MSL staff.

6.10. Market MSL content and services effectively.

6.11. Provide for an information technology infrastructure which insures industrial-strength capacity, and reliability.

6.12. Seek guidance from advisory groups and other sources to inform programmatic and policy decisions.