



**Library Services and Technology Act  
Wyoming State Library  
Five Year Plan: 2008-2012**

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## Introduction

The Wyoming State Library (WSL) is the State Library Administrative Agency (SLAA) designated to receive and manage Library Services and Technology Act (LSTA) federal funds for library programs and projects in the State of Wyoming. The mission of the Wyoming State library is:

*To promote statewide library development, foster library cooperation, and provide reliable information to our customers.*

An environmental scan of Wyoming and its libraries provides insight into the issues, initiatives and results of this Plan. The state is the least populated of the fifty states, with just over 520,000 residents scattered throughout 97,000 square miles. Only Cheyenne, the state capital with a population of 53,000, and Casper with a population of 50,000 are classified as standard metropolitan statistical areas. The remaining 80% of the state's residents reside in communities with populations from 27,000 down to the single digits.

County based library service was established in Wyoming in 1886. Because the state has only 23 counties, there are 23 county library systems, with a total of 81 service outlets. There are also seven community colleges, with nine libraries, and the University of Wyoming libraries. The directors of these libraries meet regularly to exchange information, collaborate, and build consensus for statewide initiatives, such as shared databases and resource sharing and interlibrary cooperation. Although library media specialists may not be involved in all the planning, these statewide initiatives provide opportunities for schools to participate in nearly all the products and services that are introduced.

The term "Wyoming Library Community" is used often within the state to reflect the cooperation of all types of libraries and all those who work in those libraries. It also encompasses those who volunteer their support for libraries as trustees, foundation board members, and friends of the library group members. The Wyoming Library Community gives WSL significant input about its workforce and training needs, but this information has not been gathered systematically. In federal fiscal year 2008, WSL will collaborate with the Wyoming Library Association to conduct the first comprehensive assessment of the Wyoming library workforce. Every member of the workforce will be asked what training and education they would like and how they would like it delivered. They will have an opportunity to comment on library service at all levels and to suggest ways that the State Library and the library association can complement each other's work. Information from this study will serve as the needs assessment for much of the LSTA plan for FY 2008-2012.

WSL submits this plan with the assumption that the state will receive approximately \$820,000 annually. Even if the base is fully funded, there will be no significant increases. However, any increases or decreases may require adjustments to the breadth of some objectives and the timing of the delivery of some products and services. Any necessary actions will involve the appropriate groups of stakeholders.

**Library Services and Technology Act**  
**Wyoming Five Year Plan**  
**October 1, 2007 through September 30, 2012**

The Wyoming State Library's five year plan was developed to address the goals of the Library Services and Technology Act. Those goals are:

1. Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages;
2. Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks;
3. Providing electronic and other linkages among and between all types of libraries;
4. Developing public and private partnerships with other agencies and community-based organizations;
5. Targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills; and
6. Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line as defined by the Office of Management and Budget and revised annually in accordance with 42 USC Sec. 9902 (2) applicable to a family of the size involved.

To address these priorities and meet the needs of Wyoming libraries the following three goals are selected as the focus of the Five Year Plan for the state.

**Goal No. 1: Build capacity for learning, change and innovation in the Wyoming Library Community. Ties to Federal Goals 1, 5, 6.**

Need: Libraries are part of a dynamically changing world. Wyoming government officials recognize that libraries have become community information, technology and cultural centers, and have been supportive of funding initiatives to ensure that all residents have access to good libraries.

Users are increasingly seeking self service in all areas of their life, including the library. Technology, especially the increasing use of small, mobile electronic devices and the proliferation of social networking software, is rapidly evolving, requiring continual growth in library staff's knowledge, skills and abilities (KSA).

In Wyoming and nationally, demographics show that the library workforce is aging. In particular, there is a pending wave of retirements expected from the large Baby Boom generation. WSL estimates that the workforce assessment will show that of approximately one thousand members of the Wyoming library workforce (working in all capacities, both

full and part-time), as many as three hundred will retire during the plan period. New hires will most likely be local residents who come to their jobs without formal training in library science. It will be critical to provide them training. Wyoming has relatively few librarians with professional degrees, a situation unlikely to change during this plan period.

Timeline: Under the coordination of the Library Development staff at the State Library, workshops, training and sub-grant management will be offered regularly throughout the Five Year Plan.

Evaluation: An outcome based evaluation tool will be introduced in October, 2007 that collects data on the impact of KSA related events. Random sampling of participants will occur at various intervals after the event to determine the long term impact upon themselves and their contributions to their agency or the statewide consortium. The State Library will continually evaluate training and staff development initiatives to determine how the projects impact attendees' knowledge and confidence in their work, creativity and productivity.

*Objective 1:* Identify and deliver workshops, training opportunities, professional support, and information products that assist librarians, staff, trustees and others in effectively improving services, understanding technologies, developing policies, assuming library leadership roles, and working with local governments and community groups.

WSL anticipates a continuing need on these topics:

- Bibliographic information management – enhance deep linking of the shared statewide catalog (WYLDCat) in World Cat;
- Customer service – both in meeting standards of excellence and in effectively identifying and targeting services to underserved and special needs groups;
- Statewide database training – both in content and in techniques of teaching database use to others;
- Strategic management – particularly in using data to drive decision making;
- Programs and services that are relevant and attractive to various age groups;
- Digital reference;
- Organizational leadership.

Outputs:

Multiple training and staff development events for all levels of staff through webinars and on-site sessions held throughout the state. Specialized state-based institutes and retreats for targeted groups.

Documentation, publications, and other tools that increase the knowledge of those associated with libraries.

Outcome: Library employees statewide will have increased their levels of knowledge, skills and abilities over the five years of this plan and will have demonstrated the impact through new or upgraded programs, services, customer service and professional

confidence. Documentation will show that a significant percentage of library workers from all types of libraries will have participated in the staff development activities offered and reported new information and confidence from the events.

*Objective 2:* Offer sub-grant programs that enable libraries and individuals to receive training and formal education to better understand librarianship through a curriculum and to learn about technologies, traditional library services, and emerging programs.

Outputs:

Award “training credit” sub-grants to all public and academic libraries annually. These sub-grants will allow libraries to address training needs, which may be local issues.

Provide competitive grants annually to library workers and those interested in libraries for formal coursework and specialized training in library science, technology, and work-related fields to create a workforce with broad-based knowledge of the library profession and library operations.

Outcome: Library employees and board members will report increases in their levels of knowledge, skills and abilities over the five years of this plan. Through evaluation surveys, they will document changes in their work output and practices, services, and work-related confidence based upon the information received from LSTA-funded training and education.

**Goal No. 2: Resource sharing that ensures all residents of the state will have access to information resources to assist them in their personal, educational, and professional growth. Ties to federal goal: 2, 3, 5, 6**

Needs: The Wyoming Library Community has successfully introduced numerous initiatives that connect library users with library resources for access in the library, from home, at school, and in the workplace. A shared public access catalog makes the holdings of county, community college, and selected school and special libraries readily available online. This catalog is enhanced with an interlibrary borrowing/lending software package that allows patrons to initiate their own interlibrary loans. It is also linked to statewide resources, such as licensed databases, eAudiobooks and other electronic products, Wyoming residents have an emerging one stop content center offering products and services that they want for their information gathering. Interlibrary borrowing is an important service in Wyoming libraries: data show an average increase of 5,000 interlibrary loans per year for the last three years and interlibrary transactions are expected to increase over the next five years. Continued cooperation is needed to meet residents’ needs and expectations.

Timeline: Interlibrary cooperation will be a focal effort throughout the five years of this Plan. The State Library will regularly monitor the interlibrary lending and borrowing traffic patterns and practices to determine if issues are emerging. Topical planning meetings with representatives from the library community will be initiated as appropriate.

The State Library will continue to stimulate the biennial review and licensing of statewide databases to ensure that those selected meet the needs of library employees and residents. In the increasingly visible and important area of digitization, the State Library will work with the state's library community on the newspaper digitization project, providing electronic access to state government publications and documents, and investigating other projects that will be of significant value to libraries and residents.

Evaluation: The State Library will annually evaluate the interlibrary transaction data generated from the interlibrary loan management software package to identify trends, ensure load leveling among large and small libraries, and review transactions to out-of-state libraries through the OCLC Interlibrary Loan System. The Agency will monitor the vendor usage reports for the databases that are licensed for statewide access and determine how these resources are affecting students, teachers and the general public.

*Objective 1:* Use the knowledge and expertise of librarians and information professionals in the state to continually plan for, introduce, improve, and distribute information products and related technologies, and make them accessible for use by residents and library staff.

Outputs:

Convene committees, task forces, and planning groups as needed to plan for information products, so that residents of the state have access to resources in a variety of formats and the infrastructure necessary for a quality statewide library environment.

Represent the Wyoming perspective, best practices, and vision in electronic networks, digitization, and technology planning at the national and regional levels.

Outcome: Wyoming libraries will create a library and information environment where residents will access needed information resources through statewide resource sharing cooperation and transparent access to resources worldwide.

*Objective 2:* Provide access to information products in a variety of formats and media that meet the needs of Wyoming residents.

Outputs:

Develop information resources related to the state that are not available through commercial vendors. For example: digitize Wyoming newspapers so residents have access to the state's rich history.

License databases that focus on specific audiences in education, medicine, business or other appropriate disciplines.

License library products that enhance libraries' infrastructure and operations resulting in better products and services for residents – e.g., Directors' Station, a product that gathers and analyzes information already generated by the shared statewide catalog so that directors can make informed, data-driven decisions about services to their users.

Outcome: Wyoming residents will have a package of databases and digital resources available for educational, professional, and personal development that meets many of their information inquiries. Database use will increase due to librarians' skills in using and teaching them, and due to public awareness of the products.

*Objective 3:* Support the reading and learning interests of those 3,000 individuals voluntarily or involuntarily confined to any of the state institutions with sub-grants to sustain the library collections in those facilities.

Outputs:

Provide annual sub-grants to the twelve state institutions to support the acquisition of information resources, reading materials, and multi-media products to serve this varied customer group. Manage the grants through the central acquisitions program at the State Library to maximize the value of the grants and minimize institutional processes.

Outcome: The twelve institutions will have annually spent their sub-grants for new books, magazine subscriptions, newspapers, and other materials that sustain their clientele's connection to reading, news, and entertainment.

*Objective 4:* Broaden statewide interlibrary cooperation and resource sharing efforts. Empower the end user by providing technology for self-initiated interlibrary loan requests and home delivery of materials.

Outputs:

Maintain a centralized management system that provides interlibrary loan transaction processing efficiencies to libraries and library users. Ensure library employees can utilize such systems fully.

Introduce creative resource sharing projects that link residents to the resources they need.

Outcome: Statewide interlibrary loans for all types of libraries will increase throughout the five years of this plan because public awareness will increase, patrons can self-initiate requests, transactions will process easily, and library staff will offer knowledgeable support. Resource sharing initiatives will provide additional products and services.

**Goal No. 3: The State Library will continue as the leadership agency that designs, facilitates, and supports efficiencies, cooperative projects, and information products that enhance and improve the statewide development of libraries. Ties to federal goals 1, 2, 3, 4, 5, 6**

Need: The State Library is the designated agency for statewide library development and LSTA management. By statute, the state librarian is "responsible for the extension and development of library services throughout the state."

To successfully maintain that role in an increasingly technologically centered world and for demographically diverse communities, the State Library must be aware of trends, issues, and practices in the emerging Library 2.0 environment. WSL's role is to provide leadership and vision to the library community and represent that community in a wide range of forums. The State Library is the point of contact for projects within the state or nationally, and must determine which projects or alliances have value for the Wyoming library community.

Timeline: Leadership and analysis of new library-related initiatives will occur throughout the period of this five year plan. Many new opportunities for the introduction of technological products, information content, resource sharing and alliances will be dependent upon variables including new corporate products, new social software, grants, and innovative hardware. The State Library will continually examine such products with and for the library community. No specific timetable can be projected for such introductions due to marketplace volatility. WSL has the collective knowledge to analyze any and all proposals made throughout the next five years so it has the capacity to determine the benefit, impact, cost, and personnel considerations of any proposal on statewide library development.

In support of central services and roles the State Library will continue to offer the existing central acquisition, business services, and information-sharing products as ongoing projects.

Evaluation: The State Library will document changes in use of the central services by the library community by monitoring deposits for local collection development and special purchases, accounts payable and accounts receivable transactions and activity related to statewide projects, and by looking to the library community for information on the impact of information-sharing products on their work and services to residents.

***Objective 1:*** Provide Wyoming libraries central purchasing and fiscal services that maximize the purchasing power for libraries, support the financial operations of the WYLD Network, and serve as the contracting agent for statewide licensed databases and related products.

Outputs:

Operate the central financial office for contract negotiations and fiscal responsibilities for all statewide databases linked to LSTA and the WYLD Network.

Operate the central acquisitions office to support collection development for all types of libraries. Perform fiscal and operational services to maximize library funds and minimize local processing.

Outcome: Libraries will collectively experience significant operational and financial savings by using the central services offered by the State Library.



*Objective 2:* Generate publications and activities targeted to library, government, and professional communities that create awareness of the role, resources, and services of the library community and its contributions to lifelong learning and reading. Publications will include, but are not limited to regularly published newsletters, an annual library directory, statistical reports, a quarterly publication, specialty documentation and training manuals, and other products that enhance the library environment.

Outputs:

Publish the Wyoming Library Roundup quarterly in collaboration with the Wyoming Center for the Book and Wyoming Library Association to develop public and private partnerships with other agencies and community-based organizations.

Produce information sharing documents, training materials, fliers and other products that provide information and new knowledge to those working in the Wyoming library community.

Develop online communication tools using social software to deliver information about statewide projects, State Library planning, and local library best practices to the Wyoming library community.

Support Wyoming Center for the Book and library projects and activities that encourage individuals to read and appreciate the continuing importance of the book in multiple formats, and that support reading literacy at all age levels.

Outcome: Wyoming library employees and targeted residents will increase their awareness of library products, services, and roles due to the State Library's information, publications, communications and projects.

*Objective 3:* The Wyoming State Library will be the professional agency that provides consultation, planning leadership, technological expertise to the Wyoming library community so those libraries can successfully target quality services to the underserved, to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Outputs:

Maintain a leadership role in regional and national organizations. Bring new information to the state for assessment, planning, and program development.

Consult libraries in all aspects of library operations and services such as management, programming, technology, outreach and diversity.

Study issues of importance to the libraries of the state using statistical, evaluative and analytical tools to provide creative solutions for both individual libraries and the Wyoming library community.

Attend a wide variety of symposiums, workshops and conferences to maintain the State Library staff knowledge for statewide planning, proficient in consulting, and skills in leading others in library development initiatives.

Outcome: The State Library will be knowledgeable of best practices appropriate for introduction in Wyoming libraries, highlight Wyoming's cooperative library environment, and demonstrate the state of technology that libraries have built for residents through participating in state and national forums, meetings, and conferences.

## **Stakeholder involvement**

The State Library has a long history of cooperation in developing statewide programs and projects to benefit residents and build library infrastructure. Three groups are critical partners:

- The Wyoming Library Association represents the needs and viewpoints of a diverse group of library workers, board members, volunteers, and friends. The state librarian sits as an ex-officio member of the executive board of WLA and participates fully in the work of the organization;
- Library directors of the eight academic and twenty-three public library systems meet annually to discuss important statewide issues on automation, staff development, training, funding and advocacy. These meetings provide an important conduit for directors to strategize with the State Librarian, and reach consensus on state-based projects;
- The WYLD Network consists of all libraries using the shared statewide catalog. WSL will continue to work with the governing board and members of the WYLD Network to ensure that the statewide integrated library system, linked products, statewide training, and planning continues to be successful.

The State Library will continue to lead and support statewide committees for digitization, statewide database licensing, staff development, leadership, federal depositories, and resource sharing. For many of these committees, representation will come from all types of libraries. Participation by school libraries will be important as the links between libraries and education expand. These projects will have broad impacts for Wyoming residents.

The State Library has a commitment to listen to stakeholders for local and statewide issues. It will continue to integrate the various perspectives and interests into the planning process so that goals and objectives can be refined to reflect consensus efforts.

## Public Input

The Library Services and Technology Act Five Year Plan for 2008 through 2012 will be posted on the State Library's website. An electronic submission form will be made available for public comments on the plan's goals, objectives and outputs. The State Library will continue to clearly identify LSTA-funded projects and products to libraries and the public. This will also provide a mechanism for comments on those items and on other State Library products and services. WSL will work with the library community to increase public input on product development, use, awareness, and content.

## Monitoring

The Library Services and Technology Act program is linked to many programs and initiatives for the Wyoming library community. As part of the ongoing evaluation of all programs within the Wyoming Department of Administration and Information in which the State Library resides, this program will be monitored for ongoing compliance to OMB Circular A-87, the federal non-construction assurances, State of Wyoming accounting and auditing rules, and relationship to the approved goals and objectives of the Five Year Plan.

