



**Wyoming State Library
Library Services and Technology Act
Five Year Plan: 2023-2027**

**Jamie Markus
Wyoming State Librarian**

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955 L'Enfant Plaza North, SW, Suite 4000
Washington, DC 20024-2135

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 576,000 residents scattered throughout 97,000 square miles. Only Cheyenne, the state capital with a population of 65,000, and Casper, with a population of 59,000, are classified as standard metropolitan statistical areas. The remaining 78% of the state's residents reside in communities with populations ranging from 33,000 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 76 service outlets. There are also seven community colleges, with nine libraries, and the University of Wyoming libraries; the WSL anticipates an eighth community college will become accredited during this plan period. The directors of these libraries meet regularly to exchange information, collaborate, and build consensus for statewide initiatives, such as shared databases, resource sharing, and interlibrary cooperation. Although library media specialists may not be involved in all aspects of the planning, these statewide initiatives provide opportunities for schools to participate in nearly all the products and services that are introduced.

WSL submits this Five Year Plan with the assumption that the state will receive approximately \$1.05 million annually in LSTA funds. Throughout the Five Year Plan, the State Library will engage in continual evaluation, with input from stakeholders, to ensure LSTA funds are used effectively for the projects of most benefit to the Wyoming Library Community. Any increase or decrease to state or federal funds may require adjustments to the breadth of some projects and the timing of the delivery of some products and services. Any necessary actions will involve the appropriate groups of stakeholders. WSL will coordinate with other state agencies and outside organizations to enhance resources, programs, and activities, and will leverage state and other sources of funding to enhance the federal investment made through LSTA funds.

Needs Assessment

Wyoming is a sparsely populated state. Most of its libraries are small, with limited capacity to provide patron resources and staff development. In the interest of providing equitable library service to even the smallest locales, the Wyoming Library Community has relied on statewide collaboration to reduce burdens on individual libraries.

The term "Wyoming Library Community" is often used 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 State Library is in continual communication with the Wyoming Library Community on its workforce, training, information resource, emerging challenges and other needs. Formal channels of communication for assessing needs include:

- Focus group and survey data from the 2018-22 Five Year Plan evaluation
- Internally gathered data on the use of LSTA-funded projects during the last Five Year Plan
- An annual Directors' Retreat for public and academic library directors where they can discuss issues in depth with the State Librarian
- Collection and analysis of library data on a regular basis

State Library staff regularly compile and review information gleaned from these and more informal means. This analysis has shown that the Wyoming Library Community has consistently reported that resource sharing, interlibrary cooperation for greater efficiency, and state-level leadership in a shifting library environment offer critical support for their libraries. WSL has prioritized and ordered this plan's goals to match the Wyoming Library Community's greatest areas of need. Additional detail on the needs specifically addressed by each goal may be found under those goals.

**Wyoming State Library
Library Services and Technology Act
Five Year Plan: October 1, 2023 through September 30, 2027**

The Wyoming State Library's Five Year Plan was developed to address the purposes and priorities of the Library Services and Technology Act as described in 20 U.S.C. § 9141. Those are:

1. Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills;
2. Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
3. (a) Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services, and (b) enhance efforts to recruit

- future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;
4. Develop public and private partnerships with other agencies, tribes, and community-based organizations;
 5. Target 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;
 6. Target 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 U.S.C. § 9902(2)) applicable to a family of the size involved;
 7. Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks; and
 8. Carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121, as described in the SLAA's plan.

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: Resource sharing that ensures all state residents will have access to information resources to assist them in their personal, educational and professional growth. Ties to federal priorities: 1, 2, 3, 5, 6.

Needs:

Wyoming residents need equitable access to information that reaches even the smallest communities. 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, e-content, and other electronic products, so that Wyoming residents have a 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 shows an average of 57,814 requests per year during the last Five Year Plan, and interlibrary transactions are expected to continue to see strong demand in fulfilling patrons' information needs. 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 Wyoming 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. WSL will continue to manage the biennial review and licensing of statewide databases to ensure that those selected meet the needs of library employees and residents.

Evaluation:

The Wyoming 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 vendor usage reports for the databases that are licensed for statewide access and determine how these resources are affecting library employees, students, teachers, and the general public.

Projects that include components of public and library staff instruction; content creation, preservation, description, or lending; and planning and evaluation will be evaluated using outcomes-based assessment questions built into the State Program Report. The final 2023-27 Five Year Plan Evaluation will comply with guidance issued by the IMLS.

Project 1: Information Product Research and Planning

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.

Procedures:

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

Project 2: Statewide Library Electronic Resources

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

Procedures:

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

License items to expand downloadable or streaming electronic collections, such as e-books, e-audiobooks, e-magazines, and other formats that are or may become available.

License library products that enhance libraries' infrastructure and operations resulting in better products and services for residents.

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.

Project 3: Library Resource Sharing

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.

Procedures:

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.

Provide resource sharing subsidies to allow Wyoming Libraries Database (WYLD) Network libraries to continue to participate in the statewide catalog, interlibrary loan system, and databases.

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

Outcome:

Statewide interlibrary loans for all types of libraries will continue to show strong demand throughout the period of this Five Year 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.

Project 4: Institution Library Services

Support the reading and learning interests of those 2,500 individuals voluntarily or involuntarily confined to any of the state institutions with subsidies to sustain the library collections in those facilities.

Procedures:

Provide annual subsidies to the state institutions to support the acquisition of information resources, reading materials, and multimedia products to serve this varied customer group. Manage the subsidies through the central acquisitions program at the State Library to maximize the value of the awards and minimize institutional processes.

Outcome:

The institutions' clientele will have access to new books, magazine subscriptions, newspapers, and other materials that sustain their connection to reading, news, and entertainment.

Goal No. 2: 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 priorities: 1, 2, 3, 4, 7.

Need:

The Wyoming State Library is the designated agency for statewide library development and LSTA management. By Wyoming Statute 9-2-3211, the State Librarian is "responsible for the extension and development of library services throughout the state."

To successfully maintain this 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 changing library environment. WSL's role is to provide leadership and vision to the library community and represent that community in a wide range of forums. WSL 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 software, grants, and innovative hardware. The Wyoming 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, WSL will continue to offer the existing central acquisition, business services, and information-sharing products as ongoing projects.

Evaluation:

The Wyoming State Library will document changes in use of the central services by the Wyoming Library Community by monitoring deposits for local collection development and special purchases, accounts payable, and accounts receivable transactions, 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.

Projects that include components of public and library staff instruction; content creation, preservation, description, or lending; and planning and evaluation will be evaluated using outcomes-based assessment questions built into the State Program Report. The final 2023-27 Five Year Plan Evaluation will comply with guidance issued by the IMLS.

Project 1: Fiscal Services and Central Purchasing

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

Procedures:

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 strengthen local collections 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.

Project 2: Publications, Informational Resources, and Activities

Generate publications and activities targeted to library, government, professional, and other communities that create awareness of the role, resources, and services of the Wyoming Library Community and its contributions to lifelong learning and reading.

Procedures:

Produce information sharing documents, training materials, fliers, and other print and electronic products that provide information and new knowledge to those working in or served by the Wyoming Library Community.

Develop and use online communication tools to deliver information about statewide projects, State Library planning, local library best practices, and other relevant information to the Wyoming Library Community.

Produce publications and marketing materials to help libraries promote and build awareness of LSTA-related products and activities.

Develop and engage in statewide resource marketing campaigns designed to reach and influence end users, both directly and through libraries.

Support library projects and activities that promote reading literacy at all age levels, including those that provide library and information services to special populations that have difficulties

using traditional or electronic library resources.

Outcome:

Wyoming library employees and targeted communities will increase their awareness of library products, services, and roles due to the State Library’s information, publications, communications, and literacy projects.

Project 3: Library Consultation Services

The Wyoming State Library will be the professional agency that provides consultation, planning, leadership, and technological expertise to the Wyoming Library Community so those libraries can successfully target quality, equitable, and inclusive 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.

Procedures:

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

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 State Library staff knowledge for statewide planning, proficiency in consulting, and skills in leading others in library development initiatives.

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

Outcome:

The Wyoming State Library will be knowledgeable of best practices appropriate for introduction in Wyoming, enabling WSL staff to provide high-quality consulting services to the library community. Through use of those consulting services, Wyoming libraries will improve practices in all aspects of library operations and services.

Goal No. 3: Build capacity for learning, change, and innovation in the Wyoming Library Community. Ties to federal priorities: 1, 3, 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 seek self-service in all areas of their life, including the library. Technology, especially the use of mobile electronic devices and social networking, is rapidly evolving, requiring continual growth in library staff's knowledge, skills, and abilities.

In Wyoming and nationally, libraries are experiencing the effects of many in the large Baby Boom generation retiring. The need to retain and develop institutional knowledge becomes apparent. During the last Five Year Plan period, 48% of Wyoming public and academic library director positions changed hands at least once. Director turnover is indicative of that encountered at every level of staffing. New hires are often local residents who come to their jobs without formal training in library science. It is critical to provide them training. Wyoming has relatively few librarians with professional degrees. In FY20 and FY21, only 11 of 23 public libraries employed a director who held an MLS. This is a decrease from the previous high of 13 in FY18. Wyoming continues to fall below national averages in employing professional librarians to lead its libraries.

Timeline:

Under the coordination of the Library Development Staff at the State Library, workshops and training opportunities will be offered regularly throughout the Five Year Plan.

Evaluation:

Projects that include components of public and library staff instruction; content creation, preservation, description, or lending; and planning and evaluation will be evaluated using outcomes-based assessment questions built into the State Program Report. The final 2023-27 Five Year Plan Evaluation will comply with guidance issued by the IMLS.

Project 1: Library Staff Development

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 in the shared statewide catalog (WYLDcat)
- Interlibrary Loan software and workflow
- Statewide database content and use
- Wyoming library laws, policy governance, and board/director relationships
- Succession planning, strategic management, and data-driven decision making
- Outreach to underserved and special populations
- Enhancing school library services
- Equity, diversity, inclusion, social justice, and access

Procedures:

Create, coordinate, and support training and staff development events for all levels of staff through webinars and on-site sessions. Support attendance at specialized workshops, institutes, retreats, and conferences.

Prepare and disseminate documentation, publications, and other tools that increase the knowledge of those associated with libraries.

Outcome:

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

Coordination Efforts

The Wyoming State Library encourages the development of partnerships and the coordination of resources to provide more effective service delivery. WSL will continue to work with other state agencies and outside organizations to coordinate resources, programs, and activities. When appropriate, WSL will leverage other sources of funding to enhance the federal and state investment in areas such as elementary and secondary education, early childhood education, workforce development, and other federal programs and activities relating to library services.

Measuring Success Focal Areas**State Goal 1: Resource Sharing**

Focal Area: Information Access

- Project: Information Product Research and Planning
 - Intent: Improve users' ability to obtain and/or use information resources
- Project: Statewide Library Electronic Resources
 - Intent: Improve users' ability to obtain and/or use information resources
- Project: Library Resource Sharing
 - Intent: Improve users' ability to obtain and/or use information resources
- Project: Institution Library Services
 - Intent: Improve users' ability to obtain and/or use information resources

State Goal 2: Efficiencies and Cooperative Projects

Focal Areas: Information Access and Institutional Capacity

- Project: Fiscal Services and Central Purchasing
 - Intent: Improve library operations
 - Intent: Improve users' ability to obtain and/or use information resources
- Project: Publications, Informational Resources, and Activities
 - Intent: Improve users' ability to discover information resources.

- Intent: Improve the library workforce
- Project: Library Consultation Services
 - Intent: Improve library operations

State Goal 3: Build Capacity for Learning and Innovation

Focal Area: Institutional Capacity

- Project: Library Staff Development
 - Intent: Improve the library workforce

Evaluation Plan

In addition to the evaluation plans listed under each goal, projects that include components of public and library staff instruction; content creation, preservation, description, or lending; and planning and evaluation will be evaluated using outcomes-based assessment questions built into the State Program Report. The final 2023-27 Five Year Plan Evaluation will comply with guidance issued by the IMLS.

Stakeholder Involvement

The Wyoming 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 (WLA) 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. The WSL anticipates that a ninth academic library will become accredited during this plan period, and its director will also be included. 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 participating in 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.

WSL 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.

WSL 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 projects can be refined to reflect consensus efforts.

Communication and Public Availability

The Library Services and Technology Act Five Year Plan for 2023 through 2027 will be posted on the State Library's website. WSL 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 Wyoming 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 with the federal non-construction assurances; State of Wyoming accounting and auditing rules; relationship to the approved goals and projects of the LSTA Five Year Plan; and reporting requirements related to the State Program Report.

