



COLORADO
Department of Education
Colorado State Library

Library Services & Technology Act (LSTA) Five-Year Plan 2018-2022

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**For the
Institute of Museum & Library Services**



**Eugene Hainer, Assistant Commissioner
Colorado State Library
Colorado Department of Education
201 East Colfax Avenue
Room 309
Denver, CO 80203**

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Colorado Department of Education Mission Statement

The mission of the Colorado Department of Education (CDE) is to ensure that all students are prepared for success in society, work, and life by providing excellent leadership, service, and support to schools, districts, and communities across the state.

Colorado State Library Mission Statement

The Colorado State Library (CSL) helps libraries, schools, museums, and other organizations improve services, making it easier for all Coloradans to access and use the materials and information they need for lifelong learning.

Needs Assessment

The needs assessment relied primarily on three methodologies: available data, focus groups, and survey research.

Available Data

Evidence supporting the identified needs was compiled from Library Research Service Fast Facts reports, 2016 Public Library Annual Report Data and 2015-2016 Annual Colorado School Library Survey data. Additional support was derived from the United States Census Bureau, Colorado Department of Education, 2015 IMLS State Program Report for Colorado, and the Colorado Department of Corrections.

Focus Groups

Between October and December 2016, focus groups were held with the staff of CSL's major units: Administration, Institutional Library Development, Library Development, Library Research Service, and Networking and Resource Sharing. All of these focus groups were structured by the same set of questions:

- What broader social trends do you see impacting Colorado communities that libraries could take a leadership role in over the next five years?
- Based on the four LSTA goals—Learning For All Ages, Resource Sharing, Training of Library Staff, and Services to Special Populations—what do you currently have planned for 2017 and beyond?
- What else could your unit do to take libraries to the next level of leading change in the communities they serve?
- What structures and systems do you need to be leaders of library and community development for the future?

The Director of the Colorado Talking Book Library and the State Publications Library was interviewed as a key informant for those two highly specialized operations. (The interview about CTBL was supplemented by a regular in-depth outcome-based evaluation survey of clients.)

The input from these focus groups informed the design of a survey of the state's library leaders for public, school, and academic libraries and a survey of library stakeholders for institutional libraries.

Survey of Library Leaders

Library leaders responded to an online survey to provide input about CSL's 2018-22 plan. This survey was conducted from January 17-31, 2017. Of 231 total respondents, 206 responded to most questions.

Library leaders to whom the survey was administered included:

- library directors and associate directors, finance officers, technology leaders, data users, and children's and youth services librarians;

- leaders of statewide library associations representing the Colorado Association of Libraries (CAL), Colorado Public Library Association (CPLA), Colorado Academic Library Association (CoALA), Colorado Association of School Libraries (CASL), Colorado Association of Special Libraries(CoASL), Rocky Mountain Chapter of the Special Libraries Association (RMSLA), and Reforma Colorado;
- leaders of library networks and consortia representing the Colorado Alliance of Research Libraries (The Alliance), AspenCat, and Marmot; and
- regional library leaders representing the state’s Front Range, the Northeast, the Southeast, and the West and Southwest.

In addition to these formal leaders, additional leaders reachable via the state’s online discussion list were also invited to participate in the survey.

To provide input for the next five-year plan, respondents were asked to identify specific proposed activities as essential, very important, important, or not important. In reporting these results, essential and very important percentages were summed for a priority rating.

The strengths of this survey approach to gather input for the next five-year plan are the usual strengths of a survey: 1) it permitted a relatively large number of individuals to participate in a relatively short time, 2) it gathered systematic, comparable data about the same issues from all participants, and 3) it allowed for a relatively concise and comprehensible report of a large amount of feedback.

As part of the Colorado State Library’s (CSL) work toward planning its 2018-22 plan, stakeholders of Institutional Library Development (ILD)—the unit of CSL responsible for libraries serving correctional and mental health institutions as well as institutions that serve veterans and blind and deaf students—were surveyed between mid-January and mid-February 2017. Of 104 individuals who responded to any questions, 90 responded to most questions.

Need #1 Learning for all Ages

Needs Assessment Summary:

- In a CSL survey of state library leaders:¹
 - 84% of respondents selected providing services that focus on early childhood literacy as either essential or very important.
 - 64% of respondents selected hosting family engagement in library programs (e.g., two-generation programs) as either essential or very important.
 - 62% of respondents selected expanding summer reading to more experiential summer learning as either essential or very important.
 - 74% of respondents selected the role of libraries as civic conveners as either essential or very important.
 - 59% of respondents selected the continued support of Check Out Colorado State Parks Pass program as either essential or very important.
- Check Out Colorado State Parks program: There were approximately 3,960 backpack checkouts in the first 6 months or 165 checkouts per week.²
- One Book 4 Colorado Program: More than 75,000 books were given away at more than 500 sites. The impact of this program on children and families:³
 - 70% of caregivers showed an increased awareness of the importance of childhood reading.
 - 54% of families came to the library for the first time.
 - 65% of families view libraries as a resource for books and activities related to childhood reading.
- In 2015, one in four Coloradans (1.39 million) were under the age of 19. 6.1% of the population was under the age of 5 years.⁴
- Colorado's 2015-2016 dropout rate was 2.3% (10,530 dropouts reported).⁵
- 8.8 % of Colorado residents 18 years of age and older do not have a high school degree or equivalency. ⁶
- Of 110 public libraries surveyed, 30 reported providing 10 or fewer adult programs in 2016 (27%). Thirty-seven libraries reported 10 or fewer young adult programs (34%), compared to only eight reporting 10 or fewer children's programs (7%). ⁷

Need #2 Resource Sharing

Needs Assessment Summary:

- In a CSL survey of state library leaders:⁸
 - 55% of respondents selected the digitization of Colorado Historic Newspapers as an essential or very important tool for teaching history with primary sources.
 - 67% of respondents selected the need for focused resources and guides available electronically to explore new skills for library staff (e.g. community engagement, data/evaluation, and outreach) as either essential or very important.
 - 45% of respondents selected the need for aggregation services to showcase the state's unique digital collections for inclusion in the Digital Public Library of America as either essential or very important.
- The Colorado Historic Newspaper Collection contains over 880,000 digitized pages. During FY15 google reported 195,371 visitors to the site and these visitors viewed the site on average 22,973 times per month.⁹
- The Statewide Interlibrary Loan Fast Track (SWIFT) service provides free access for 388 member libraries to interlibrary loan software, support and training.¹⁰
- FindIT Colorado is a mobile app that expands patron access to collections by connecting them to the catalogs and online resources of 24 participating libraries. During the first six months of service the app was downloaded 1,050 times and users performed 18,723 searches.¹¹

Need #3 Training of Library Staff

Needs Assessment Summary:

- In a CSL survey of state library leaders:¹²
 - 57 % of respondents selected the need for individualized, on-site consulting by CSL staff as either essential or very important.
 - 65% of respondents selected leadership institutes for current and aspiring leaders as either essential or very important.
 - 72% of respondents selected online learning communities (e.g., webinars, tutorials, videos) as either essential or very important.
 - 62% of respondents selected a resource bank of experts available online and face-to-face as either essential or very important.
 - 79% of respondents selected regional staff training as either essential or very important.
- Results from the annual Colorado School Library Survey indicate:¹³
 - 65% of endorsed librarians teach students how to use digital resources.
 - 64% help students use a variety of sources when information-gathering.
 - 63% help students use technology to organize and share information.

- 57% help students apply critical-thinking skills.
- 51% help students evaluate the credibility of information sources.
- Library Jobline program:¹⁴
 - 963 employers have signed up for the ability to post jobs.
 - 4,115 job seekers have signed up to receive custom job notifications.
 - Twitter account has over 900 followers.
 - In 2015, 656 jobs were posted with 288,000 views.

Need #4
Services to Underserved Populations

Needs Assessment Summary:

- In a CSL survey of state library leaders:¹⁵
 - 55% of respondents selected circulating resource kits to assist staff working with underserved populations (e.g., homeless, K-12, incarcerated, LGBTQ etc.) as being essential or very important.
 - 73% of respondents selected sharing resources and services for underserved populations as essential or very important.
- In a CSL survey of institutional library stakeholders:¹⁶
 - 49% of respondents selected face-to-face training programs for non-library staff operating institutional libraries as essential or very important.
 - 48% of respondents selected an improved Colorado Correctional Libraries intranet as essential or very important.
 - 52% of respondents selected the need for programs/toolkits to circulate among libraries served by institutional library development as essential or very important.
 - 51% of respondents to a CSL survey of institutional library leaders selected hands-on experience with technology in institutional libraries as essential or very important.
 - 58% of respondents selected STEAM programs in institutional libraries as essential or very important.
 - 56% of respondents selected the promotion of outreach by public libraries to encourage successful transition as essential or very important.
- 27% of new admissions to CDOC do not have a high school diploma or GED and 41% of Colorado prisoners do not have adequate vocational skills.¹⁷
- 49% of CDOC offenders return to prison within three years.¹⁸
- In 2016, a Colorado Talking Book Library (CTBL) patron satisfaction and outcome survey reported that overall quality of service is high with nearly all respondents (99%) rating CTBL as excellent or good. By far, reading for pleasure is the most frequently valued outcome of CTBL service, selected by more than 84% of survey respondents.¹⁹
- There are almost 550,000 Colorado residents with disabilities, of these over 103,000 have difficulty with their vision.²⁰

Goals

Goal #1

All Colorado residents will have access to library services that support formal educational achievement and inspire lifelong learning.

Need: Learning for all Ages

LSTA Purpose:

- Expand 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 in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.
- Develop public and private partnerships with other agencies and community-based organizations.

Program: Colorado State Publications Library (CoSPL)

Purpose: Established by CRS 24-90-201 to 208, the Colorado State Publications Library (CoSPL) meets the need for government transparency with centralized and free permanent public access to state publications. The library acquires, catalogs, and maintains print and electronic publications produced by all state agencies; distributes them to depository libraries and maintains an online library catalog, digital repository, and website. Other services provided are original cataloging and maintenance of the classification code; a blog with current information; and reference and interlibrary loan functions performed by library staff.

Target Users: Colorado residents

Activities: Focus on student, educator and public access to electronic Colorado government information results in Quick Guides and Resource Guides for the public. The CoSPL blog is a resource for topical information. Supporting and monitoring the depository system by distributing print, or providing notification of electronic publications. Original catalog records are provided to any library to include in their catalogs. The cataloger spends significant time on name authority work, classification schedule updating and publication, and catalog maintenance. Maintain and update the online public access database. Update and print the "Colorado State Publications Classification Schedule" which is a guide to the library's unique classification. Facilitate State Library and Department of Education access to legislative bills and laws as they become available. Quarterly email newsletters are sent to agency contacts and depository librarians for continued communication. CoSPL continues to digitize existing documents in hardcopy or archived on microfiche for access and incorporating them into the digital repository.

Outcomes: Colorado residents have access to government documents providing transparency into the workings of state government. Colorado State Publications Depository Libraries enjoy significant savings on cataloging costs for state publications because of the work done at CoSPL.

Timeline: Annual

Funding: LSTA expenditures: 1 FTE salary/benefits; travel; serial binding; printing; and the annual maintenance fee for the library's automated library system and maintenance of the digital repository. Total funding: \$106,000/year.

Project: Early Literacy Programming

Purpose: To provide early literacy resources and training to library staff. Library staff will provide early literacy collections, programs, and spaces for children under the age of six and their parents/caregivers.

Target Users: Public library staff, parents/caregivers, children under six

Activities: Based on the availability of private funding, work with the Lt. Governor’s Office, public libraries, and other partners to distribute copies of the same book to four-year-olds across the state each spring to continue the One Book 4 Colorado project annually. Partner with Colorado Libraries for Early Literacy (CLEL) to produce StoryBlocks videos in multiple languages. Offer early literacy training to public librarians in conjunction with CLEL, including online sessions. Offer Supporting Parents in Early Literacy through Libraries training and grants to increase the number of libraries providing outreach and early literacy services to low-income parents and caregivers of children under six.

Outcomes: The ultimate outcomes are to raise parent/caregiver awareness of and increase habits of early literacy; provide welcome, learning spaces for young children and their families in libraries statewide, and to impart essential early literacy skills to young children while modeling techniques to parents and other caregivers.

Timeline: Annual

Funding: LSTA expenditures: StoryBlock videos \$5,000; training expenditures \$2,000; One Book 4 Colorado expenditures \$1,500; Supporting Parents in Early Literacy Learning grants \$15,000; travel/training \$3,000; 50% of Youth Services Consultant’s position cost to administer program \$44,000. Total funding: \$70,500/year.

Project: Colorado Family Literacy Programs

Purpose: To provide literacy and learning (summer learning, etc.) resources and training to library staff. Library staff will offer engaging learning experiences in libraries throughout Colorado.

Target Users: Public library staff, children, teens, families, individuals interested in literacy and learning

Activities: Regional and online summer learning workshops, summer learning materials (CSLP membership and manuals, summer learning advisory board with students and parents, electronic registration, promotional material, programming ideas, etc.) for Colorado libraries, partnerships with other agencies at the state and local level to collaborate on summer food and reading programs, targeted campaign for underserved populations, and sponsor events and other awareness; Check Out Colorado State Parks pass and backpack program in public and academic libraries throughout Colorado; additional literacy partnerships to promote literacy and learning, particularly to underserved populations.

Outcomes: Increased awareness of and participation in literacy and learning programs throughout the state; well-trained and resourced library staff, offering popular, relevant, and engaging literacy programs in their libraries; a reduction in summer slide; partnerships for literacy.

Timeline: Annual

Funding: LSTA expenditures: manuals, CSLP membership, materials, and travel for workshops \$9,000; summer learning advisory board \$2,500; subsidizing cost for online registration platform for small/rural libraries \$2,000; cost for Check Out Colorado State Parks annually \$1,500; 50% of Youth Services Consultant’s position cost to administer program \$44,000. Total funding: \$59,000/year.

Project: Career Online High School (COHS)

Purpose: This activity will provide access to the COHS shared enrollment platform (dashboard) and provide scholarships to library jurisdictions interested in offering this resource to eligible community members.

Target Users: Public library staff, residents age 19+ without a current High School diploma. The primary target for recipients of the scholarships are libraries serving small and medium sized communities to encourage expansion of the COHS program beyond the metro area/front range areas. If this target market does not materialize as expected, the secondary target will be supporting existing participants with additional scholarships.

Activities: The State Library will work with designated contacts from libraries that seek to start a COHS Program in their area for the purpose of enrolling students in the requisite coursework for a high school diploma with career focus. Those that are interested and commit to the terms of the partnership will receive scholarships in the form of grants, plus assistance for enrolling learners in the COHS program. CSL will pay for access to a shared enrollment

platform (dashboard) that will be used by participating libraries to enroll and track progress of the students using the scholarships.

Outcomes: The ultimate outcomes are to increase the number of HS graduates from among those ages 19+ who did not finish high school for whatever reason. The program will provide them with the opportunity to earn a career-focused diploma and a path toward finding work, earn better wages, and support themselves and/or their families in today's economically challenged world.

Timeline: Annual

Funding: LSTA expenditures: 100 scholarships \$109,500; Shared enrollment platform \$50,000. Total funding: \$159,000/year.

Goal #2

Colorado libraries will share resources, expertise, and systems statewide to ensure the efficient and effective delivery of library services to their diverse communities.

Need: Resource Sharing

LSTA Purpose:

- Establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, for the purpose of improving the quality of and access to library and information services.
- Develop public and private partnerships with other agencies and community-based organizations.
- Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

Project: Resource Sharing Services

Purpose: To empower libraries to achieve more and have greater success in meeting the expectations and needs of their communities through the sharing of resources, including materials, expertise, initiatives, ideas, and services. The resource sharing suite of services consists of four major activities, all representing a different facet of statewide resource sharing.

Target Users: Users are library staff from all types of libraries, with an emphasis on small/rural libraries and those with limited resources.

Activities:

Statewide Interlibrary Loan Fast Track (SWIFT) Service: SWIFT gives libraries of any size or library type the ability to enhance services to their patrons through the borrowing and lending of materials with other libraries within the state. SWIFT participants include rural and large metropolitan libraries. As a SWIFT participant, libraries can broaden the amount of information and resources available to their patrons. The State Library provides the platform, support and training for library staff in SWIFT use, and serves as liaison among the SWIFT community.

SWIFT Book Club Resource: A collection of popular titles available in multiple copy bundles used to expand library book club activities within the state. The service consists of the collection, a website for communications, and a weekly blog posting for introducing libraries to new titles added to the collection.

FindIT Colorado: FindIT CO is a mobile app that expands patron access to collections by connecting them to the catalogs and online resources of 22 participating Colorado libraries. Users can download the app

for free to their Android or Apple mobile devices and find the nearest participating libraries using the app's geolocation feature. Once inside the app, users can search and reserve materials from the catalog, reserve materials, check their patron account, download eBooks and audiobooks, search online databases, connect with the library's social media sites, and check library locations and hours.

Resource Sharing Eco System: Colorado has always maintained a culture of sharing within the state - from traditional ILL services to the sharing of resources and expertise outside of the normal understood boundaries. CSL is constantly searching for ways to help library staff create greater efficiencies by helping them think outside the box and create sharing partnerships that are new, exciting and serving to bring the state to a new level of community service. The components of this initiative include: facilitating resource sharing working and planning groups to focus on specific issues, blog postings to highlight resource sharing activity within the state, and events to promote spontaneous resource sharing for the participants. The initiative is also exploring technology options to create increased resources sharing through shared online spaces for collaboration, sharing of policies and procedures, and colleague mentoring.

Outcomes: Through the various resource sharing methods available, libraries will be able to expand the services and resources available to their communities. They will learn from their statewide colleagues and create greater economies through shared initiatives.

Timeline: Annual

Funding: LSTA expenditures: 1.0 FTE salary/benefits \$79,820; SWIFT Infrastructure \$99,999; Courier, \$5,000; FindIT app \$22,000; Resource Sharing Ecosystem \$5,000 (training and outreach); Travel \$10,000. Total funding: \$222,000/year.

Project: Statewide Digital Collections

Purpose: The Statewide Digital Collections program is an initiative to increase the digital footprint of Colorado collections housed among the many cultural heritage institutions within the state. Collections are held by the largest institutions and the smallest institutions, each holding a fraction of the story of our state and the people within it. By aggregating these disparate collections together as part of a shared database or as a statewide feed to the Digital Public Library of America (DPLA), we are able to help Coloradans better tell their story and provide primary source materials which are so valuable to the education of Colorado children.

Target Users: Public and academic libraries, museums, archives, historical societies, K-12 educators, historians, genealogists, general public.

Activities:

Colorado Historic Newspapers Collection (CHNC):

Colorado Historic Newspapers Collection (CHNC) provides free online access to 200+ newspapers published in Colorado from 1859 to 1983, containing over 1,000,000 digitized pages from these newspapers. Digitization of additional newspapers continues through a local fund-raising model with contributions made by local libraries, archives, museums, and other organizations. Newspapers are digitized from microfilm or from the original newspaper as appropriate. CSL staff provides guidance and project management for the digitization process.

Plains to Peaks Collective Service Hub (PPC): Libraries, archives and museums in Colorado and Wyoming all hold pieces of our rich cultural history, and have a long history of sharing these stories with a wide audience through their digital collections. With this in mind, the Plains to Peaks Collective (DPLA) Service Hub has been created to help aggregate and share these unique collections. DPLA Service Hubs are state, regional, or other collaborations that host and/or bring together digital objects from institutions within their respective communities. The Colorado State Library is the central organizing agency for this

program, hosting the dark aggregator gathering metadata for the various collections around the two states, normalizing it into one metadata format to feed it to the DPLA for global discovery.

Primary Source Growth in K-12 curriculum: Create primary source sets for kindergarten through fifth grade students, to encourage and grow the use of primary resources within the Colorado K-12 curriculum. Using the online primary source material available, and working with partners around the state including Metropolitan State College, History Colorado, Colorado Department of Education, early education students and teachers throughout Colorado, and Teaching with Primary Sources (TPS), create and develop an ongoing initiative to provide greater awareness and easy access to primary source materials, and provide it in a format that is easy to use for teachers and educators throughout the state. These resources are shared online through the Colorado Department of Education's web site.

Outcomes: Provide centralized access to digital collections throughout the state of Colorado and Wyoming, and promote the digitization of the unique collections held by the large and small cultural heritage organizations within the two states. Bringing together these unique resources will provide greater and more efficient access to the historic artifacts and stories of our history, and provide richer resources to be used by researchers and students. Creating greater access to our primary resources will provide greater more relatable context to the growth and development of Colorado territory. Create a statewide infrastructure of networks and partnerships to enable all of the cultural heritage organizations within Colorado that want to participate the opportunity to do so. Ultimately, provide greater access to, and use of Colorado primary source materials for K-12 education.

Timeline: Annual

Funding: LSTA expenditures: 1.5 FTE salary/benefits \$119,730; Technology \$16,000/year (PPC Service hub); Technology \$10,000/year (CHNC). Outreach/travel \$10,000/year (PPC and CHNC training and outreach); \$20,000 digitization grants (PPC Participation for small and rural CHO's). Total funding: \$175,730/year.

Project: Technology and Web Services

Purpose: Technology and Web Services is a suite of web-based services designed to assist libraries, associations, and cultural heritage organizations communicating with and reaching their external patrons and communities as well as communicating and sharing with each other.

Target Users: Small and rural public libraries, small and rural museums, local library and museum associations, multi-institution cooperative projects and initiatives, all libraries within the state, the general public.

Activities:

CVL-Sites: Hosted web sites for library related and cultural heritage associations and special interest groups within the state of Colorado.

COLibraries/COMuseums: A website creation and hosting service designed to provide an independent web presence for small and rural libraries that do not have the infrastructure or resources to host and maintain their own site.

CVL-Lists: Hosted and maintained mailing lists on the open source Mailman platform to benefit a variety of library-related organizations, associations, and special-interest groups throughout the state.

ColoradoVirtualLibrary.org: is a web portal for the sharing of information, ideas, resources for both the library and cultural heritage communities as well as the Colorado public.

Outcomes: The desired outcome is to provide a variety of tools and support for libraries and cultural heritage institutions to communicate with their patron communities, communicate with each other, and share information and resources across the state. This in turn will promote and enhance the delivery of services to patrons, and the growth of resource sharing initiatives within the library community.

Timeline: Annual

Funding: LSTA Expenditures: 1.00 FTE salary/benefits \$79,820; Web/cloud hosting \$1,000; Training and outreach - \$3000. Total funding: \$83,820/year.

Goal #3
**Colorado library staff and leadership will continuously enhance their skills,
advancing library services to Colorado residents.**

Need: Training of Library Staff

LSTA Purpose:

- To 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.

Project: Digital Literacy Instruction

Purpose: To position teacher librarians as essential school leaders who coach and teach digital literacy (e.g., critical thinking, digital citizenship, information literacy, and technology proficiency) and facilitate meaningful problem/project-based learning for the student learners in their schools.

Target Users: Colorado teacher librarians and other K-12 educators

Activities: This project will include multiple regional, individual, and online professional learning events related to digital literacy. Professional learning will leverage other educational organizations to reach rural, suburban, and urban areas with varied instructional needs. In addition, host an ever-growing online resource bank of tips, lesson plans, and other practical resources to support digital literacy instructional strategies.

Outcome: Colorado teacher librarians and other K-12 educators will develop instructional skills to collaboratively teach digital literacy and facilitate meaningful problem/project-based learning for the student learners in their schools. Ultimately, more students will graduate college and career-ready.

Timeline: Annual

Funding: LSTA expenditures: 1 FTE salary/benefits \$80,000; travel and training \$6,000; supplies \$5,000; technology \$10,000. Total funding: \$101,000/year.

Project: Highly Effective School Library Program

Purpose: Through the Highly Effective School Library rubric, professional learning, and credentialing program, school leaders and library educators and staff will have the guidance to continuously improve their educational offerings for students through the school library program. School library professionals and staff will have the skills to gather, develop, use, and analyze evidence to guide their practice and demonstrate the impact of their work on student performance.

Target Users: Colorado teacher librarians and library staff, K-12 school administrators

Activities: This project will leverage the highly effective rubric for school leaders to determine activities and evaluation of their school library program. We will offer formal instruction, cohort learning opportunities, coaching, and credentials (badges) to those providing evidence of achievement. We will host online professional learning events and an online portal of highly effective school library strategies and resources.

Outcome: Colorado schools will have effective library programs and staffing that align with the strategic goals of their schools.

Timeline: Annual

Funding: LSTA Expenditures: 1.3 FTE salary/benefits \$100,460; school library substitutes and travel for cohort members \$6,000; funding for training, travel, etc. \$4,000. Total funding: \$110,460/year.

Project: Public Library as Community Hub

Purpose: To encourage local librarians to become civic leaders, including offering community programs, facilitating civil discourse, and positioning public libraries as community hubs.

Target Audience: Library leaders and advocates; community members

Activities: Continue partnerships and presentations with Colorado Municipal League, Downtown Colorado Inc., and other state-level civic organizations to find ways to position public libraries as community hubs, woven into the municipal fabric; offer professional development and resources on community engagement techniques, provide facilitation and facilitation training/resources for civic discussion and civil discourse.

Outcomes: Public library staff will have the skills, confidence, and commitment to facilitate and lead community conversations and programs. Community leaders and the public will recognize public libraries as essential neutral community hubs for: supporting government service delivery (e.g., disaster relief, health education) engaging citizens in the governing process (voting etc.), and convening meetings of diverse and sometimes polarized community members to solve problems and build stronger communities.

Timeframe: Annual

Funding: LSTA expenditures: .5 FTE salary/benefits \$45,000; materials, workshops, travel \$5,000. Total funding: \$50,000/year.

Project: Public Library Leadership Development

Purpose: Library director and board training and guidance for strategic administration of the library.

Target Audience: Library directors, trustees, and other administrators of public libraries

Activities: Board training, leadership courses, strategic planning facilitation, standards guidance, consultation on library policies, law, and other procedures, orientation and guidance for new directors, workshop presentations on future trends, and support for fundraising and organizational development.

Outcomes: Public library directors and trustees will have the skills and knowledge to effectively administer library services that meet the needs and aspirations of their communities.

Timeline: Annual

Funding: LSTA expenditures: 1 FTE \$90,000; travel, training, and materials \$7,000. Total funding: \$97,000/year

Project: Library Staff Learning and Development

Purpose: Professional learning offers Colorado library staff opportunities to gain valuable skills that improve their performance and contribute to consistent library services throughout the state.

Target Users: Colorado library staff

Activities: Workshops offered online, regionally, and statewide on a variety of library specific and general topics for library staff. Online offerings include self-paced modules and resources for rolling out innovative new programs in libraries as well as address basic skill development for new library staff. In coordination with higher education institutions and other library organizations, professional learning opportunities will be developed based on need, interest, and future trends in libraries. The online portal, Library Learning and Creation, will continue to expand and align with standards, national competencies, and local requests. Outreach, both online and in-person, will raise awareness of these resources and to gain participation.

Outcome: Colorado library staff will have skills, resource, and confidence to offer services that meet the needs and aspirations of their communities.

Timeline: Annual

Funding: LSTA expenditures: 1.0 FTE salary/benefits \$80,000; travel and annual training, \$10,000; training software and services \$500; professional development registration fees for library staff \$1,500; speaker fees \$10,000. Total funding: \$102,000/year.

Project: Colorado Library Learning for Effectiveness

Purpose: Colorado professional development offerings will extend past satisfaction and learning to result in improvement of participant work performance and organizational effectiveness.

Target Users: Library supervisors, staff, and leadership

Activities: A task force of instructional experts and library leaders will develop, pilot, and extend a program for library organizations to plan, roll out, and evaluate staff development that has positive impact on staff performance and organizational improvement. State and regional training will be offered to guide supervisors and library staff on the process for implementing this professional development program. In addition, we will train presenters and workshop facilitators on strategies for instruction that encourages application for performance and organizational improvement. We will provide outreach throughout Colorado to raise awareness of this resource and to gain participation.

Outcome: Colorado library staff, supervisors, and presenters will have research-based strategies for planning and implementing impactful professional development for their organizations.

Timeline: Annual

Funding: LSTA expenditures: .5 FTE salary/benefits \$40,000; travel, technology, and workshops \$5,000. Total funding: \$45,000/year.

Project: Institutional Library Staff Development

Purpose: Use technology to train library staff to deliver high-quality services to the underserved, meeting the institutional library users' specific needs. Shift the culture of institutional library staff toward seeking out ongoing asynchronous professional development instead of relying wholly on in-person training delivery.

Target Users: Institutional staff that work in or support institutional libraries, and volunteers

Activities: Update and contemporize the Colorado Correctional Libraries Intranet. Assess needs of users by delivering surveys in partnership with Parole and to institutional stakeholders. Develop webinar and video trainings based on user needs. Provide a training map or other learning management system. Create a graduate-level Correctional Librarianship course in partnership with a school/Association of Specialized & Cooperative Library Agencies/or other partner. Develop a short library-focused training for Colorado Department of Corrections (CDOC) staff to deliver at facilities in partnership with the CDOC Basic Training Academy.

Outcomes: Library staff will have easily accessible tools and resources that meet their professional development and training needs. New and experienced institutional library staff will have a clear map of training to follow to ensure they deliver consistent and high-quality library services. Resources developed by Institutional Library Development staff will provide a template for other state and private institutions nationally to promote the benefit of the public library model in correctional libraries.

Timeline: Annual

Funding: LSTA expenditures: .75 FTE salary/benefits \$58,500; \$3,050 for software subscriptions; travel \$6,000. Total funding: \$67,550/year.

Project: Library Data Utilization Project

Purpose: This project will facilitate and create opportunities for library staff to learn how to better collect, analyze, report, and use library data.

Target Users: Public and school library staff

Activities: LRS staff, with input from library colleagues, will identify specific needs and learning goals, and establish the best delivery methods for educating library personnel on effective use of data to help them evaluate, manage,

and support their organization. Library staff will also have access to data collection tools developed by LRS staff (e.g., Data Analysis Resource Tools (DART), Random Date Generator, and Hours Calculator).

Outcomes: Library staff can better collect, analyze, and report library data to funders and key stakeholders; library staff can better use data for planning, management, and communication.

Timeline: Annual

Funding: LSTA expenditures: 1.75 FTE salary/benefits \$137,500; educational supplies, travel, printing \$26,500. Total funding: \$164,000/year.

Project: Library Jobline

Purpose: Available 24/7, Library Jobline is a database driven job listing service that allows both employers and job seekers to create individualized accounts to suit their needs. In a recent survey of Colorado library leaders, 95% rated this service as “excellent” or “good.”

Target Users: Library job seekers and employers

Activities: LRS staff will continue to maintain and develop Library Jobline to meet the needs of the Colorado library profession. Development will be based on feedback from the field and State Library resources.

Outcomes: The Colorado library community will continue to benefit from this no-cost-at-the-point-of-delivery service that allows employers to find the best new staff members for their organizations and job seekers to access relevant job listings.

Timeline: Annual

Funding: LSTA expenditures: .5 FTE salary/benefits \$39,500; software and hardware upgrades and maintenance \$10,000. Total funding: \$49,500/year.

Project: Annual Surveys and Program Evaluations

Purpose: Annual Surveys - LRS staff conduct annual surveys of Colorado public and school libraries and publish the results on LRS.org. The data is represented in a variety of formats such as interactive reporting tools, standard statistical reports, and narrative reports. Program Evaluations – LRS staff conducts outcome-based evaluations for various state library programs in order to demonstrate their impacts on library staff and the public.

Target Users: Library staff and stakeholders

Activities: LRS staff will continue to collect, analyze, and report these data. The public library data collection is done in cooperation with IMLS’s Public Library Survey national data collection.

Outcomes: Library managers, state library staff, administrators, and boards can readily access data to support their evaluation, management, and community relation needs.

Timeline: Annual

Funding: LSTA expenditures: 1.75 FTE salary/benefits \$137,500, software and hardware upgrades and maintenance, administrative costs (e.g., copying and mailing) \$26,500. Total funding: \$164,000/year.

Goal #4
**Underserved Colorado residents will receive services from Colorado libraries
that meet their individual needs.**

Need: Services to Underserved Populations

LSTA Purpose:

- 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.
- 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.

Project: Institutional Library Program Development

Purpose: Provide resources and training for institutional library staff to present increased and more varied programs to institutional library users.

Target Users: Institutional library staff and users

Activities: Provide resources and training to institutional library staff for programming that will help institutional residents improve skills for prosocial behavior, classroom and lifelong learning, and transitioning back to their communities. Expand family literacy programs such as “Read to the Children.” Facilitate connections between institutional and public libraries. Create marketing and public relations materials to shift institutional cultures toward more library program usage. Collect data, conduct research, and identify best practices. Write standards, policies, and white papers. Create reports and/or infographics for wide publication. Collection development activities for each location.

Outcomes: Institutional library staff will have confidence and knowledge to conduct library programming. Provide an encouraging place for institutional residents to learn new life skills. Learners will gain new workforce and life skills. Consultants will share institutional library programming best practices with broader library communities.

Timeline: Annual

Funding: LSTA expenditures: 1.0 FTE salary/benefits \$78,000; travel \$6,000; project resources \$1,000; training materials \$1,000; family literacy materials \$2,000; presenter fees \$200; travel \$2,000; and books/periodicals \$60,000. Total funding: \$150,200/year.

Project: Institutional Libraries Access to Technology

Purpose: Ensure institutional library users’ access to technologies and e-resources and provide them opportunities for STEAM and information literacy learning and growth using those technologies and e-resources. Provide training and best practices for their use to institutional library staff and other stakeholders.

Target Users: Institutional library patrons, staff, and stakeholders who work for the institutions served but do not work in the library

Activities: Identify and implement technologies and e-resources; work with vendors to modify products and equipment where needed; identify additional e-resources that meet patrons’ needs; create and identify training for staff; develop standards for technology and e-resources in institutional libraries; evaluate outcomes continuously.

Outcomes: Patrons will have confidence and knowledge to use technology and e-resources to access information. Patrons support their transition and lifelong learning efforts using technology and e-

resources. Library staff will have the knowledge and confidence to provide training and access to their patrons. Other stakeholders have knowledge of and refer patrons to these technologies and e-resources.

Timeline: Annual

Funding: LSTA expenditures: .75 FTE salary/benefits \$58,500; training materials \$1,000; travel \$2,000; e-Materials (books & subscriptions) \$21,000. Total funding: \$82,500.

Project: Colorado Talking Book Library (CTBL)

Purpose: The Colorado Talking book Library provides free library services to print disabled residents of Colorado. Collections include audio books, Braille books, large print books and descriptive videos. Additional services available are reference services to patrons, online databases and an online public access catalog through the KLAS circulation system.

Target Users: Colorado residents who cannot read standard print; organizations who support target users; public libraries who need large print resource sharing

Activities: CTBL circulates library materials to registered individual patrons and organizational accounts with libraries, schools and nursing homes. Public libraries across the state can participate in resource sharing of large print to augment or use as their circulating large print collection. CTBL provides online access to library materials for patrons of CTBL through the web OPAC. CTBL continues providing administrative and technical support to patrons for the NLS sponsored BARD site which allows patrons to download audio books. CTBL coordinates volunteers for recording and producing books and translation through print-to- Braille services. Develops and provides information bulletins and workshops on the use of CTBL services and materials to school, public, and other library types. Output data collected: circulation, items processed by the mailroom, number of phone calls and emails from patrons, how many large print books are added to the collection, how many books are recorded locally and added to the collection and posted on BARD and how many outreach events were covered are. A biennial patron survey will be completed.

Outcomes: Patrons will continue to feel connected to the world and not isolated. Patrons will continue to receive excellent service from CTBL.

Timeline: Annual

Funding: LSTA expenditures: 7.0 FTE salary/benefits \$380,500; large print books; travel expenses; technology and supplies \$41,000. Total funding: \$421,500.

Project: Resource Kits for Libraries

Purpose: Provide circulating kits of informational and educational materials to introduce a new or unique concept or program to a library, specifically aimed at helping library staff when working with underserved populations. These populations could include, but are not limited to: LGBTQ, homeless, English as a second language, refugees, incarcerated individuals, newly released individuals.

Target Users: Small and rural public library staff, institutional library staff, Front Range public library staff.

Activities:

Resource Kits: Specifically focused collections of materials that a library might not have on hand, but can help their staff when working with patrons with specific needs. Kits may include sample books and videos about or representing a certain topic, resource lists of national and local organizations on the topic, further reading lists for additional information or potential inclusion in the library's collection, templates to engage with these communities. Colorado State Library (CSL) staff will partner with other agencies and individuals to gain a greater understanding of the individual unique populations, and learn what resources are available and what materials will provide the greatest service to the library staff and the unique communities they serve.

Tool Kits: Create circulating toolkits to demonstrate replicable programs and programs specifically for

people transitioning out of an institution into a community. Kits are cost effective and require little State Library staff time to support a variety of programming in libraries. Institutional library development staff members are the subject matter experts for this collection of underserved populations, and will provide the necessary guidance for other CSL staff with the creation of these toolkits.

CVL- Resource Center: Creation of online resources to augment and/or duplicate those contained in the Kits to provide additional access to these resources. This would include specific topic reading lists, available national and local resources for assistance and support, guidelines for activities and more. These resources will be made available through the Colorado Virtual Library (CVL) and would be curated by CSL Library staff, with the assistance of subject matter experts from around the state and the country as appropriate.

Outcomes: Patrons have access to more adult and youth programming, including STEAM and transitions skills. Library staff will be more knowledgeable when addressing and working with specific needs of underserved populations in their communities. Library staff have and share greater understanding of the issues and concerns with these populations, and have greater awareness of resources and services available to support these special populations is shared with those in need.

Timeline: Annual

Funding: LSTA Expenditure: 1 FTE salary/benefits \$78,000; materials for kits \$30,000; Outreach and training \$5,000. Total funding: \$113,000

Coordination Efforts

Coordination Efforts / Crosswalks

| Focal Area | Intent | Project | State Goal |
|------------------------|---|--|--|
| Lifelong Learning | Improve users' formal education | Career Online High School | Goal 1 – Learning for all ages |
| Lifelong Learning | Improve users' general knowledge and skills | Digital Literacy Instruction | Goal 3 – Training of Library Staff |
| Lifelong Learning | Improve users' formal education | Highly Effective School Library Program | Goal 3 – Training of Library Staff |
| Lifelong Learning | Improve users' general knowledge and skills | Institutional Libraries Access to Technology | Goal 4 – Services to Underserved Populations |
| Lifelong Learning | Improve users' general knowledge and skills | Colorado Talking Book Library | Goal 4 – Services to Underserved Populations |
| Lifelong Learning | Improve users' general knowledge and skills | Resource Kits for Libraries | Goal 4 – Services to Underserved Populations |
| Information Access | Improve users' ability to obtain and/or use information resources | Resource Sharing Services | Goal 2 – Resource Sharing |
| Information Access | Improve users' ability to discover information resources | Statewide Digital Collections | Goal 2 – Resource Sharing |
| Information Access | Improve users' ability to obtain and/or use information resources | Technology and Web Services | Goal 2 – Resource Sharing |
| Human Services | Improve users' ability to apply information that furthers their parenting and family skills | Early Literacy Programming | Goal 1 – Learning for all ages |
| Human Services | Improve users' ability to apply information that furthers their parenting and family skills | Colorado Family Literacy Programs | Goal 1 – Learning for all ages |
| Civic Engagement | Improve users' ability to participate in their community | Colorado State Publications Library | Goal 1 – Learning for all ages |
| Civic Engagement | Improve users' ability to participate in community conversations around topics of concern | Public Library as Community Hub | Goal 3 – Training of Library Staff |
| Institutional Capacity | Improve the library workforce | Public Library Leadership Development | Goal 3 – Training of Library Staff |
| Institutional Capacity | Improve the library workforce | Library Staff Learning and Development | Goal 3 – Training of Library Staff |

| | | | |
|------------------------|-------------------------------|---|--|
| Institutional Capacity | Improve the library workforce | Colorado Library Learning for Effectiveness | Goal 3 – Training of Library Staff |
| Institutional Capacity | Improve the library workforce | Institutional Library Staff Development | Goal 3 – Training of Library Staff |
| Institutional Capacity | Improve library operations | Library Data Utilization Project | Goal 3 – Training of Library Staff |
| Institutional Capacity | Improve library operations | Annual Surveys and Program Evaluations | Goal 3 – Training of Library Staff |
| Institutional Capacity | Improve the library workforce | Institutional Library Program Development | Goal 4 – Services to Underserved Populations |
| Institutional Capacity | Improve the library workforce | Library Jobline | Goal 3 – Training of Library Staff |
| | | | |

Coordination Efforts / Partnerships

The Colorado State Library prioritizes partnerships and coordinated efforts with a variety of entities when distinct assets can be combined to meet shared goals that better our state. Resource allocation limitations require 21st century organizations to clearly identify their singular benefit as well as work with other agencies to be more efficient, effective, and elegant in joint offerings to the public.

Coordinated efforts vary, such as when we work with one or more entities to improve literacy and learning for all students and residents in the state. Our literacy partnerships include state-level and regional organizations, such as non-profits, foundations, and private sector groups, as well as local agencies, libraries, and public and private partnerships. In addition, we prioritize partnerships with other Colorado state government agencies with the aim to increase inter-agency cooperation in order to expand services and leverage resources to the greatest extent possible for the benefit of Coloradans.

Along with partnerships for learning, we collaborate to increase community effectiveness, economic and workforce development, resiliency, health and wellness, and other quality of life factors for Coloradans. We coordinate efforts with municipal organizations, labor and economic development agencies, and other civic agents to position libraries as central to community development and resiliency.

In addition, we work closely with agencies that meet the unique needs of special populations, such as Coloradans with low vision, those in state institutional facilities, and those re-entering communities after incarceration. Through partnerships, we are able to offer our unique resources and expertise while leveraging partner assets to reach these high-need populations with meaningful library services.

Partnerships take many forms, including those with other library and cultural institutions in Colorado and nationally who seek to build a knowledge infrastructure of shared resources for the benefit of all. These efforts include collaboration to make both print and electronic resources freely and seamlessly available to Coloradans in all areas of the state. Through networks and resource sharing, our efforts range from aggregating distinct collections to digitization of unique collections for access and discovery. Partner collaboration is essential in our overall efforts to ensure that all have access to the unique collections of our state. It is only through collaborative efforts that we can attain this ambitious vision.

On the national and regional levels, we look for opportunities to collaborate on projects with those interested in innovative new programs and services that fit the goals and aspirations of library leaders in our state. Through

these partnerships, we can share the cost of implementation, gain expertise from outside our state, and share the talents and resources we have to make a broader impact.

Often with these coordinated efforts, one partner or the other will contribute more or gain more benefit. At times, staffing and funding changes mid-cycle require a review of agreements; partnerships require flexibility and dynamic processes. We focus on anticipating issues while clearly articulating common goals, expectations, milestones, and responsibilities through a thorough process of memoranda of understanding, project plans with timelines, and communication plans.

In addition, with any new undertaking, we begin with a pilot for small scale test and prototyping prior to expanding to a scaled statewide service offering. We communicate regularly with partners to assess progress toward goals and determine methods for improvement. We also embed assessment and evaluation into our projects in order to determine and implement continuous improvement while also ascertaining the overall value and impact of our combined efforts.

Colorado State Agencies:

- Department of Corrections
- Department of Education (Offices of Adult Education, Community Partnerships, Choice and Innovation, Early Learning and School Readiness, Educator Effectiveness, Federal Programs, Field Services, Information Management Services, Literacy, Migrant Education, Postsecondary Readiness, School Nutrition, Standards and Instructional Support)
- Department of Human Services (Division of Youth Corrections, Early Childhood, Mental Health Institute, Public Health & Environment, School for the Deaf and the Blind, Veterans Living Communities)
- Department of Labor and Employment (Rural Workforce)
- Department of Local Affairs
- Governor and Lt. Governor's Offices (Serve Colorado, Homeless Initiatives, Office of Information Technology)
- History Colorado Center
- State Parks and Wildlife
- State Internet Portal Authority
- State Archives

National, Regional, and State Organizations

- American Council of the Blind CO
- American Library Association
- Aspen Institute
- Assistive Technology Council
- Bayaud
- Buckley Air Force Base volunteer group
- Civic Canopy
- Clayton Early Learning
- Collaborative Summer Library Program
- Colorado Alliance of Research Libraries
- Colorado Association of Libraries
- Colorado Association of School Libraries
- Colorado Connecting to Collections
- Colorado Historical Records Advisory Board

- Colorado Humanities & Center for the Book
- Colorado Libraries for Early Literacy
- Colorado Library Consortium
- Colorado Municipal League
- Colorado Wyoming Association of Museums
- Denver Council of Regional Governments
- Denver Preschool Program
- Denver Public Library
- Digital Public Library of America
- Downtown Colorado, Inc.
- Emporia State University, Colorado SLIM
- Executives Partnering in Investing in Children
- Family, Friend & Neighbor (FFN) Strategic Partnership Action Network
- Friends of the Colorado Talking Book Library
- Government Publications Interest Group
- Libraries for the Blind and Physically Handicapped
- Library of Congress - National Library for the Blind and Physically Handicapped
- Museum of the West
- National Federation of the Blind
- National Institute of Corrections
- National Network of Libraries of Medicine, MidContinental Region, Univ. of Colorado
- RAFT Colorado – Resource Area for Teaching
- Reach Out and Read Colorado
- Rocky Mountain PBS
- Rocky Mountain SER
- Schools, Health, & Libraries Broadband Coalition
- Space Science Institute/STAR_Net
- State Publications Depository Libraries
- Telephone Pioneers – machine repair
- Temple Hoyne Buell Foundation
- ThinkSpace
- University of Denver, Morgridge College of Education
- University of Wyoming, Coe Library

Evaluation Plan

To ensure the State Library’s projects are successfully implemented there will be multiple evaluation points, including the collection of ongoing programmatic and project data. Three categories of data will be collected to measure the progress and ultimately the success of Colorado’s LSTA 5-year plan: input, output, and outcomes measures. This approach will allow for informed project management, as well as multi-layered accountability and responsible reporting to stakeholders.

Input measures, defined as quantifying the effort expended on a program, will include, but are not limited to, tracking project funds, resources purchased, and staff hours. This data will be primarily collected by the LSTA coordinator in cooperation with CSL staff.

Output measures, the level of services provided, will include data about resource use (e.g., website visits) and consultant services (e.g., number of trainings offered, number of project participants). In consultation with the LSTA coordinator, this data will be collected by CSL staff as appropriate.

Outcomes, the effect a service has on the program's stated objectives, will be collected in accordance with the *Measuring Success* initiative. The Colorado State Library will build on its Outcome-Based Evaluation (OBE) experience, with the Library Research Service (LRS) taking the lead to ensure that these evaluations are conducted for one or more statewide projects representing every unit of the agency.

Having LRS coordinate this effort will achieve several desirable ends, such as:

- Guaranteeing that libraries and other clients served by multiple CSL units receive only one OBE survey;
- Extending the benefits of LRS expertise in survey design and data analysis to all units; and
- Assuring that evaluations are conducted objectively and equitably while protecting the anonymity of respondents.

LRS staff will consult with unit managers and staff on the following issues:

- Selecting appropriate project(s);
- Identifying likely outcomes;
- Specifying appropriate types of outcome data (i.e., customer satisfaction, anticipated outcomes, actual outcomes);
- Designing questionnaires and other data collection instruments as appropriate.

Remaining OBE activities to be pursued by the LRS staff independently of the unit staff:

- Administering questionnaires;
- Processing, analyzing, and reporting data.

Stakeholder Involvement

The development of and stakeholder involvement for the FY18-22 state plan occurred concurrently with the evaluation of the previous five-year plan which was submitted in March 2017 for IMLS' review.

An outside evaluator was selected to work on the evaluation process, during which surveys and focus groups were implemented to engage stakeholders in what worked with the previous plan, and review any gaps in activities or services that needed to be addressed in the development of the FY18-22 plan.

Staff of the State Library contributed ideas and measures for priorities that were included in the survey of the FY13-17 survey. These suggestions were based on a) their knowledge of the field; b) personal interactions with various stakeholders as part of regular business, and; c) knowledge of activity and service trends resulting from personal knowledge and information-gathering about what will be needed over the next five years by library personnel and the communities they serve.

Surveys distributed statewide resulted in over 200 responses, many with ideas on what to include during development of the next five-year plan. The stakeholders who responded to or participated in this process reported more than 45 different project ideas under four broad goals on which to focus. Often, the ideas generated through this process named or implied potential partners and other stakeholders to include as the prioritized activities were built into the FY18-22 plan.

A similar survey was provided separately to institutional library services stakeholders with questions geared toward that specific audience. The results, merged with the overall results, helped inform how well institutional libraries were serving their stakeholders without inundating them with general library topics with which they would not be as familiar. This approach helped boost stakeholder response for the small but important niche audience served by institutional library staff.

The stakeholder process allowed conversations and responses to occur in the context of activities and services that people were familiar with, thus permitting people to speak in terms of what worked, what needed improvement, and what was lacking in State Library's meeting the priorities and needs of the library community.

The final plan was distributed to stakeholders for final review, recommendations, and comments before being finalized and submitted to IMLS.

Communication and Public Availability

Once the five-year plan has been approved by IMLS, it will be published and posted on the Colorado State Library's Website for access by all librarians, staff, and the general population. The plan's availability will be announced on library discussion lists, through social media outlets such as Facebook and Twitter, and the Colorado Virtual Libraries website. The plan will be made available in accessible formats upon request. The plan will also be cataloged into the Colorado State Publications Library OPAC and made available through the digital repository.

Relevant portions of the document will be incorporated into State Library staff training.

The State Library will report achievements that result from addressing the needs, goals, and expected outcomes of the Five-Year Plan as required for reporting purposes in the annual IMLS State Program Report. The State Library will utilize the necessary communication channels listed above, as well as the library's annual report, to make these results known to all stakeholders in the state.

Any substantive revisions to the plan that are necessary due to changing economic conditions in the state or a refocusing of efforts in areas not currently addressed in the needs and goals of this plan will be submitted to IMLS according to the provisions of the LSTA, and to appropriate stakeholders. If changes are made, they will be publicized through the CSL web site, through email lists, or via the state's monthly mailing. Combined, these communication tools can reach all librarians and stakeholders in the state.

Monitoring

Appropriate staff from all Colorado State Library units will be utilized as needed to continuously track the implementation of the five-year plan. Progress reports will be prepared and provided to IMLS as required.

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