LIBRARY SERVICES & TECHNOLOGY ACT (LSTA) FIVE-YEAR PLAN 2023-2027

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For the
Institute of Museum & Library Services

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MISSION STATEMENT

Colorado Department of Education
Ensuring equity and opportunity for every student, every step of the way.

Colorado State Library
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 two methodologies: available data and survey research.

Available Data
Evidence supporting the identified needs was compiled from Library Research Service Fast Facts reports, 2020 Public Library Annual Report Data, and the FY20 IMLS State Program Report for Colorado. Additional support was derived from the United States Census Bureau and the Colorado Department of Corrections 2020 Statistical Report.

Survey Research
Three surveys were conducted: a survey of public and academic library leaders and others, a survey of school library staff, and a survey of institutional library stakeholders. Public and academic library leaders responded to an online survey to provide input about CSL's 2023-27 plan. This survey was first conducted in late November and early December 2021 and re-opened from mid-January to early February 2022. Library leaders to whom the survey was administered included representatives of public and academic libraries as well as library networks and consortia; library directors, head librarians, and sole librarians; department heads, branch managers, and other supervisors; library staff members without supervisory responsibilities; and representatives of the state's Front Range, Eastern Plains, and Mountains/West Slope regions. The survey of school library staff and the survey of institutional library stakeholders were conducted from mid-January to early February 2022. It is noteworthy that response to these surveys was lower than for the two previous five-year plans. There is no mystery regarding why, however; libraries of all types have been hit hard by restrictions and new challenges presented by the COVID-19 pandemic—particularly school libraries. 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.

NEED #1: LEARNING FOR ALL AGES

Needs Assessment Summary:
- In a survey of Colorado library staff:[1]
  - 68% of respondents selected increased support to libraries as civic convenors (community engagement, civil discourse, etc.) to be essential or very important;
  - 70% of respondents are familiar with the State Library's Colorado State Publications Library and 85% scored the library's performance as excellent/good;
  - 79% of respondents selected the continuation of services that focus on early childhood literacy to be essential or very important;

- o 72% of respondents selected a new focus on services to children ages 6-19 to be essential or very important;
  - o 85% of respondents are familiar with the State Library's Colorado Family Literacy Programs (summer learning, Check Out State Parks) and 94% scored the program's performance as excellent/good; and
  - o 75% of respondents are familiar with the State Library's Early Literacy Programming (Growing Readers Together, Colorado Libraries for Early Literacy (CLEL) annual conference) and 94% scored the program's performance as excellent/good.
- The use of digital documents from the Colorado State Publications Library increased by 35% in FY20 over the prior year. 99% of circulated documents are digital.[2]
- Blog posts from the Colorado State Publications Library were viewed 287,978 times in FY20 for an increase of 37% over the prior year.[3]
- In FY20, 99% of public library jurisdictions provided a summer learning program. 71% reported they agree/strongly agree that the materials the State Library provided met their needs.[4]
- In 2020, one in four Coloradans (1.4 million) were under the age of 19. 5.8 % of the population was under the age of 5 years. [5]
- Check Out Colorado State Parks program circulated 5,881 backpacks in 2021. Of survey respondents 63% of patrons used the passes for trail/road activities, 37% for water-based activities, 7% for fishing, and 37% for wildlife-related activities.[6]
- Of 114 public library jurisdictions surveyed, 48 reported providing 10 or fewer adult programs in 2020 (42%), 64 libraries reported 10 or fewer young adult programs (56%), and 27 reported providing 10 or fewer children's programs (23.5%).[7]

NEED #2: RESOURCE SHARING

Needs Assessment Summary:
- In a survey of Colorado library staff:[8]
  - o 54% of respondents are familiar with the State Library's Circulating Resource Kits and 80% scored the project's performance as excellent/good;
  - o 81% of respondents are familiar with the Colorado Historic Newspaper Project and 90% scored the program's performance as excellent/good;
  - o 79% of respondents are familiar with the State Library's Statewide Interlibrary Loan Project and 76% scored the project's performance as excellent/good;
  - o 50% of respondents are familiar with the Plains to Peaks Collective and 82% scored the project's performance as excellent/good; and
  - o 85% of respondents are familiar with the Colorado Virtual Library and 89% scored the project's performance as excellent/good.
- The Colorado Historic Newspapers Collection provides free access to 625+ newspaper titles published in Colorado from 1859 – 2020 with access to over 2.5 million digitized pages.[9]
- The Plains to Peaks Collective has a total of 63 participating institutions from Colorado and Wyoming who are sharing over 574,000 metadata records that are included in the Digital Public Library's national online discovery layer. [10]
- Statewide Interlibrary Loan (SWIFT) provides free access for over 350 member libraries to interlibrary loan software, support, and training. In FY20 members fulfilled over 209,000 Interlibrary loan requests.[11]
- In 2021, Library Jobline received 1,083 new job postings from 39 states. There were 4,128 users of Jobline including 181 new registered employers from 39 states, and 192 new registered job seekers. More than 1,545,083 email notifications were generated to job seekers.[12]

Needs Assessment Summary:
- In a survey of Colorado library staff:[13]
    - 84% of institution respondents selected archived webinars and other asynchronous online learning opportunities for staff to be essential/very important/important;
    - 54% of respondents selected training and assisting libraries in gathering, analyzing, and using data generated by their ILSs to be essential or very important;
    - 60% of respondents are familiar with the State Library's Data Utilization Project and 90% scored the project's performance as excellent/good;
    - 88% of respondents are familiar with the State Library's Annual Surveys and Program Evaluations project and 91% scored the project's performance as excellent/good;
    - 82% of respondents are familiar with the State Library's Highly Effective Schools Through Libraries Project and 94% scored the project's performance as excellent/good;
    - 67% of respondents selected an expansion of the Highly Effective Schools Through Libraries program to confer awards on superintendents, principals, and other school leaders as essential or very important;
    - 86% of respondents selected reaching out to schools/colleges of education to ensure prospective administrators learn about school libraries and librarians as essential or very important;
    - 74% of respondents selected providing support to paraprofessionals running school libraries in obtaining credentials to better run their libraries as essential or very important;
    - 71% of respondents are familiar with the State Library's Library Staff Professional Development and Support project and 84% scored the project's performance as excellent/good; and
    - 61% of respondents are familiar with the State Library's Public Library Leadership Development project and 88% scored the project's performance as excellent/good.
- In FY20, the State Library offered 34 training events to 2,303 library staff. Archived webinars received 8,246 views. The Libraries Learn website received a total of 32,427 page views.[14]

Needs Assessment Summary:
- In a survey of Colorado library staff:[15]
    - 78% of respondents are familiar with the State Library's Colorado Talking Book Library and 89% scored the library's performance as excellent/good.
    - 86% of respondents selected partnering between institutional libraries and public libraries as essential to very important.
- In 2020, the Colorado Talking Book Library (CTBL) served 6,328 patrons and 605 organizations. The library circulated over 870,000 cartridge titles and 18,965 physical items. 83% of patrons rated their satisfaction with CTBL as excellent.[16]
- There are over 603,000 Colorado residents with disabilities, of these almost 112,000 have difficulty with their vision.[17]
- Colorado Department of Corrections (CDOC) recidivism rates:[18]
    - 44.9% of CDOC offenders return to prison within three years
    - 36.8% of CDOC offenders return to prison within two years
    - 17.3% of CDOC offenders return to prison within one year
- 23.3% of CDOC parolees have moderate to severe academic needs and 42.2% have moderate to severe vocational needs.[19]
- 24.1% of CDOC inmates have moderate to severe academic needs and 46.9% have moderate to severe vocational needs.[20]

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 PURPOSES AND PRIORITIES
- 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 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.

PROJECTS

COLORADO STATE PUBLICATIONS LIBRARY
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. COSPL acquires, catalogs, and maintains print and electronic publications produced for the public by all state agencies; distributes them to depository libraries; and maintains an online library catalog and a digital repository.
Target Users
Colorado residents and others interested in Colorado and its governance.
Activities
- **Access:** COSPL provides universal access to Colorado state government information by maintaining a public access database and website for dissemination of information statewide ensuring access to every corner of the state, and in particular rural populations. Interlibrary loan functions performed by library staff supports statewide, national, and international requests.
- **Reference Resources:** In addition to reference services, the library produces Quick Guides and Resource Guides. Created for students, educators, and the public, these guides provide one more access point to the COSPL resources. The COSPL blog is a resource for topical information.
- **Collection:** COSPL receives documents from all departments, agencies, and offices of state government. Staff also proactively captures documents not sent by state agencies to provide as complete a collection of state publication as possible. Quarterly email newsletters are sent to agency contacts and depository librarians for continued communication. COSPL digitizes documents currently in hardcopy or microfiche for inclusion in the digital repository. In addition to an electronic collection, the library maintains and provides access to a large physical collection of materials.
- **Statewide Sharing:** COSPL supports and monitors 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. To ensure reliable access to records at depository libraries, the cataloger spends significant time on name authority work, classification schedule updating and publication, and catalog maintenance. The project supports the LSTA goal of resource sharing through the sharing of catalog records created by COSPL.
- **Statistical Measures:** Data collected includes: the number of documents received and originally cataloged; the number and type of depositories; all patron service points such as the number of reference questions answered, visits to the Colorado State Publications web pages and the blog, circulation, and interlibrary loans; and the use of hard copy materials and digital documents.

Outcomes
- Colorado residents have easy access to their government documents which provides 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 the Colorado State Publications Library.

Timeline
Annual

Funding
LSTA: funds cover salary and benefits for 1.2 FTE position; travel; serial binding; printing; and the annual maintenance fee for the library's automated library system and maintenance of the digital repository.

ADULT SERVICES PROGRAMMING

Purpose
To provide support and programming initiatives for adult services librarians in Colorado public libraries.

Target Users
Adult services public library staff

Activities
- Provide an ongoing series of blended learning opportunities for staff serving adults in public libraries. Topics may include traditional library service areas such as reader's advisory and programming. Themes for professional learning will arise from evaluation and assessment of local libraries to identify the needs of their communities.
- Initiate and foster partnerships at the state level with organizations who share missions and service populations with libraries throughout the state. The partners will include but are not limited to state government agencies and departments who support local efforts. Print and digital resources from identified partners will be made available to libraries.
- Provide the Check Out Colorado State Parks pass and backpack program to public, military, and academic libraries throughout Colorado. Increase access to the outdoors to traditionally marginalized communities via special projects with Colorado Parks & Wildlife; establish partnerships with a variety of relevant organizations; and foster idea exchange and local collaborations with these partners and public libraries.

Outcomes
- Colorado library staff will have skills, resources, and confidence to offer services that meet the needs and aspirations of their individual communities.
- Library staff will increase their knowledge in adult library services, library trends for professional development, and library best practices.
- Increased awareness of local and state agency and community organization partners who can help build capacity for service to library users through programming and resource sharing.
- Local and state level partnerships will be formed to support the needs of community members identified by each library.
- All library visitors and users will have increased access to state parks.

Timeline
Annual

Funding
LSTA: funds cover salary and benefits for 1.0 FTE position; printing; phones; office supplies; postage; registration fees; travel; books; and speaker fees.

COLORADO FAMILY LITERACY PROGRAMS

Purpose
To provide literacy and out-of-school-time learning resources and training to public and military library staff statewide, with a focus on staff new to libraries and/or youth services.

Target Users
Public library staff and partners interested in literacy and learning; the public who will utilize circulating resources.
Activities
- Provide regional and online summer learning workshops and summer learning materials to Colorado libraries.
- Provide training for youth services staff on youth development and library services for 6- to 19-year-olds and their families, with a focus on developing and implementing an ongoing series of blended learning basic training for staff new to libraries and/or youth services.
- Initiate and foster partnerships with local, state, and national organizations to collaborate on child nutrition programs, fifth-day programs for libraries serving school districts using a 4-day school week, finding service gaps when serving underserved populations, and the sharing of resources, fostering cross training and local collaborations with public libraries, and increasing awareness of public library services for youth and families.

Outcomes
- Library staff will increase their knowledge in youth development and library best practices.
- Well-trained and resourced library staff will offer effective, relevant, and engaging youth and family programs in and outside of their libraries.
- Increased awareness of and participation in library programs by youth throughout the state.
- Local and state level partnerships will be formed for family learning and literacy.
- There may be a reduction in summer slide.

Timeline
Annual
Funding
LSTA: funds cover salary and benefits for 1.0 FTE position; summer reading manuals; CSLP membership, materials, and travel for workshops; and subsidizing cost for online registration platform for small/rural libraries.

EARLY LITERACY PROGRAMMING

Purpose
Colorado State Library (CSL) staff will provide training and resources to public and military library staff on child development, collection development, programming, outreach, and spaces for children under the age of six, their parents/caregivers, and informal childcare providers. CSL staff will also provide direct workshops to informal childcare providers on the importance of fostering early literacy skills in the children in their care, and how to incorporate early literacy activities into their daily routines.
Target Users
Public library staff and informal childcare providers.
Activities
- Partner with Colorado Libraries for Early Literacy (CLEL) to provide early literacy training to public librarians, including regular webinars, meetings, and an annual conference.
- Provide training via webinars and in-person sessions to library staff focused on reaching and serving informal childcare providers, as well as sessions directly for those providers.
- Create and provide a regularly scheduled blended learning training series on the basics of early literacy services for new staff with little background in child development and early literacy.
- Provide training components from Reimagining School Readiness from the Bay Area Discovery Museum for library staff statewide.
- Initiate and foster state and national level partnerships with relevant organizations to share resources, foster cross training and local collaborations with public libraries, and increase awareness of public library services for young children and families.

Outcomes
- Library staff will provide high quality early literacy services to their communities and raise awareness of early literacy skills and their importance to informal childcare providers.
- Library staff will impart essential early literacy skills to young children while modeling techniques to parents, caregivers, and informal childcare providers.

- Parents, caregivers, and informal childcare providers will develop the habit of practicing daily early literacy activities with the children in their care.
- Library staff will provide welcome learning spaces for young children and their families in their libraries.
- Library staff will provide library services to families that don't come to libraries.

Timeline
Annual
Funding
LSTA: funds cover salary and benefits for 2.0 FTE position; printing; phones; office supplies; postage; registration fees; and travel.

GOAL #2
COLORADO LIBRARIES WILL SHARE RESOURCES, EXPERTISE, AND SYSTEMS STATEWIDE TO ENSURE THE EFFICIENT DELIVERY OF LIBRARY SERVICES TO THEIR DIVERSE COMMUNITIES.

NEED
Resource Sharing

LSTA PURPOSES AND PRIORITIES
- 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.

PROJECTS

CIRCULATING RESOURCE KITS
Purpose
Allowing libraries with limited resources to achieve success in meeting the expectations and needs of their communities through the sharing of materials. Providing access to a broad range of book club sets and circulating resource kits of informational and educational materials. Materials are specifically aimed at helping library staff when working with underserved populations. These populations could include, but are not limited to: LGBTQ+, those experiencing homelessness, elderly patrons and those experiencing memory loss, patrons with disabilities, new parents/caregivers, incarcerated/newly released individuals, and more.
Target Users
Library staff from all types of libraries, with an emphasis on small/rural libraries and those with limited resources. Also, institutional library staff, volunteers, school library staff and teachers.
Activities
- **Resource Kits:** Curated, focused collections of materials and technology that a public or school library might not own. Kits may include digitization equipment, virtual reality headsets, children and baby learning toys, games to support group conversation and learning, 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, activities and discussion guides to assist staff with programming, templates, and giveaways to engage with these communities.
- **Resource Kit Website:** Creation and maintenance of online resources to support, augment and/or duplicate those contained in the Resource Kits. This would include reading lists, national and local resources for assistance and support, guidelines for activities, templates, online streaming video and audio, suggested reading, and more. These resources are made available through the Colorado Virtual Library (CVL) and are curated by State Library staff, with the assistance of subject matter experts from around the state and the country as appropriate.

- **Book Club Sets:** A collection of popular titles available in multiple copy sets used to expand library book club activities within the state. The collection of over eight hundred titles consists primarily of sets that are donated by public libraries, with additional titles purchased with LSTA funding. Collection development is geared towards popular book club titles, promoting local authors, current affairs, and increasing the diversity and scope of sets offered. The sets also consist of materials for facilitating book club discussions, with regular blog posts highlighting specific aspects of the collection to further engage the intended audience via ColoradoVirtualLibrary.org. Discussion questions for each title are provided with the books along with general book club guidelines.
- **Bibliographic Record creation and ILS maintenance:** Create MARC bibliographic records for all title sets and resource kits and add to the State Library's Koha open-source ILS hosted by the AspenCat service. All sets and kits are cataloged at the time of acquisition/creation, enabling items in both collections to be discovered via the web, reserved, and received/returned electronically.

Outcomes
- Libraries with limited budgets will be able to expand programs and materials to better meet the needs of their patrons.
- Patrons will have access to more adult and youth programming, including early literacy, STEAM and transitions skills, digitization tools, book club sets, and more.
- Library staff will be more knowledgeable when addressing and working with the specific needs of underserved populations in their communities.
- Library staff will have an increased awareness of resources and services available to support the activities and needs of Colorado's rural communities.

Timeline
Annual

Funding
LSTA: funds cover salary and benefits for .5 FTE position; printing; phones; office supplies; postage; registration fees; and books.

STATEWIDE INTERLIBRARY LOAN

Purpose
Statewide Interlibrary Loan (SWIFT) allows libraries the ability to enhance services to their patrons through the borrowing and lending of materials with other libraries in the state. By partnering with the Colorado Alliance of Research Libraries which maintains the Prospector ILL platform (consisting of large university and large urban public libraries) to connect SWIFT member libraries (consisting of rural public, community, and junior college libraries) are now able to borrow and lend between all types of libraries. Developing this partnership brought the state closer to achieving a "statewide" catalog that includes access to a variety of electronic and streaming resources that would not otherwise be available to participating library patrons.

Target Users
Users are library staff and patrons from all types of libraries, with an emphasis on small/rural libraries and those with limited resources. Also, institutional library staff, volunteers, school library staff and teachers.

Activities
- SWIFT Migration and Maintenance: The State Library provides the platform, support, and training for library staff in SWIFT use, and serves as liaison among the SWIFT community.
- The creation of training materials to introduce staff that are new to libraries to the foundational concepts of Resource Sharing, and a SWIFT Knowledge Base to empower library staff to find answers to all their SWIFT and Prospector questions and learn on-demand through training videos, troubleshooting guides, answer to frequently asked questions, and policy and best practices resources.
- Pursuit of opportunities to improve the SWIFT user experience through direct integration between the Prospector software platform and various Integrated Library Systems and updated technology.
- Network support for small and rural libraries without stable internet service.
- SWIFT+: The Colorado State Library is partnering with Denver Public Library (DPL) to facilitate requests for out of state material for SWIFT only libraries within the state.

- Colorado Libraries Collaborate: Colorado's reciprocal borrowing program that allows patrons of member libraries to become members of and borrow directly from other member libraries.

Outcomes
- Through the SWIFT/Prospector partnership, library staff will be able to expand the resources available to their communities.
- Library staff will learn from their statewide colleagues and create greater economies through shared initiatives and materials.

Timeline
Annual

Funding
LSTA: funds cover salary and benefits for .5 FTE position; printing; phones; office supplies; postage; registration fees; travel; software; maintenance agreements; and Prospector Platform membership.

COLORADO HISTORIC NEWPAPERS COLLECTION

Purpose
Colorado Historic Newspapers Collection (CHNC) provides free online access to more than 875 newspaper titles published in Colorado from 1859 to present day, containing a growing collection of over 5,500,000 digitized pages. Newspapers are digitized from microfilm or from the original newspaper as appropriate. Colorado State Library staff provides guidance and project management for the digitization process. Catalog records are made available for free through consortial partnerships and via a dedicated open-source repository, so libraries can link directly to the newspapers from their own discovery systems. Through open access to historic newspapers, Coloradans can better understand their history and explore primary source materials which are valuable to the education of Colorado children.

Target Users
Public and academic libraries, local history collections, K-12 educators, historians, genealogists, and the public.

Activities
- **Digitization of Content:** Collaborating with trusted vendors, staff helps Colorado libraries and cultural heritage institutions prepare for, community fund, and digitize local newspaper content from newspapers in the public domain, or later years with publisher permission. Assist partner institutions in contacting publishers for in-copyright content, assist with grant funding applications, and consult on content availability. Consult with large scale content holders like History Colorado Center, the Museum of the West, and other private and public institutions to make use of their microfilm and original newspapers for digitization purposes.
- **Digital Repository for MARC Bibliographic Records:** Create and maintain MARC catalog records for titles included in the CHNC database and make available for free through consortial partnerships and via a dedicated repository, enabling libraries to link directly to the newspapers from their own discovery systems. This requires original cataloging of newspaper titles, updating MARC records as the online collection increases, consulting with partner organizations like Marmot Library Network and Colorado Library Consortium to provide records for side-loading in their shared catalog for their members. Also requires the maintenance of a Koha open-source repository for the storage and delivery of records to libraries that are not part of a larger consortium.
- **Open Access Educational Resources:** Using the online primary source material available through CHNC, create primary resource materials using open access services like the Colorado Virtual Library website, the CHNC Topics site, Wikimedia, Colorado Online Encyclopedia, and the Museum of Digital Learning web resource. Primary resource sets for K-12 students encourage and grow the use of primary resources within the Colorado K-12 curriculum. These resources will be created in a format that is easy to use for educators and students.

Outcomes
- Provide centralized access to digital newspaper collections throughout the state of Colorado.
- Bringing together these unique resources will provide greater and more efficient access to the historic news and stories of the history of the western United States and provide richer resources to be used by researchers and students.

- Creating greater access to these primary resources provides greater, more relatable context on the growth and development of the Colorado territory.

Timeline
Annual
Funding
LSTA: funds cover salary and benefits for .5 FTE position; printing; phones; office supplies; postage; registration fees; travel; data storage; negative duplication; software; hardware; and maintenance agreements.

PLAINS TO PEAKS COLLECTIVE

Purpose
The Plains to Peaks Collective (PPC) project is an initiative to increase the digital footprint of Colorado collections housed among libraries within the state. Libraries 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. The Plains to Peaks Collective is a Digital Public Library of America (DPLA) Service Hub that 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.

Target Users
Public and academic libraries, local history collections, K-12 educators, historians, genealogists, and the public.

Activities
- **Aggregation services:** The Colorado State Library (CSL) is the central organizing agency for this project, hosting the dark aggregator and gathering metadata from the various collections around Colorado and Wyoming, normalizing it into one metadata format to feed it to the DPLA for global discovery. CSL provides aggregation technology, and harvests metadata from participating institutions. By aggregating these disparate collections together as part of a shared database or as a statewide feed to the DPLA, patrons can better tell their story and provide primary source materials which are so valuable to the education of children.
- **DPLA Local User Interface:** Maintain the DPLA Local user interface (UI) for quick and easy access to the collections held by Colorado and Wyoming participating institutions. Using the DPLA Local UI, create mini exhibits and curated subcollections that represent key aspects of Colorado history that pertain to the Colorado K-12 curriculum.
- **Open Access educational resources:** Create primary resource sets for K-12 students, to encourage and grow the use of primary resources within K-12 curriculum. Using the online primary source material available through the PPC, and other online resources, and collaborating with partners around the state, 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, educators, and students. These resources are shared online through web based open access platforms like the Museums for Digital Learning, Wikimedia, the Colorado Encyclopedia, and the Digital Public Library of America.

Outcomes
- Resources provide access to the historic artifacts and stories of the western United States to be used by researchers and students.
- Provide greater access to, and use of Colorado primary source materials for K-12 education and research.
- Creation of a statewide infrastructure of networks and partnerships that enables all in the library community to participate regardless of ability and funding.

Timeline
Annual
Funding
LSTA: funds cover salary and benefits for .5 FTE position; printing; phones; office supplies; postage; registration fees; travel; software; hardware; maintenance agreements and DPLA Membership.

TECHNOLOGY AND WEB SERVICES

Purpose

The State Library provides a suite of technology-driven communication, outreach, and web hosting services to support libraries, associations, and related organizations. These services enhance collaboration, facilitate information sharing, and improve the digital presence of libraries and organizations, ultimately strengthening their connection with patrons and communities.

Target Users

Small and rural public libraries, local library and museum associations, libraries within the state, and the public.

Activities

- **Colorado Virtual Library (CVL)**: A web portal that serves as an information hub for the library community and Colorado residents. CVL offers engaging and informative content, including:
    - *The Friday Grab Bag*: A weekly column featuring Colorado library news and events.
    - *Colorado State Publications Blog*: Promoting free public access to state government documents.
    - *State Library News & Programs*: Updates on services, initiatives, and relevant statewide programs.
- **CVL-Lists**: A mailing list service hosted on the open-source Mailman platform, providing a reliable communication tool for various library-related organizations and groups.
- **Library Jobline**: A job listing database connecting libraries with qualified candidates for library-related positions within Colorado and nationally.
- **CVL-Sites**: A website hosting service for library-related associations and special interest groups that lack the infrastructure to manage their own sites. Using WordPress, participating groups receive support from State Library staff to build and maintain their online presence.
- **COLibraries**: A website creation and hosting service for small and rural libraries that need an independent web presence. Libraries can choose their level of engagement in site creation and maintenance, with technical support provided by the State Library.
- **CVL-Collections**: A digital collections hosting service for institutions that want to share their collections with the Digital Public Library of America (DPLA) via the Plains to Peaks Collective (PPC). Using the open-source Omeka CMS, this service helps smaller institutions publish digital collections online, with branding and technical support provided at no cost.

Outcomes

Libraries, associations, and related organizations will have access to the tools needed to communicate effectively, share resources, and maintain a strong digital presence. These services will enhance collaboration, professional development, and access to library collections, ultimately improving services to library patrons.

Timeline

Annual

Funding

LSTA: funds cover salary and benefits for 1.25 FTE position; printing; phones; office supplies; postage; registration fees; travel; software; and hardware.

NEED
Training of Library Staff

LSTA PURPOSES AND PRIORITIES
- 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.

PROJECTS

INSTITUTIONAL LIBRARY STAFF LEARNING AND DEVELOPMENT
Purpose
Provide virtual and in-person learning and development opportunities for institutional staff that empower them to meet agency and residents' specific needs. Support development and retention of staff serving institutional libraries.
Target Users
Institutional staff that work in or support institutional libraries.
Activities
- Expand and revise Colorado Department of Correction (CDOC) Libraries Resource Exchange to support youth facilities and mental health institutes.
- Develop and provide virtual and in-person training for groups and individuals.
- Provide a learning management system or other training platform.
- Establish a clear plan for library staff onboarding, learning, and development.
- Create and provide access to learning and development resources.
- Use technology to establish professional networks such as communities of practice and mentoring and coaching programs.
- On-site visits to institutions to develop relationships with institutions staff and leadership, provide training, and implement new programs.
- Share learning and development opportunities and resources with institutional library staff outside of Colorado.
Outcomes
- Institutional Library staff's access and use of tools and resources will meet their learning and professional development needs.
- New staff will feel confident and competent in their new positions upon completion of onboarding activities.
- Experienced staff will be supported in their individual professional development goals.
Timeline
Annual
Funding
LSTA: funds cover salary and benefits for .5 FTE position; printing; phones; office supplies; postage; registration fees; subscriptions to applications and training platforms; travel; and the purchase of technology/devices that support staff learning and development.

LIBRARY RESEARCH SERVICE PROJECT

Purpose

The Library Research Service (LRS) helps library staff collect, analyze, and visualize data to demonstrate the important work of their libraries in their communities. LRS is focused on the data and evaluation lifecycle, from the planning stages through collection, analysis, reporting and data management. LRS also works with Colorado library staff on ways they can use data to evaluate and improve their work in their communities. This work includes annual surveys, program evaluations, data utilization support and training, original research projects, data visualization and data repository creation and maintenance.

Target Users

Public, school, and academic library staff

Activities

- **Annual Surveys:** LRS staff will conduct surveys of Colorado libraries and publish the results on LRS.org. The data will be represented in a variety of formats such as interactive reporting tools, standard statistical reports, and narrative reports.
- **Program Evaluations:** LRS staff will conduct outcome-based evaluations for various state library projects to demonstrate impact.
- **Data Repository:** LRS staff, with input from library colleagues, will create and maintain the data repository located on LRS.org, with a focus on improving access, usability of the data, and the provision of data visualizations.
- **Data Utilization:** LRS staff, with input from library colleagues, will identify specific needs and learning goals. Establish the best delivery methods for training library personnel on effective project management, and collection and use of data to help them evaluate, manage, and support their organization. This includes creation of learning objects including data-related blogs and online materials and toolkits. 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).
- **Research and Assessment project assistance:** LRS staff will work with libraries to develop assessments and research projects to support their learning goals and the many important services that they provide to their communities. This project includes working with libraries to conduct needs analyses, to assist with data collection, analysis, and use, and original research on library collections, services, and the communities that they serve.

Outcomes

- Library staff will improve the way they use library data to better understand their libraries, their communities, and how they can demonstrate library value.
- Colorado library directors, administrators, boards, and State Library staff can readily access reported data to support their evaluation, management, and community relation needs.
- Data about Colorado libraries will be readily available to the public, Colorado library staff, and Colorado State Library staff.
- Library staff will understand how to evaluate their services, through the research and project management support provided by LRS.

Timeline

Annual

Funding

LSTA: funds cover salary and benefits for 3.5 FTE positions; printing; phones; office supplies; postage; registration fees; travel; and software.

CULTURAL HERITAGE COLLECTIONS TRAINING AND DEVELOPMENT

Purpose

This suite of specialized training packages empowers staff at libraries of all sizes, especially small and rural libraries, to manage and share the unique cultural heritage collections in their stewardship.

Target Users

All libraries within Colorado with a focus on small and rural public libraries, but also academic libraries.

Activities

- **Cataloging Foundational Training:** Colorado's small and rural libraries often rely on paraprofessionals and/or volunteers to maintain the catalog. This training offers staff members access to free system-agnostic resources, and consultation support tailored to their skills and needs. This training is to impart foundational concepts and practical skills that will help new and occasional catalogers perform their jobs with more confidence and expertise.
- **Care of Collections Training:** Colorado librarians are often not familiar or trained to manage historical collections. This training exists to educate emerging and existing professionals in the creation, management, care, description, access, and preservation of unique cultural heritage collections. Skills will be reinforced and developed through presentations, one on one training and consultations, site visits and collection assessments, and student internships and mentorships.
- **Digital Collections Training:** This training supports the sharing of digital cultural heritage collections by offering training, workshops, and consultations on topics such as Colorado State Library hosted content management systems, descriptive metadata, copyright, digitization, access, and promotion. Through these activities, emerging and existing professionals will be able to share their collections and participate in Colorado's collaborative resource sharing opportunities.

Outcomes

Library professionals, volunteers, and staff at libraries will receive specialized training and targeted support to help them improve the management of their unique collections and more fully participate in resource sharing opportunities.

Timeline

Annual

Funding

LSTA: funds cover salary and benefits for .25 FTE position; printing; phones; office supplies; postage; registration fees; travel; and software.

LIBRARY STAFF PROFESSIONAL DEVELOPMENT AND SUPPORT

Purpose

Professional learning offers Colorado library staff opportunities to gain and enhance the skills needed to improve library service to their communities.

Target Users

Colorado library staff

Activities

- Webinars, workshops, and other learning opportunities will be offered in-person and online, on a variety of library specific topics for Colorado library staff. In collaboration with partners, stakeholders, and learning vendors, professional learning opportunities will be developed based on need, interest, and future trends in libraries.
- Analyze trends in website usage as one indicator of impact. Routinely assess emerging technologies and/or content management products to support ongoing development.

Outcomes

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

Timeline

Annual

Funding

LSTA: funds cover salary and benefits for 1.0 FTE position; printing; phones; office supplies; postage; registration fees; travel; training software and services including captioning; and speaker fees.

HIGHLY EFFECTIVE SCHOOLS THROUGH LIBRARIES

Purpose

Through the Highly Effective Schools Through Libraries rubric/guidance for growth, 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, and K-12 school administrators

Activities

- Utilize the Highly Effective rubric for school leaders to determine activities and evaluation of their school library program.
- Colorado State Library (CSL) staff will offer formal instruction, cohort learning opportunities, coaching, and credentials to those providing evidence of achievement.
- CSL staff will host online professional learning events and an online portal of highly effective school library strategies and resources.
- Recognition of K-12 library staff/administrators who earn the credentials.

Outcomes

Colorado schools (teachers, administrators, young learners) will have effective library programs and staffing that align with the strategic goals of their schools.

Timeline

Annual

Funding

LSTA: funds cover salary and benefits for 1.2 FTE position; printing; phones; office supplies; postage; registration fees; and speaker fees.

PUBLIC LIBRARY LEADERSHIP DEVELOPMENT

Purpose

Guidance for strategic administration of the library.

Target Users

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: funds cover salary and benefits for 1.15 FTE position; printing; phones; office supplies; postage; registration fees; and speaker fees.

NEED
Services to Underserved Populations

LSTA PURPOSES AND PRIORITIES
- 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.

PROJECTS

COLORADO TALKING BOOK LIBRARY
Purpose
The Colorado Talking book Library provides free library services to blind and 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; and public libraries who need large print resource sharing.
Activities
- **Materials Lending:** The Colorado Talking Book Library (CTBL) provides free audio, large print, Braille, and descriptive video to people with "temporary or permanent low vision, blindness, or a physical, perceptual, or reading disability that prevents them from using regular print materials" (National Library Service for the Blind and Print Disabled). CTBL circulates library materials to registered individual patrons, as well as organizations like libraries, schools, and nursing homes. CTBL provides online access to library materials for patrons of CTBL through the web Online Public Access Catalog.
- **Resource Sharing:** Public libraries across the state can participate in resource sharing of large print to augment their collection or use as their circulating large print collection.
- **Technical Support:** CTBL provides administrative and technical support to patrons for National Library Service for the Blind and Print Disabled (NLS) services including BARD, the NLS app that allows patrons to download audio books to their mobile devices.
- **Volunteers:** CTBL utilizes volunteers to record and produce books and local materials of interest (e.g., the annual Ballot Information Booklet). Volunteers also assist with translation of print-to-Braille services and collection maintenance.
- **Outreach and Communication:** Delivered to individuals, as well as schools, libraries, and other organizations, CTBL develops and provides information bulletins and workshops on the use of CTBL services. Staff attend conferences, meetings, senior fairs, and other events to reach potential patrons and their caregivers.
- **Statistical Measures:** Output data collected: circulation; items processed by the mailroom; number of phone calls and emails to and from patrons; number of large print books added to the collection; number of books recorded locally; number of books posted on BARD; and number of outreach events attended. A biennial patron survey is conducted to track customer satisfaction and other service measures.

Outcomes
- Patrons will have easy access to reading materials in a variety of formats ensuring they continue to feel connected to the world.
- Patrons will not feel isolated by their disability because they do not have access to reading materials.
- Patrons will continue to receive excellent service from CTBL.

Timeline
Annual

Funding
LSTA: funds cover salary and benefits for 5.8 FTE position; printing; office supplies; registration fees; large print books; Braille books; library courier; travel; and technology.

INSTITUTIONAL LIBRARY STANDARDS, EVALUATION, AND REPORTING

Purpose
Establish up-to-date institutional library standards. Evaluate institutional library services. Provide relevant, easily accessible reports and information to institutions staff and leaders.

Target Users
Institutional staff and leadership who serve libraries and facilities.

Activities
- Collect data, conduct research, and identify best practices.
- Write standards, policies, and white papers.
- Create reports, infographics, and other resources.
- Develop audit tools.
- Develop and implement user-centered evaluations.
- Participate in stakeholder committees and groups and travel to libraries.
- Assess agency, facility, library staff, and residents' needs.
- Contribute to national standards projects.
- Make standards, reports, and resources available for use by other states and organizations.

Outcomes
- Institutional staff and leadership will have data supported measures to evaluate library services.

Timeline
Annual

Funding
LSTA: funds cover salary and benefits for .35 FTE position; printing; phones; office supplies; postage; travel; registration fees; and software.

INSTITUTIONAL LIBRARY USER EXPERIENCE

Purpose
Provide resources and support to enhance and improve library services and user experience for institutional residents and staff serving their libraries

Target Users
Residents and library staff at state-funded institutions.

Activities
- Integrate user experience and accessibility principles into institutional library service design.
- Facilitate connections between institutional and public, school, and academic library staff.
- Provide physical and electronic resources and materials for residents.
- Expand and build family literacy programs.
- Work with agency administrators to ensure adequate staffing and support their recruitment and retention efforts.
- Establish statewide systems for services like floating collections, centralized selection, and weeding.
- Expand existing systems like interlibrary loan to youth and mental health institutes.
- Identify and implement new technologies and e-resources.
- Advise stakeholders, create plans, and provide recommendations for new and renovated library spaces.

- Create and identify training for institutional residents, resident workers, and agency staff that support implementation of library best practices and/or agency goals and missions.

Outcomes
- Institutional residents will have access to high-quality library services and spaces comparable to community libraries.
- Library staff routinely consider user experience in service design.
- Residents in institutions support their learning efforts using technology, e-resources, materials, and programs.
- Institutional libraries provide user-centered services.

Timeline
Annual

Funding
LSTA: funds cover salary and benefits for 1 FTE position; printing; phones; office supplies; postage; registration fees; travel; digital and print resources for resident use; and technology/devices to support access to digital resources.

SUPPORT FOR INSTITUTIONAL RESIDENTS TRANSITIONING BACK TO COMMUNITIES

Purpose
Provide resources and support to enhance and improve public library services for institutional residents' families and those who have been released from institutions.

Target Users
Public and institutional library staff

Activities
- Develop a framework and guidance for public library staff that includes a tiered approach to supporting institutional residents, their family members, and former residents.
- Provide materials and other resources for public library patron-use and for public and institutional library staff professional development.
- Create and provide training for public library staff.
- Facilitate connections and support partnerships between public librarians and institution librarians to pilot programs that address target users' needs and barriers to access such as televisiting and providing library cards upon release.
- Evaluate pilot programs.

Outcomes
- Public libraries provide services that ease residents' transition from institutions to the community.
- Family members of institutional residents will have access to library services and materials that meet their unique needs.
- Public library staff will become aware of and believe in the value of providing services to family members of institutional residents, people preparing for release into the community, and former residents.

Timeline
Annual

Funding
LSTA: funds cover salary and benefits for 1 FTE position; printing; phones; office supplies; postage; registration fees; travel; materials for public libraries; technology/devices to support access to televisiting; and subscriptions to learning platforms or applications to support staff development/training.

RURAL AND SMALL LIBRARY SUPPORT AND DEVELOPMENT

Purpose
Colorado public libraries with legal service areas of less than 2,500 do not have MLS librarians staffing them. Providing training to staff in these libraries on topics covering professional skills, values, and issues will enhance staff's knowledge and assist them in providing excellent service to their patrons.

Target Users
Rural and small public library staff

Activities
- Professional development and consulting services.
- Creation of a Data Landscape Tool (broadband, county demographic, legal service area, and other library data) to support the decision-making of libraries.

Outcomes
- Library staff will be more confident in delivering library programs and services within their communities.
- Library staff will feel empowered to make decisions that will directly benefit their libraries.
- Library staff will be able to apply what they have learned.

Timeline
Annual

Funding
LSTA: funds cover salary and benefits for 1 FTE position; printing; phones; office supplies; postage; registration fees; and travel.

CROSSWALK

Focal Area	Intent	Project	State Goal
Lifelong Learning	Improve users' general knowledge and skills	Circulating Resource Kits	Goal 2 – Resource Sharing
Lifelong Learning	Improve users' formal education	Highly Effective Schools Through Libraries Program	Goal 3 – Training of Library Staff
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	Institutional Library User Experience	Goal 4 – Services to Underserved Populations
Lifelong Learning	Improve users' general knowledge and skills	Support for Institutional Residents Transitioning Back to Communities	Goal 4 – Services to Underserved Populations
Lifelong Learning	Improve users' general knowledge and skills	Adult Services Programming	Goal 1 – Learning for All Ages
Information Access	Improve users' ability to obtain and/or use information resources	Statewide Interlibrary Loan	Goal 2 – Resource Sharing
Information Access	Improve users' ability to discover information resources	Colorado Historic Newspapers	Goal 2 – Resource Sharing
Information Access	Improve users' ability to discover information resources	Plains to Peaks Collective	Goal 2 – Resource Sharing
Information Access	Improve users' ability to obtain and/or use information resources	Web Hosting Services	Goal 2 – Resource Sharing
Institutional Capacity	Improve library operations	Library Data Visualization and Repository Program	Goal 2 – Resource Sharing
Institutional Capacity	Improve library operations	Communication and Outreach	Goal 2 – Resource Sharing

Institutional Capacity	Improve the library workforce	Institutional Library Staff Learning and 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 Evaluation	Goal 3 – Training of Library Staff
Institutional Capacity	Improve the library workforce	Cultural Heritage Collections Training and Development	Goal 3 – Training of Library Staff
Institutional Capacity	Improve the library workforce	Library Staff Professional Development and support	Goal 3 – Training of Library Staff
Institutional Capacity	Improve the library workforce	Libraries Learn	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 library operations	Institutional Library Standards, Evaluation, and Reporting	Goal 4 – Services to Underserved Populations
Institutional Capacity	Improve the library workforce	Rural and Small Library Support and Development	Goal 4 – Services to Underserved Populations
Institutional Capacity	Improve library operations	Assessment Project Assistance for Libraries	Goal 4 – Services to Underserved Populations
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
Human Services	Improve users' ability to apply information that furthers their parenting and family skills	Early Literacy Programming	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

COORDINATION EFFORTS / PARTNERSHIPS

The Colorado State Library believes in partnerships as a valuable approach in maximizing our resources and raising awareness of our services and libraries overall. We pride ourselves on the number of partners we work with and the unique ways in which we do so.

Our approach in partnering varies depending on the work and the scope of the project. For example, our Institutional Library Services (ILD) team works with the Colorado Department of Corrections and Colorado Department of Human Services, by providing subject matter expertise for statewide projects, training for agency staff, advise on a broad spectrum of library-related issues, serve on committees (e.g., audit standards), and work with those at all levels to implement innovative services (e.g., technology-based solutions). The ILD team is also

working with the American Library Association by providing subject matter expertise for the revision of the national prison library standards and leading the Library Services to the Justice Involved interest group.
Another example of partnership is the work of the Networking and Resource Sharing (NRS) Office and their work with the Denver Public Library. NRS partners with the Denver Public Library (DPL) to grow the digital footprint of Colorado's historic resources. The Western History and Genealogy Library of DPL houses a wealth of historic documents, manuscripts, original newspapers, and other ephemera that provide windows into Colorado's and the Jefferson Territory's history. These resources include the entire collection of the Rocky Mountain News, Colorado's oldest newspaper. DPL provides access to the original resources and some funding, and the Colorado State Library staff project manages the digitization process and hosts the digitized content within the Colorado Historic Newspapers Collection service. DPL and the State Library also partner on the aggregation of non-newspaper digital historic resources and shares them with the broader international audience through the Digital Public Library of America.

A newer relationship we are happy to recognize is with The Center on Colfax. The Center on Colfax opened in 1976 has grown to become the largest LGBTQ community center in the Rocky Mountain region, giving voice to Colorado's lesbian, gay, bisexual, transgender, and queer (LGBTQ) community and playing a pivotal role in statewide initiatives to reduce harassment and discrimination. Through a growing partnership, the Networking and Resource Sharing Office of the State Library is helping the Center on Colfax automate their unique monographic collection of LGBTQ resources and create and host a digital collection of oral histories and historic objects documenting the LGBTQ community's history within the State. Through this relationship, the State Library is tapping into a larger network of LGBTQ leaders and organizations within Colorado to further the representation of the historic artifacts of this community and ensure that this important history does not remain hidden or get lost forever.

The Colorado Talking Book Library (CTBL) works closely with the Blue Spruce Pioneers. The Pioneers help us provide talking book players to patrons. The Pioneers also repair the talking book machines and provide other services to CTBL.

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. 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- and intra-agency cooperation to expand services and leverage resources to the greatest extent possible for the benefit of Coloradans. Partnerships are a core philosophy for the State Library and believe the end products are better and benefit even more people.

Colorado State Agencies:
- Colorado Department of Corrections
- Colorado Department of Human Services
- Colorado School for the Deaf and the Blind
- Department of Education
- Department of Human Services
- Department of Labor and Employment
- Department of Local Affairs
- State Parks and Wildlife (Check Out CO State Parks program)
- Business Intelligence Center, Colorado Secretary of State
- History Colorado Center
- State Internet Portal Authority
- Colorado Department of Higher Education
- Colorado State Archives

National, Regional, and State Organizations

- American Library Association
- Clayton Early Learning
- Collaborative Summer Library Program
- Colorado Alliance of Research Libraries
- Colorado Association of Libraries
- Colorado Humanities & Center for the Book
- Colorado Libraries for Early Literacy
- Colorado Library Consortium
- Colorado Municipal League
- Colorado School Library Leaders
- Colorado Special Districts Association
- Council of State School Library Coordinators
- Denver Preschool Program
- Denver Public Library
- Emporia State University, Colorado SLIM
- Executives Partnering in Investing in Children
- Family, Friend & Neighbor (FFN) Strategic Partnership Action Network
- Reach Out and Read Colorado
- Rocky Mountain PBS
- Space Science Institute/STAR Net
- Temple Hoyne Buell Foundation
- University of Denver, Morgridge College of Education
- LENA
- Great Outdoors Colorado
- Parent Possible/Vroom Colorado
- Colorado Department of Early Childhood
- Early Milestones Colorado
- High Plains Library District
- Pikes Peak Library District
- Denver Public Library
- Arapahoe Library District
- Renewed Libraries
- San Francisco Public Library
- Remerg, Denver, CO
- Colorado Historical Records Advisory Board
- Colorado Wyoming Association of Museums
- Friends of the Denver Public Library
- Digital Public Library of America
- Library of Congress - National Digital Newspaper Program
- Marmot Library Network
- Museum of the West
- Society of Rocky Mountain Archivists
- The Center on Colfax
- University of Wyoming, Coe Library
- Wyoming State Archives
- Wyoming State Historic Records Advisory Board
- Wyoming State 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 management, office 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); and
- Designing questionnaires and other data collection instruments.

Remaining OBE activities to be pursued by the LRS staff independently of the unit staff:
- Administering questionnaires
- Processing, analyzing, and reporting data, to be shared with the Colorado State Library staff, IMLS, and community stakeholders.

STAKEHOLDER INVOLVEMENT

The development of and stakeholder involvement for the FY23-27 state plan occurred concurrently with the evaluation of the previous five-year plan which was submitted in March 2022 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 reviewed any gaps in activities or services that needed to be addressed in the development of the FY23-27 plan.

Staff of the State Library contributed ideas and measures for priorities that were included in the survey. These ideas were anchored around four key 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 for Library Staff, and Services to Underserved Populations), what do you currently have planned for 2022 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 community development in the future?

The input from the interviews with CSL Leadership staff helped to inform the design of the survey for Colorado library leaders in public, school, and academic libraries, and a survey of library stakeholders for institutional libraries. Three surveys were conducted in connection to the evaluation and occurred between November 2021 and February 2022. Over 100 stakeholders from public and academic library settings responded to the survey, providing feedback on the 18-22 plan, and information to inform the 23-27 plan. The next set of stakeholders included 21 school library respondents, and 117 institutional library staff.

The stakeholder process allows for feedback and responses on how the previous five-year plan worked, what needed improvement, and what was lacking in meeting the needs of the library community. It also allowed testing of new ideas to be included in the next plan. When survey participants were quired, the ideas floated for the 23-27 plan were met with strong support, marked either "Essential" or "Very Important."

COMMUNICATION AND PUBLIC AVAILABILITY

Upon approval by IMLS, the five-year plan will be published and posted on the Colorado State Library's website for access by all librarians, staff, and the general population. Staff will also use social media platforms to announce the plan's availability, including library list-serves and social media. We will also make an announcement on the Colorado Virtual Libraries website. The plan will be made available in accessible formats upon request. In addition, the plan will be cataloged into the Colorado State Publications Library OPAC and made available through the digital repository.

State Library staff supporting specific initiatives in the plan will have this work added to their training and performance plans.

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. As these results become available, the State Library will utilize the necessary communication channels to share the findings with 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 website, through email lists, and/or on social media. With this approach, communication can reach all librarians and stakeholders in the state.

MONITORING

Appropriate staff from all Colorado State Library units will have responsibility to track the implementation of the five-year plan. Progress reports will be prepared and provided to IMLS when required.

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