Colorado State Library
Colorado Department of Education

Library Services & Technology Act (LSTA) Five-Year Plan 2013-2017

June 30, 2012

For the
Institute of Museum & Library Services

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Colorado Department of Education Mission Statement

The Mission of the Colorado Department of Education (CDE) is to shape, support, and safeguard a statewide education system that prepares students for success in a globally competitive world.

Colorado State Library Mission Statement

The Mission of the Colorado State Library (CSL) is to provide leadership and expertise to help develop libraries and deliver information services throughout Colorado.

Needs Assessment

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

Evidence supporting the identified needs was compiled from Library Research Service reports which include *Fast Facts*, *Closer Look Reports*, *2010 School Library Annual Report*, and *Statistics and Input-Output Measures for Colorado Public Libraries 2010*. Additional support was derived from the U.S. Department of Education, Pew Research Center, National Center for Children in Poverty, Kids Count Data Center, 2010 IMLS State Program Report for Colorado, CO Department of Education, CO State Demography Office, CO Department of Corrections, and the CO Department of Human Services.

The CSL Management Team, whose members represent the diversity of services and programs provided by CSL, were interviewed as a focus group. The purposes of this focus group interview were two-fold: to identify key FY08-12 CSL activities for each LSTA goal and potential FY13-17 CSL activities for each of the state's prospective LSTA goals for its next five-year plan. These two sets of activities largely determined the scope of a survey of Colorado library leaders.

A survey of Colorado library leaders was conducted in January of 2012. This survey generated over 200 responses. Library leaders included: past, current, and incoming office-holders for all of the state's library associations; board members and other director members of single- and multi-type library consortia; members of regional librarian groups; other special interest groups; and self-identified informal, emerging, and aspiring leaders. 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 further evaluation data about Colorado's performance on its FY08-12 plan as well as input for the next five-year plan are: 1) it permitted a relatively large number of individuals to participate in a relatively short period of 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 from a large amount of feedback. The disadvantages of this particular survey were: 1) it was not reasonable to ask for output or outcome data of the preferred sort, and 2) like all surveys, especially those targeting a diverse audience, it tended to generate more data for general and more familiar activities.

A follow-up webinar was conducted that focused on three of the top findings reported through the survey: early literacy programming; e-resource needs; and training of library staff. The webinar elicited ideas of what people wanted in these areas, and how the State Library could help in the endeavors put forth during the interactive discussion.

Need #1
Learning for all Ages

Needs Assessment Summary:
- 85% of respondents to a Colorado State Library (CSL) survey of library leaders selected providing services and resources for early literacy programming as either essential or very important. [1]
- 75% of respondents to a CSL survey of library leaders identified the provision of standards based resources for K-12 school libraries as either essential or very important. [2]
- In 2010 almost one in four Coloradans (1.36 million) were under the age of 19. By 2017 that number is expected to increase by 11.8 percent to over 1.52 million. [3]
- The statewide student count for the 2011-2012 school year increased by 10,949 (1.3%) over the previous year, bringing the total to 854,265 public school students. [4]
- Schools that either maintained or gained an endorsed librarian between 2005 and 2011 tended to have more students scoring advanced in reading in 2011 and to have increased their performance more than schools that either lost their librarians or never had one. [5]
- According to a recent report from the National Center for Education Statistics (NCES), 50% of fourth-graders in Colorado read for fun on their own time almost every day in 2011, which is higher than in 2005 and 2007. Only 20% of eighth-graders read for fun on their own time almost every day in 2011, which is lower than 2007 and 2009. [6]
- Between 2008 and 2010, almost all public libraries in Colorado offered summer reading programs for children, and close to two-thirds offered these programs for teens. The number of libraries offering adult summer reading programs rose from 29% in 2008 to 36% in 2010. [7]
- One in nine Coloradans is 65 or older; by 2010 there were 549,625 seniors living in the state. By 2017 that number is expected to increase by 42% to 780,229. [8]
- Between 2004 and 2008, Colorado public libraries increased the number of programs offered by 33%. Program attendance also increased by 33%. [9]
- Of 114 public libraries, 42 (36.5%) reported providing 10 or fewer adult programs in 2010. Fifty-eight libraries reported 10 or fewer young adult programs (50.4%), compared to only 11 reporting 10 or fewer children's programs (9.6%). [10]
- 72% of respondents to a CSL survey of library leaders indicated providing computer training in public computer centers as being either essential or very important. [11]
- During the 4th quarter of 2011, 44 Colorado public library computer centers offered training classes. There were 329 training programs offered with 511 total sessions. These classes had 3,230 participants with over 763 hours of class. [12]

Need #2
Need #2
Resource Sharing

Needs Assessment Summary:

- In spring 2010, more than half of all Colorado public libraries (59%), and all of those serving more than 100,000 provide chat reference – a much higher percentage than libraries nationwide (20%). At the time of the study only one Colorado library with chat reference did not use AskColorado a statewide collaborative virtual reference service. [13]
- A recently released survey from the Pew Research Center (April 4, 2012) on "the rise of e-reading" reports: [14]
  - In mid-December 2011, 17% of American adults had reported they read an e-book in the previous year; by February, 2012, the share increased to 21%.
  - 29% of Americans age 18 and older own at least one specialized device for e-book reading – either a tablet or an e-book reader.
  - Those who read e-books report they have read more books in all formats. They reported an average of 24 books in the previous 12 months and had a median of 13 books. Those who do not read e-books say they averaged 15 books in the previous year and the median was 6 books.
- The State Library's SWIFT interlibrary loan service was used by nearly 390 libraries of all types to place more than 121,000 requests of library materials in FY2010.[15]
- Colorado Historic Newspaper Collection web site remained at 166 distinct titles in FY2010 but grew to nearly 600,000 digitized pages. Use of the site reached record levels, drawing more than 33 million hits, more than 15 million page views, and 146,000 visits. Average length of time spent by visitors on the web site exceeded 28 minutes. [16]
- In FY2010, the number of library or organization web sites hosted on the Plinket content management system increased to 37. Combined, these libraries service more than 170,000 Colorado citizens, many in rural parts of the state. [17]
- In 2010, 45 out of 114 Colorado public libraries do not provide remote access to online databases. Nineteen libraries do not provide remote access to their OPAC. [18]
- Of the respondents to the 2010 Annual School Library Survey, 36 percent do not have remote access to databases. Only 29 percent have five or more e-books available to students. [19]

Need #3
Need #3
Training of Library Staff

Needs Assessment Summary:

- In a CSL survey of state library leaders [20]:
  - 85% of respondents selected creating tools for developing highly effective school librarians as either essential or very important.
  - 78% of respondents want the State Library to provide leadership for discussion of innovation in libraries.
  - 69% of respondents would like training on the use of library and community data.
  - 59% of respondents identified the need for consulting on support services for new library districts as either essential or very important.
- In FY2010, The State Library held 290 online training sessions for librarians, with a total of 1,105 attendees. [21]

Need #4
Services to Underserved Populations

Needs Assessment Summary:

- According to the National Center for Children in Poverty 36% of Colorado children under the age of 18 live in low-income families. 83% of children with parents that do not have a high school degree live in low-income families.[22]
- According to the 2011 KidsCount Colorado Report: 89% of disabled fourth grade students scored below proficient reading. [23]
- The percentage for public school students characterized as English language learners was 14.4% in 2011, an increase from 12% in 2008. [24]
- In 2010, the U.S. Census reported one in five of the 5.1 million Coloradans were of Hispanic or Latino origin (20.7%). In addition, seven out of 10 Colorado residents were identified as White with the highest percentage of ethnic minorities being Black or African Americans (4%) and Asian (2.8%). [25]
- 16.8% of Coloradans over the age of five live in a home where a language other than English is spoken. [26]
- 90% of respondents to a CSL survey of library leaders rated the services/resources offered by the Institutional library consultants as either excellent or good. [27]
- In FY 2010-11, there were 8,435 residents (age 10 - 17 years) in Colorado juvenile detention facilities. [28]
- 97% of Colorado Department of Corrections (CDOC) incarcerated population will return to live in communities across Colorado.[29]
- 52% of CDOC offenders return to prison within three years[30]
- 35% of new admissions to CDOC do not have a high school diploma or GED and 56% of Colorado prisoners do not have adequate vocational skills.[31]
- Children of incarcerated parents are six times more likely than their peers to become criminally involved.[32]
- One in 42 American children has a parent in prison, with particularly broad race/ethnic variation. One in 15 African-American children and one in 42 Latino children have a parent in prison, compared to one in 111 Caucasian children. [33]
- In 2010, a Colorado Talking Book Library (CTBL) patron satisfaction and outcome survey reported that overall satisfaction is high with nearly all respondents (98%) rating CTBL as excellent or good. By far, reading for pleasure is the most frequently valued outcome of CTBL service, selected by more than eight out of ten (85%) survey respondents.[34]
- There are almost 500,000 Colorado residents with disabilities of these almost 100,000 have difficulty with their vision.[35]

Goals

Goal #1
All Colorado residents will have access to services from libraries that support educational achievement, lifelong learning, economic development, and digital literacy.

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: CoSPL meets the need for no cost permanent access to state publications.
Activities: CoSPL acquires, catalogs, and maintains print and electronic publications produced by all state agencies; distributes them to depository libraries and maintains an online library catalog. Other services include original cataloging and maintenance of the classification schedule; and reference and interlibrary loan functions performed by library staff. Annually updates and prints the "Colorado State Publications Classification Schedule" which is a guide to the library's unique classification. Original catalog records are provided to any library for inclusion in their catalog. Quarterly email newsletters are sent to agency contacts and depository librarians for continued communication. COSPL continues its work with The Alliance's Digital Repository (ADR) to store and preserve born digital state publications.
Outcomes: Depository libraries enjoy significant savings on cataloging costs for state publications because of the work done at the CoSPL. Colorado residents have access to government documents providing transparency into the workings of the state government.
Timeline: Ongoing
Funding: LSTA expenditures include position cost for 1 FTE; travel; serial binding; printing; and annual maintenance fee for the library's automated library system and digital repository. $122,525/annually

Program: School Library Content Creation Centers (CCC)
Purpose: Provide grants to school librarians for the creation of "Content Creation Centers" that utilize 21st century technology (cameras, editing equipment, audio, tablets, etc).
Activities: The State Library Administrative Agency (SLAA) will offer sub-recipient grants and consulting for the CCC. School librarians will complete a needs assessment application. During the pilot year a maximum of 5 libraries will receive grant awards. A consultant will be hired to work with the librarians in utilizing the space effectively with their students. Going forward, 10 grants will be awarded annually. School librarians will report on the usage of the CCC and document student participation in 21st century skill activities provided through the CCC.
Outcomes: CCC's will provide students with the skills needed to be successful in the 21st century (increase student achievement) and make the library an irresistible place to be (increase gate count). These outcomes align with Colorado Department of Education's mission stating all Colorado students must be postsecondary and workforce ready.
Timeline: Pilot in FY14, continue annually thereafter.
Funding: During the pilot year, LSTA funds will be used for five $2,500 grants, $5,000 for a consultant, and 25% of the School Library Consultant's payroll for administration of the program. Total expenditures for pilot year $38,000. In subsequent years LSTA will fund ten $2,500 grants, $10,000 for a consultant and 25% of the School Library Consultant's position cost. Total expenditures $55,600 annually.

Program: Public Library User Creation Centers
Purpose: SLAA consultant will work with public librarians to create user content creation centers in libraries. These labs will engage students and residents in creating multimedia and other content.
Activities: Through local grants and consultation, State Library staff will support public libraries in setting up user creation centers which may include procurement, design, staff training on equipment, training the public, and promotion and measurement for evaluation. Public libraries will also offer related programs specifically for teens with a focus on developing workforce and financial skills necessary for transitioning to living independently. Public libraries will also offer related programs specifically for teens designed to teach them technology skills necessary for the 21st century workplace and higher education.
Outcomes: Libraries will offer engaging library services to meet the interests and learning needs of their residents. Public Librarians will create programs that increase digital literacy, job skills, and other skills that lead to 21st century workforce and design local programs that contribute to the community.
Timeline: Pilot in FY14, continue annually thereafter.
Funding: During the pilot year, LSTA funds will be used for five $2,500 grants, and 25% of the Public Library Consultant's position cost for administration of the program. Total expenditures for pilot year $32,100. In subsequent years LSTA will fund ten $2,500 grants, and 25% of the Public Library Consultant's payroll. Total expenditures $44,600 annually.

Program: Summer Reading Program (SRP)
Purpose: Provide libraries with summer reading materials and training from the Collaborative Summer Library Program (CSLP).
Activities: Six annual workshops will be held to provide training for library staff on the implementation of a successful SRP. Beginning in FY13 the SLAA will offer an annual online workshop for those new to summer reading. Partnerships will be formed with the Colorado Department of Education's Summer Food Service Program (SFSP), Lt. Governor's Office, Colorado Department of Education, History Colorado, REACH Conference, Rocky Mountain PBS, and Mile High United Way, to improve the SRP statewide and work collectively to reach common literacy goals. Mini-grants will be distributed to smaller public libraries for the purchase of books addressing the current year's summer reading theme.
Outcomes: Increased participation in and awareness of the statewide summer reading program. Prepare library staff to better serve patrons during the summer reading program. Increase the number of CO residents that read over the summer for pleasure.
Timeline: Annual
Funding: LSTA expenditures: manuals, CSLP membership, pins, materials, and travel for workshops $8,500; mini-grants in the amount of $200/library will be distributed to 60 libraries $12,000; 25% of Youth Services Consultant's position cost for administration of the program. Total expenditure $38,900 annually

Program: Early Literacy Programming
Purpose: These activities will provide resources and training for library staff to become knowledgeable about early literacy and early childhood and to help prepare library collections and physical spaces to be baby-friendly.
Activities: Based on the availability of private funding, work with the Lt. Governor's Office, Reach Out and Read Colorado, 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. Continue to partner with Colorado Libraries for Early Literacy (CLEL) to produce StoryBlocks videos, perhaps in additional languages with the possible creation of a mobile application. Continue to offer early literacy training to public librarians in conjunction with CLEL, including online sessions. Create standards for public libraries to use when creating a Baby-Toddler Friendly Library. Create a certification program to help libraries achieve the ultimate designation and offer a mini-grant program and training to help libraries achieve each program component.

Outcomes: The ultimate outcomes are to raise parent/caregiver awareness of early literacy, provide a welcome, safe place for children 0-5 and their families in libraries statewide, and to impart essential early literacy skills to young children while modeling techniques to parents.

Timeline: Annual

Funding: LSTA expenditures: StoryBlocks videos $4,000; training expenditures $1,800; Reach Out and Read Colorado, One Book 4 Colorado expenditures $500; 50 baby-friendly library mini-grants in the amount of $200 each $10,000; 50% of Youth Services Consultant's position cost to administer program $36,800. Total expenditure $53,100 annually.

Goal #2
Colorado libraries will share resources to achieve economic and efficient delivery of
library assets and services to residents of Colorado.

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.

Program: StateWide Interlibrary loan Fast Track (SWIFT)

Purpose: Develop, deliver, support and maintain statewide interlibrary loan transaction/management system for multi-type libraries.

Activities: Plan for system enhancements; provide customer support to library staff and routinely offer training (live, web); troubleshoot connectivity issues and facilitate connections between system vendors; analyze trends in system usage as one indicator of impact (benefits/outcomes for CO citizens); assess competing technologies and/or related products. LSTA funds to be used for developmental as well as operational costs.

Outcomes: Libraries extend the reach of their collections cost effectively through lending and borrowing practices. Libraries save money by not having to purchase every item requested by a patron. Libraries patrons have access to resources far beyond the local library.

Timeline: Ongoing

Funding: LSTA funds will be used for system/software licensing; travel/training; consulting related to best practices for ILL services delivery in the field. Total expenditures $100,000 annually.

Program: AskColorado | AskAcademic

Purpose: Develop, deliver, support and maintain statewide cooperative virtual reference service/system for multi-type libraries and the patrons they serve.

Activities: Plan for virtual reference system enhancements; provide customer support to library staff; coordinate libraries that contribute staffing; routinely offer training (live, web); diversify and expand library participation; analyze trends in system usage (including demographics associated with patron use) as one indicator of impact (benefits/outcomes for CO citizens); assess competing technologies and/or related products. Develop best practices for virtual reference service delivery.

Outcomes: Patrons throughout our communities expect 24/7 availability of all services, including those from the library. Libraries benefit because the ASK service extends a library's "virtual branch" and web site services into late night and weekend hours, beyond when brick-n-mortar buildings are open and later than any single library can afford to pay staff

to work. Library staff benefit from participation in ASK by building their reference skills in an online environment, through professional networking, and by participating in a statewide team of more than 200 reference librarians.
Timeline: Ongoing
Funding: LSTA funds will be used for system/software licensing; leadership & coordination; travel/training; consulting related to best practices for virtual reference services delivery in the field. Total expenditures $163,000 annually.

Program: Plinkit

Purpose: Develop, deliver, support and maintain central web site hosting service/system for multi-type libraries.
Activities: Plan for content management system enhancements; provide customer support to library staff; routinely offer training (live, web); experiment and develop best practices for web content delivery in partnership with local libraries; diversify and expand library participation; analyze trends in system usage (including analytics associated with site usage) as one indicator of impact (benefits/outcomes for patrons in local communities); assess competing technologies and/or related products content management system products; coordinate with other states through the Plinkit National Cooperative and share resources allocated for system development, documentation and more.
Outcomes: Patrons in all types of communities expect their libraries to offer web site services in the form of 24/7 "virtual branches" and benefit from such resources. Libraries benefit because the Plinkit service does not require significant investment in technical expertise, server purchase/maintenance, or "for-fee" system support. Plinkit is coordinated by professionals who understand libraries, with a system built specifically for libraries. Plinkit-hosted web sites offer libraries a stable place to conduct services online for and with their patrons.
Timeline: Ongoing
Funding: LSTA funds will be used for system/software licensing; leadership & coordination; travel/training; consulting related to best practices for web site content packaging and delivery of web site services. Total expenditures $92,657 annually.

Program: Cooperative Purchasing for Databases and E-resources Delivery

Purpose: Facilitate library cooperative purchases of databases and e-resources. Lead and support a centralized service to help multi-type libraries cost effectively unify their purchasing power to license e-content.
Activities: Starting in FY12, plan centralized service to be operated jointly with the Colorado Library Consortium (CLiC). Key activities include the development of fiscal agency services; training programs for databases and e-resources; outreach to libraries and development of best practices guidance for e-resource delivery within various patron communities; technology development and integration with other library online services; and management of this unified system to include strategic planning, vendor negotiations and customer support oversight. Diversify and expand library participation; analyze trends in service participation (including usage of various products) as one indicator of impact (benefits/outcomes for patrons in local communities).
Outcomes: Patrons throughout our communities benefit from delivery of e-content such as databases. Libraries benefit because the cooperative purchasing services extend purchasing dollars further.
Timeline: Annual
Funding: LSTA funds will be used for leadership & coordination; travel/training; consulting related to best practices for database delivery and local community marketing of high-value licensed content. Total expenditures $51,830 annually.

Program: E-Resources Hosting & Support

Purpose: Support digitization and digital asset management/delivery services. Lead and support centralized services to help multi-type libraries access Colorado-specific digital assets such as historic newspapers, oral histories and digital images.
Activities: Plan for digital assets delivery and system enhancements; provide customer support to libraries; routinely offer training (live, web); experiment and develop best practices for digital asset delivery in partnership with local libraries; diversify and expand library participation; analyze trends in system(s) usage (including analytics associated with

site usage) as one indicator of impact (benefits/outcomes for patrons in local communities); routinely assess competing/emerging technologies and/or related digital asset management products. Coordinate with other state organizations such as History Colorado (Colorado Historical Society) and others to reduce duplication and extend the reach of libraries.

- Colorado Historic Newspapers Collection is a constantly-growing website of Colorado's earliest published newspapers. More than 160 newspapers, dating from 1859 to 1943 (but with potential reach to 1963), from cities and counties all across Colorado are available now. The collection includes more than 620,000 pages. The service currently is coordinated between the Colorado State Library and the Colorado Historical Society (History Colorado). Costs associated with the system, software, maintenance and storage of the historic newspapers data for the long term is funded by the State Library out of a mix of state and federal funding.
- Colorado Voice Preserve – In cooperation with two other key organizations (History Colorado and Colorado Humanities) the SLAA has started an initiative to create a digital repository dedicated to the preservation of individual stories.
- Colorado Image Preserve – With a potential to start planning in FY13, the idea is to address needs as expressed by libraries for support on photograph/image digitization, management and delivery.

Outcomes: Patrons throughout Colorado communities benefit from centralized delivery of digitized content such as newspapers, oral histories and images. Libraries benefit because they don't need to develop or replicate high-cost asset management systems or develop projects that have already been done in other libraries.
Timeline: Colorado Historic Newspapers and Colorado Voice Preserve - Ongoing; Colorado Image Preserve pilot in FY13.
Funding: LSTA funds will be used for system/software licensing and development; leadership and coordination; travel/training; consulting related to best practices for digitization and digital asset management/delivery services. Total expenditures $100,000 annually.

Program: Colorado Virtual Library (CVL)

Purpose: Portal access to web sites, digital collections and more for multi-type library patrons.
Activities: Annually plan for development of new collections and resources to meet the needs of target patron communities; delivery of library-created resources in partnership with local libraries; diversify and expand library participation; analyze trends in site(s) usage (including analytics) as one indicator of impact; routinely assess emerging technologies and/or content management products.
Outcomes: Patrons throughout Colorado communities benefit from centralized delivery of Colorado-centric web content tailored to meet their needs. Libraries benefit because they don't need to reinvent or produce such content solo—CVL becomes a space where fresh content can be ripped, reused and recycled.
Timeline: Ongoing
Funding: LSTA funds will be used for system/software licensing and development; leadership and coordination; travel/training; consulting related to best practices for digitization and digital asset management/delivery services. Total expenditures $121,600 annually.

Program: Leadership and Facilitation of E-book Initiatives

Purpose: Facilitate libraries' exploration of e-book purchase and delivery strategies during a period of enormous churn. Explore, evaluate and communicate on new developments within varied e-book initiatives across Colorado.
Activities: Observe and reflect on libraries' strategies for building new e-book and related e-collections and resources to meet the needs of target patron communities; hosting of web site and communication resources in partnership with entrepreneurial libraries; diversify and expand library participation; analyze trends in e-book development and production efforts across the state; routinely assess emerging technologies and/or e-book-related products. During FY13, participate in and facilitate efforts of a statewide group that is working on various e-book-related initiatives; leverage the power of library cooperation to cost-effectively communicate and; help set goals of meeting the needs of millions of library patrons with all types of e-content (purchased or locally-created).

Outcomes: Libraries benefit because the initiative offers best practices, solutions and points to long-term systems for managing and delivering e-book content.
Timeline: Ongoing
Funding: LSTA funds will be used for leadership and coordination and travel/training. Total expenditures $51,800 annually.

Program: Sub-recipient Grants

Purpose: The CSL allocates LSTA funding to libraries across the state in three ways: 1) for selected, locally initiated projects; 2) for statewide initiatives that address identified needs coinciding with the broad needs stated in this long-range planning document; and 3) for internal administrative purposes related to oversight of numerous programs and projects consistent with the LSTA purpose.
Activities: Sub-recipient grant offering is announced in May of each year. Applications are due into the State Library by August 1st. Grant reader training occurs in August. Grant awards announced in September for funding to begin October 1st.
Outcomes: Libraries and library related organizations will have the ability to fund projects based on local needs.
Timeline: Annual
Funding: Based on available funds $300,000 distributed annually.

Goal #3
Colorado librarians will enhance their skills to become eminent providers of
services to meet the needs of 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.

Program: Cooperative Statewide Continuing Education (CE) Provision

Purpose: Bring together the three main continuing education providers (Colorado State Library, Colorado Library Consortium, Colorado Association of Libraries) in the state to coordinate development and program offerings. Reduce redundancy and maximize the quantity and quality of programs.
Activities: Create a task force with representatives from these CE providers; generate buy-in for the view that reduced redundancy is effective and responsible in the current budget climate, and that cooperation is essential; conduct needs assessment for CE across the state in different library types; plan for program offerings among the three providers based on their individual strategic goals and mission; develop ways to partner on course offerings; as a group, develop means to assess behavioral learning outcomes.
Outcomes: Libraries benefit by having broad continuing education offerings that meet their identified needs. Patrons throughout the state benefit from services provided by well-trained librarians with current skills.
Timeline: Ongoing
Funding: LSTA funds will be used for leadership and coordination; travel; development of learning programs of varying types (face-to-face, online in real time; online self-directed); development of assessments; consulting related to delivery of behavioral learning assessments. Total expenditures $69,000 annually.

Program: Public Library Leadership and Development Training

Purpose: This program offers library and board training. Consulting in various areas include strategic planning, board practices, public library standards, and new director orientations.

Activities: Additional workshops may include organizational effectiveness topics such as Crucial Conversations, conflict resolution, supervision, influencer, change management, budget and fiduciary responsibilities, buildings management, fundraising, and library law.

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

Timeline: Ongoing

Funding: LSTA funds pay for the State Library Consultant's position cost and travel for all the participants including hotel and transportation. Total expenditures per year $64,740.

Program: Library Data Utilization Project

Purpose: This project will facilitate and create opportunities for library professionals to learn how to better collect, analyze, and report library data. In a recent needs assessment survey library leaders were asked to rank the importance of various potential State Library activities and projects. Of those responding, 69% indicated that "training on use of library and community data" was essential or very important [36].

Activities: Library Research Service (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: Librarians can better collect, analyze and report library data to funders and key stakeholders.

Timeline: Ongoing

Funding: In addition to paying LRS staff, LSTA funds will be used to take advantage of existing continuing education and partnership opportunities. Funding may be spent on speakers, software, conferences, and additional resources (e.g., books, curriculum). Total expenditures $48,421 annually.

Program: Library Jobline (LJ)

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. It is one of the State Library's most popular services, enjoying a loyal following. In a recent survey of library personnel evaluating the State Library's performance over the last five years, almost half of respondents (46%) rate LJ's service "excellent and most of the remaining half (47%) rate it good, for a performance rating of 93%" [37].

Activities: Library Research Service (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. During the next 5-year cycle a comprehensive evaluation will be done of the service.

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

Timeline: Ongoing

Funding: LRS staff assigned to maintaining Library Jobline are paid with LSTA funding. Total expenditures $48,421 annually.

Program: Annual Surveys and Topical Research

Purpose: The Colorado school and public library communities have come to depend on the annual library statistics. Available on the LRS.org website this data is represented in a variety of formats such as interactive reporting tools, standard statistical reports, and narrative reports.

Activities: Library Research Service (LRS) staff will continue to collect, analyze, and report these data. The public library data collection is done in cooperation with IMLS's PLS national data collection. In addition to annual data collections, LRS will identify relevant research topics and conduct research using both existing and original data for the benefit of the library community.

Outcomes: Library managers, administrators and boards can readily access data to support their assessment, management, and community relation needs.
Timeline: Annual
Funding: Library Research Service (LRS) staff is paid with LSTA funds. Total expenditures $162,895 annually.

Program: Research Fellowships

Purpose: The Library Research Service (LRS), in collaboration with the University of Denver's (DU) Morgridge College of Education MLIS program, will continue to offer 3 to 4 Research Fellowships to selected students. The LRS-DU Research Fellowship positions are highly competitive and are awarded to current DU MLIS students following a rigorous screening process.
Activities: Research Fellows will function as research interns working with LRS staff in assisting with data collection, analysis, and reporting. In addition, the Research Fellows will conduct secondary research on relevant topics, aid in creating publications, and collaborate with State Library staff on various projects, as opportunities and interests warrant.
Outcomes: This Fellowship program is a "win" for the State Library (which gains a ready source of highly qualified labor), for the library school (which values their students' participation in research as well as their professional socialization), for the graduate students (who gain marketable skills and experience, and who enjoy opportunities to engage in resume-building activities, such as publications and presentations), and the Colorado library community (which receives increased services due to the LRS's increased capacity).
Timeline: Ongoing
Funding: LSTA funds will be used to fund these temporary part-time positions. Total expenditures $77,000 annually.

Program: Highly Effective Library Program in Schools (HELPS)

Purpose: Continue enhancing, implementing, and training on the Highly Effective Library Program in Schools (HELPS) by aligning it with Colorado legislative initiatives, especially the 21st century skills of the newly revised Colorado Academic Standards (Collaboration, Critical Thinking, Invention, Information Literacy, and Self-Direction). Target Audience for this program will be School librarians, principals, classroom teachers, and pertinent Colorado Department of Education personnel.
Activities: Create "learn-build" opportunities for school librarians at all levels of development; Kick off with a summit and provide the framework to create "learn-build" cohorts or small groups; Offer onsite 21st century skills training (workshops and in-service sessions) aligned with the vision of the HELPS; Offer remote access opportunities by providing quarterly webinars featuring 21st century skills training and/or providing high-quality speakers who are experts on various 21st century skills.
Outcomes: By providing access to 21st century skills training, librarian and non-librarian educators will learn how school library leaders are central to helping Colorado students become postsecondary and workforce ready. School librarians have the training, resources, and support they need to improve student performance.
Timeline: Ongoing
Funding: LSTA funds will be used for for speaker fees, materials, substitute pay, travel funds for 40 professionals and consultants salary. Total expenditures $21,000 annually.

Program: Technology support and training for public library staff

Purpose: As a continuation of the Broadband and Technology Opportunities Program grant, State Library staff will consult with rural and small libraries on technology support and training needs.
Activities: Staff would train library staff on new technologies as they emerge including leveraging the Tech Petting Zoo concept for regional training and local library loan (for public training programs). Training would include library partners and volunteers to meet capacity demands.

Outcomes: Local libraries would regularly offer technology and digital literacy training throughout Colorado with a learner satisfaction rate of 80% or above. Learners will gain skills for workforce, e-government use, and other essential online services.

Timeline: Ongoing

Funding: Along with the cost of one position (could be reallocated from another position at CSL), costs would include funds for in-state travel $5,000; regional and local training, equipment $7,000; communication infrastructure (such as intranet, online modules, etc.) $6,000; Total LSTA expenditure will be $29,740 annually.

Program: Library Staff Performance Support

Purpose: Develop, deliver, support and maintain web sites for performance support and to facilitate informal and social learning.

Activities: Annually plan for development of new content and functionality to meet the needs of specific staff groups, including the Colorado Correctional Libraries staff, the AskColorado/AskAcademic staff, youth library staff serving detained youth, and public computer centers staff. Analyze trends in site usage as one indicator of impact. Routinely assess emerging technologies and/or content management products to support ongoing development.

Outcomes: Colorado library staff will report that they have the resources they need to perform duties related to the specific programs.

Timeline: Ongoing

Funding: LSTA funds will be used for system development; leadership and coordination; travel/training; consulting related to best practices for content strategy; and performance support. Total expenditures $22,000 annually.

Program: Online Training and Learning Center

Purpose: Provide a centralized online service to support staff development and continuing education in the state.

Activities: Develop a dynamic website that includes 1) an online calendar of learning events; 2) a variety of self-directed learning resources including recorded webinars, self-directed e-learning modules and links to web-based resources; 3) areas and services for social learning, that potentially leverage existing social media sites; 4) information on provision of training to support trainers. Open the site to learners and trainers across the state and encourage the sharing of information. Market the site as a primary go-to place for library CE in Colorado. Site has the potential to be expanded in the future as a state-wide learning management system to track training and learning for library workers without the resources to develop and manage their own systems.

Outcomes: Library staff benefit from a central location to discover learning opportunities, to locate learning material, and to engage with other librarians around content. Library trainers benefit from a rich learning resource on training and learning. Patrons throughout the state benefit from services provided by well-trained librarians with current skills.

Timeline: Launch FY13-14 – ongoing

Funding: LSTA funds will be used for website planning and development; site domain and hosting; ongoing site maintenance after development; training of content providers; ongoing content development; and marketing efforts. Total expenditures $50,000 annually.

Program: Virtual training to support a competency-based training program for institutional library staff

Purpose: Those working in institutional libraries will receive targeted training at the point of need, specific to the institutional library environment; will provide more effective, meaningful library service to their patrons; and will become part of an institutional library community, able to support each other from geographically isolated locations.

Activities: Institutional library development staff will identify existing online trainings that address the competencies; identify and prioritize training gaps; determine which topics are appropriate for the virtual environment; and develop and deliver staff training accordingly.

Outcomes: As a result of the training, staff will provide more effective, meaningful library service to their patrons; and will become part of an institutional library community, able to support each other from geographically isolated locations

Timeline: FY13-17
Funding: LSTA funds will be used for outside consultants to develop online trainings in areas for which there is no existing staff expertise. Total expenditures $6,250 annually.

Goal #4
All Colorado residents including people with disabilities, ethnic populations, institutional residents and those underserved by libraries 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.

Program: 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 and an on-line public access to the library's catalog through the KLAS circulation system.
Activities: 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 books to augment or use as their circulating large print collection. CTBL provides on-line access to library materials for patrons through the web OPAC. CTBL continues to provide 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.
Outcomes: Patrons will continue to feel connected to the world and not isolated. Patrons will continue to receive excellent service from CTBL.
Timeline: Ongoing
Funding: LSTA funds pay for the position cost of 5.0 FTE; large print books; travel expenses; technology and supplies. Total expenditures $291,700 annually.

Program: Teen Advisory Group (TAG)
Purpose: The TAG will consist of teens and library staff that serve teens, representing a cross section of communities across the state. The TAG will advise CSL on best practices for serving teens in libraries.
Activities: Solicit potential TAG members beginning in spring 2013. Convene group in late summer 2013 and ongoing after that. The group will meet primarily online every other month, with one in-person meeting per year, and stay in touch virtually between meetings. CSL will disseminate TAG's recommendations to the library community via email, webinars, and in-person meetings and trainings.
Outcomes: Provide teens, a population largely underserved by libraries in many communities, with library services that meet their individual needs and a library environment that welcomes them and makes them feel safe and comfortable.
Timeline: FY13 and ongoing thereafter

Funding: LSTA funds will be used for meetings, travel, activities and 25% of youth services consultant's position cost for administration of the program. Total expenditures $23,400 annually.

Program: Access to digital technologies and media for the incarcerated and others in institutions
Purpose: These residents are faced with substantial cultural barriers when they leave a community where online & digital technologies and media are not available. Institutional library development staff will provide opportunities for institutional residents to access e-resources.
Activities: Staff will work with the state's Office of Information Technology to identify technologies and digital media that can be used securely; work with vendors to modify products and equipment where possible; and identify online resources that meet residents' needs.
Outcomes: Incarcerated citizens will become digitally literate, able to use technologies and digital media to access information and practice basic reentry success skills. These will include activities now offered only in the online environment, such as obtaining financial assistance, applying for jobs, and applying to colleges. These skills will also facilitate successful transition into the community, which may include maintaining family connections, locating transportation, housing, and community resources.
Timeline: FY 14-17
Funding: LSTA funds will be used to purchase hardware and e-resources for pilot projects in selected state institutions and a portion of the institutional library consultant's position cost. Total expenditures $31,500 annually.

Program: Read to the Children early literacy program in adult prisons
Purpose: Read to the Children allows parents and other close relatives to make a recording of themselves reading a book, then send the recording and book to the child. This program increases literacy skills of offenders and their children while strengthening the parent-child relationship.
Activities: A video component will be added to the current audio-only program, which will enhance the parent-child relationship. Additionally, library staff will be taught about children's reading needs so they can better assist parents in selecting age-appropriate books and effectively coach parents to be better readers.
Outcomes: The parent-child relationship will be strengthened, parents' reading skills will improve, both the child and the parent will increase their enthusiasm for reading, and a home environment supporting early literacy and reading will be created.
Timeline: FY13-15
Funding: LSTA funds will be used to purchase video recording equipment; hire a presenter to train library staff; evaluate impact on offenders and caregivers; and provide an infusion of multicultural and Spanish language children's books. Total expenditure $9,000 annually.

Program: Library technician apprenticeship program in adult prisons and youth correctional facilities
Purpose: Institutional library development staff will develop a library technician apprenticeship proposal and curriculum for endorsement by ALA, ALA-APA and approval by the U.S. Department of Labor. Subsequent to program approval, a program will be developed specifically for implementation in Colorado's correctional facilities.
Activities: Participants will be able to complete 75% of the apprenticeship program while incarcerated and acquire the job knowledge and skills they may use to obtain an apprenticeship position in a public or academic library upon release.
Outcomes: Obtaining and keeping a job is one of the best predictors of successful reentry and reduced recidivism.
Timeline: FY14-16
Funding: LSTA funds will be used to purchase core course materials for each library and train library staff (the apprenticeship program supervisors) in the skills and content their apprentices are expected to know. Total expenditures $11,000 annually.

Program: Reentry Public Library Services for Ex-offenders

Purpose: The findings of the LSTA-funded *Free to Learn* and *Out for Life* projects will be used to improve post-release outcomes for incarcerated adults and juveniles through a seamless continuity of reentry library services from incarceration to release.

Activities: The State Library will work with public libraries to reduce the barriers to public library services ex-offenders experience. Residents will be made aware of the public library services and programs available to support them post-release. In addition to partnerships with public libraries, key elements will be outreach and marketing – through Department of Corrections and Division of Youth Corrections librarians and pre-release staff; DOC Community & Parole offices; halfway houses, and other agencies; and through fliers and pamphlets left in places frequented by ex-offenders and those who work with them.

Outcomes: Residents will receive the support, skills and employment they need to successfully transition into society.

Timeline: FY14-17

Funding: LSTA funds will be used for release packets and information storage devices such as flash drives for residents returning to the community, promotional and marketing materials, and project evaluation materials. Total expenditures $5,700 annually.

Program: Reentry Library Programs for the Incarcerated

Purpose: Programming is the best way to impart knowledge and skills to this population and to connect their re-entry needs with library services and resources.

Activities: A database of presenters approved for entry into correctional facilities will be maintained and shared with other correctional agencies and library systems. Library staff will be trained on effective library programming in the institutional environment. Training will be archived online for access by library staff at point of need. Programs may be recorded as permitted by presenters for future use by residents.

Outcomes: Residents will see the positive impact of libraries and will acquire knowledge and skills to assist them post-release; parent agency administrators will increase their awareness and understanding of their facility library and what it does to support the larger goals of the institution; and library staff will have a better understanding of how to best meet their patron's needs.

Timeline: FY 14 – 15

Funding: LSTA funding will be used for presenter fees and program support materials. Total expenditures $15,200 annually.

Coordination Efforts

Colorado recognizes the importance of coordinating with other state agencies in order to resolve community needs or problems. The needs of the residents served can often be better met by working together than with a single agency acting alone, with the end result more efficient and cost-effective.

Over the last five years—and particularly within the last three—coordination efforts have occurred between the Colorado State Library and more than two dozen state and nonprofit offices, agencies, or associations. A partial list of these entities is provided below. Efforts will continue with most of the current agencies in the coming years. Additional partnerships and coordination efforts will be sought as needed to successfully complete future activities and launch projects, and programs necessary for meeting the goals and priorities described in the LSTA five-year plan for 2013-17.

The overall goals for the coordination efforts are to reduce duplication of services while ensuring more efficient utilization of resources. Coordination will help achieve four key areas: a) increase inter-agency coordination of services; b) expand local or regional services to a larger population; c) leverage resources to the greatest extent possible; and d) address gaps in current services for target communities.

We plan to identify resources within each agency that can be used to help meet identified goals, and create partnerships based on shared goals when feasible. Leveraged resources tend to be more cost effective and help reduce fragmented planning and project selection. We will strive for consistency in the project selection process, and clarify needs of the library community as they relate to the overall LSTA goals and priorities identified for the five-year plan.

As our statewide coordination efforts progress, we will seek to include private sector participation or participation by others not normally involved in the planning process. Some agencies with whom we already partner, such as the Social Security agency, Small Business Administration, and Colorado Humanities are examples of those not involved in planning, but that do play a vital role in coordinated efforts to improve library services to underserved populations and geographically diverse areas. Good communication, plus clarity on goals and responsibilities of all participants will help ensure efforts can be replicated.

We recognize barriers to coordination do exist. These include such things as a lack of understanding of what various agencies do. Conversely there can be limited understanding of what the State Library and libraries generally do or are capable of doing. Additionally, there is often a restricted number of staff to take on new efforts either by libraries or the partnering agencies. Resistance to new ways of doing things in the agencies is a common barrier, especially with activities involving coordinated efforts.

As we pursue our tactical and strategic vision for expanding our coordination efforts, we realize planning simply with numbers and words will not necessarily give people a sense of what a coordination of effort would look like, which is why a succinct visioning process is so important. Effective implementation will involve identifying partnership objectives and benefits; the role and responsibilities of partners; shared development of plans and policies; coordination of resources and funding and clear needs assessment.

We will seek to develop or expand pilot projects to assure project communications and implementation activities are well defined during implementation. Milestones and evaluation plans will also be defined in accordance with any Memoranda of Understanding or Statements of Work that are created as part of the coordination efforts.

Current or pending coordination partners:

State/statewide agencies

1. Office of Adult Education and Family Literacy, Colorado Department of Education
2. Assistive Technology Partners, University of Colorado
3. College in Colorado
4. Colorado Community College System
5. Colorado Department of Corrections
6. Colorado Department of Education Information Management Services/IMS - Data Services and multiple units
7. Colorado Department of Human Services (Program Eligibility and Application Kit – PEAK)
8. Colorado Department of Labor and Employment
9. Colorado Division of Youth Corrections
10. Colorado Library Consortium (CLiC)
11. Colorado Mental Health Institutes
12. Colorado State Veterans Nursing Homes
13. Eagle-Net (quasi state-agency)
14. Governor's Energy Office
15. Governor's Office of Innovation and Technology
16. Colorado Department of Healthcare Policy and Financing (PEAK)
17. History Colorado
18. Office of Economic Development and International Trade
19. School for the Deaf and the Blind
20. Secretary of State's office
21. Colorado Small Business Development Center
22. Social Security Administration
23. State Internet Portal Authority
24. Division of Employment and Training within the Colorado Department of Labor and Employment
25. Colorado Workforce Development Council

Other organizations

1. AIRS Statewide Database Program
2. Colorado Alliance of Research Libraries (The Alliance)
3. Colorado Association of Libraries
4. Colorado Humanities and Center for the Book
5. Colorado Libraries for Early Literacy (CLEL, an independent committee of public librarians)
6. Colorado public libraries
7. Colorado Technology Association (non-profit)
8. Denver Aquarium
9. FOX/Channel 2
10. Friends of the Colorado Talking Book Library (non-profit)
11. Institute of Museum and Library Services/U.S. Census Bureau
12. Kaiser Permanente
13. LYRASIS
14. Marmot Library Network
15. National Network of Libraries of Medicine, MidContinental Region, University of Colorado
16. OCLC
17. Plinkit National Collaborative (Colorado, Oregon, Illinois, Texas, Michigan, Virginia)
18. Public Libraries Survey Cooperative
19. Reach Out and Read
20. Rocky Mountain PBS
21. The Water Foundation for Education
22. University of Denver, Morgridge College of Education

Evaluation Plan

To ensure the State Library's projects are successfully implemented there will be multiple evaluation points, including the collection of ongoing programmatic, project, and sub-recipient 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 and activities, 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), consultant services (e.g., number of project participants), and sub-recipient grants (e.g., number of programs). In consultation with the LSTA coordinator, this data will be collected by CSL staff and sub-recipients as appropriate.

Outcomes, the effect a service has on the program's stated objectives, will be collected in accordance with the initiative *Measuring Success* when it is completed and implemented by IMLS. 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 the 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 questions and questionnaires.

Remaining OBE activities to be pursued by the LRS staff independently of the unit staff:
- Administering questionnaires;
- Processing and analyzing, and reporting data.

For sub-recipient projects, the LSTA coordinator, with assistance from LRS staff, will continue efforts to educate grantees about OBE and provide tools for data collection and reporting. Status reports from sub-recipients will be required, as well as a final report on the outcomes of each project.

Stakeholder Involvement

The development and stakeholder involvement for the FY 13-17 state plan occurred in conjunction with the final evaluation of the previous five-year plan, FY08-12. 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 what gaps in activities or services needed to be addressed in the development of the next plan for FY13-17.

State Library staff was asked to contribute ideas and measures for priorities that could be included in the five year plan survey. These suggestions came through knowledge of the field, personal interactions with various stakeholders as part of regular business, and knowledge of activities and services that are recognized to be important because of trends and personal knowledge of what will be needed over the next five years.

Surveys were provided throughout the state that resulted in over 200 responses, many with ideas on what to include during development of the next five-year plan. These surveys were distributed widely through the usual communication channels available to the State Library, including, standard email lists, social media, and website notices. The stakeholders who responded to or participated in this process reported more than 50 different project ideas under four broad goals on which to focus.

This 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. Activities and services were ranked by essential, very important, important, and not important to assess the level of importance to stakeholders. This helped narrow down the large list of potential ideas for the five-year plan to a more manageable slate of activities and services on which to focus.

A webinar was conducted that focused on the findings reported through the survey described above. Additional ideas and topics were identified in the survey, but discussion during the webinar was limited to the top three responses (early literacy programming, e-resource needs, and training of library staff). The webinar elicited ideas of what people wanted in these areas and how the State Library could help in the endeavors put forth during the interactive discussion.

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 Web site 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 Libraries Blog. 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 (goals, strategic directions, potential projects) will accompany annual sub-recipient grant application guidelines. The complete document will be incorporated into sub-recipient and State Library staff training. Promising practices derived from sub-recipient projects will be posted to the Colorado LSTA grant Web page of the State Library Web site.

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

The Colorado State Library will utilize appropriate staff from the Library Development Services, Library Research Service, Networking and Resource Sharing unit, and others across the state, as needed to continuously track both the implementation of the five-year plan, and the projects that are awarded through the grant application procedures associated with LSTA funding.

Appropriate reports and progress will be prepared and provided to IMLS as required. An important component of this tracking process will be monitoring of sub-recipient projects that are funded under the LSTA Program. In addition to providing requisite status reports and final reports on the progress of each project in relation to the Plan, the CSL staff will conduct an annual on-site visit for each project selected for monitoring. Any necessary corrective action or program changes will be decided on in collaboration with the sub-grantees in compliance with existing regulations.

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Addendum
Cross-Walk of Services/Activities

Focal Area	Service/Activity	Target Users	State Goal
Lifelong Learning	Content Creation Centers in school libraries that utilize 21st century technology.	School librarians, K-12 students	Goal 1 – Learning for all ages
Lifelong Learning	Content Creation Centers in public libraries that utilize 21st century technology.	Public librarians, General broader public	Goal 1 – Learning for all ages
Lifelong Learning	Provide training and resources to public librarians for implementation of successful summer reading programs.	Public librarians, Pre-school youth, K-12 students, Adults	Goal 1 – Learning for all ages
Lifelong Learning	Highly Effective Library Program in Schools- training for school library staff. e.g., 21st Century Skills.	School librarians, K-12 students, K-12 teachers	Goal 3 – Training of library staff
Lifelong Learning	Online training to support a competency-based training program for institutional library staff.	Adult prison librarians, Youth Corrections librarians, Incarcerated adults and youth	Goal 3 – Training of library staff
Lifelong Learning	Library services to print disabled residents of Colorado.	Print disabled residents	Goal 4 – Services to underserved populations
Lifelong Learning	Develop a teen advisory group to advise CSL on best practices for serving teens in libraries.	Public librarians, Youth Corrections librarians, Teenage residents	Goal 4 – Services to underserved populations
Lifelong Learning	Identify technologies and digital media that can be used securely in the prison environment to train the incarcerated on its use.	Adult prison librarians, Youth Corrections librarians, Incarcerated adults and youth	Goal 4 – Services to underserved populations
Lifelong Learning	Library apprenticeship program for the incarcerated in adult prisons and youth correctional facilities.	Adult prison librarians, Youth Corrections librarians, Incarcerated adults and youth	Goal 4 – Services to underserved populations
Human Services	Provide early literacy resources and training to public library staff.	Public library staff, parents/caregivers	Goal 1 – Learning for all ages
Human Services	Read to the Children early literacy program in adult prisons.	Adult prison librarians, Incarcerated parents	Goal 4 – Services to underserved populations
Human Services	Reentry public library service for ex-offenders to improve post-release outcomes.	Public library staff, Ex-offenders	Goal 4 – Services to underserved populations
Human Services	Reentry programs for incarcerated to connect incarcerated re-entry needs with library services and resources.	Adult prison librarians, Youth Corrections librarians, Incarcerated adults and youth	Goal 4 – Services to underserved populations
Employment and Economic Development	Technology support and training for public library staff. Provide consulting	Public library staff, General broader public	Goal 3 – Training of library staff

	on technology and training curricula this is a continuation of the Broadband, Technology, and Opportunities Project (BTOP).		
Civic Engagement	Acquire, catalog, and maintain print and electronic publications produced by all CO state agencies.	General broader public, Government workers	Goal 1 – Learning for all ages
Public Access to Information	Develop, deliver, support and maintain statewide interlibrary loan (SWIFT).	Library staff, General broader public	Goal 2- Resource Sharing
Public Access to Information	Develop, deliver, support and maintain statewide cooperative virtual reference service (AskColorado).	Library staff, General broader public	Goal 2- Resource Sharing
Public Access to Information	Develop, deliver, support and maintain central web site hosting service (Plinkit).	Library staff, General broader public	Goal 2- Resource Sharing
Public Access to Information	Facilitate library cooperative purchases of databases and e-resources.	Library staff	Goal 2- Resource Sharing
Public Access to Information	Support digitization and digital asset management/delivery services.	Library staff, General broader public	Goal 2- Resource Sharing
Public Access to Information	Portal access to web sites, digital collections and more (Colorado Virtual Library).	General broader Public	Goal 2- Resource Sharing
Public Access to Information	Facilitation of libraries' exploration of e-book purchase and delivery strategies.	Library staff	Goal 2- Resource Sharing
Library Capacity Building	Sub-recipient grants	Library staff, General broader public	Goal 2- Resource Sharing
Library Capacity Building	Bring together the three main continuing education providers in the state to coordinate development and offered programs.	Library staff	Goal 3- Training of Library Staff
Library Capacity Building	Library and board training. Consulting in various areas include strategic planning, board practices, public library standards, and new director orientations.	Public library staff, Library board members	Goal 3- Training of Library Staff
Library Capacity Building	Facilitate and create opportunities for library professionals to learn how to better collect, analyze, and report library data.	Library staff	Goal 3- Training of Library Staff
Library Capacity Building	Maintain a database driven job listing service for employers and librarians seeking employment.	Library staff	Goal 3- Training of Library Staff
Library Capacity Building	Collect, analyze, and report on annual library statistics.	Library staff	Goal 3- Training of Library Staff
Library Capacity Building	In collaboration with the University of	Library school students	Goal 3- Training of Library Staff

	Denver's Morgridge College of Education MLIS program offer 2-3 research fellowships to selected students.		
Library Capacity Building	Develop, deliver, support and maintain web sites for performance support and to facilitate informal and social learning.	Library Staff	Goal 3 – Training of library staff
Library Capacity Building	Develop a web site that includes an online calendar of library staff learning events including a variety of self directed learning resources.	Library staff	Goal 3 – Training of library staff