2011 Colorado Public Library Standards

Table of Contents

There are eleven standards to guide you in planning and operating your library. The introduction and appendix will assist you in understanding the full intent and purpose of the Colorado Public Library Standards.

Introduction

The Colorado Public Library Standards Revision Committee has kept in mind the following principles as we worked on the Colorado Public Library Standards (CPLS):

- Consider the public library's role in sustaining a civilized society
- Value the public library's role as a community resource
- Understand the public library's role as a reflection of our cultural heritage
- Recognize the diversity and uniqueness of libraries across the state
- Understand the needs of our communities
- Value intellectual freedom and access to information
- Acknowledge the skills, talents, and contributions of library staff

Goals

The goal of the standards is
(1) To promote quality library service to all Coloradans.
(2) To inform community users about what they can expect from their library.
(3) To assist libraries in connecting with the communities they serve.
(4) To provide an authoritative document to which library administrators and supporters may refer when justifying requests for funds.
(5) To assist in planning and training.

How to Use the Document

The Standards have been written as a series of whole units. Each Standard has a short introductory section followed by a checklist. When pertinent, tables have been included in the introduction to provide libraries with information that has been compiled from the Colorado Public Library Annual Report, and when available, the National Public Library Report. As an aid in planning, the checklist provides a means by which library stakeholders can discuss and determine how their library has addressed or should address the Standard. In some cases, libraries will surpass the recommendation; in others, libraries may find other ways to address that recommendation; in others, the libraries may decide that recommendation is not relevant or meaningful in their community. Lastly, the Standards are also available online and include a list of resources to further assist libraries. (See link at the bottom of this section.)

It is recommended that Library Directors review each one of the Standards by bringing them one by one to their board meetings throughout the year. Staff and community members are encouraged to attend the discussion about the Standards. This document is intended for use by librarians, boards, staff, governing officials, members of funding agencies, and community support groups involved in planning at the local level and within the context of regional and state library service.

The document provides information to help libraries plan and evaluate their services and meet the needs of their users in the most effective way their resources will allow. It is a dynamic document, one which will spark debate and discussion, evaluation, and revision. The Standards serve as an important tool in measuring a library's success in fulfilling its stated mission or role.

What this document is NOT

The Standards represent a snapshot in time. Library planning and operations are inherently fluid responding to what is sometimes a rapidly changing social, fiscal, and technological environment. As a consequence, some Standards represented here will soon be outdated. Some emerging Standards may not be represented at all.

This document, then, is intended to inform but does not replace a library's strategic plan. While the standards attempt to identify key issues, services, and best practices in Colorado public librarianship at this moment in history, they cannot provide a detailed road map to each library's future.

To allow for revisions and updating of resources, all the standards and resources as well as videos about the standards are available on the Colorado State Library website under the Public Library link:

http://www.coloradostatelibrary.org/LibraryDevelopment/PublicLibraries/index.htm

Definition of a Public Library in Colorado

The Colorado Public Library Standards conform to language in CRS 24-90-103. The State Library is charged to:

> "…develop and promulgate service standards for school, public and institutional libraries to guide the development and improvement of such libraries."
> CRS 24-90-105(2)(a.3)

In addition, language in CRS 24-90-105(2)(a) and (c) Powers and duties of state librarian requires that the State Librarian carry out duties with respect to developing public library service.

Libraries are required to meet the criteria established in the Definition of a Public Library in Colorado to apply for Library Services and Technology Act (LSTA) grants distributed through the Colorado State Library.

It is the policy in Colorado to ensure equal and consistent access to information and materials. To assure a basic level of service equity, any entity wishing to be defined as a public library in Colorado must meet or exceed the following criteria:

Legal Responsibilities

1. Be legally established under Colorado Library Law (CRS 24-90-101 et seq.)
2. Comply with Colorado Library Law (CRS 24-90-101 et seq.), rules and regulations, and any other local, Colorado or federal laws that affect library operations.
3. Have dedicated space that meets the criteria of the Americans with Disabilities Act (ADA) applicable to libraries.
4. The Library Governing Authority is required by Library Law to submit the Public Library Annual Report to Library Research Service (LRS) in a timely manner.

Library Administration and Management

5. Provide free access to basic services as defined by written policies regarding lending, borrowing and circulation services as approved by the library's Governing Authority
6. Have paid staff present during all hours of service. Pay of staff must be based on cost of living standards within the community.
7. Prepare and utilize a long-range strategic plan for continuing improvement.

Access and Services

8. Have an on-going collections budget from local tax funds and a collection management plan for purchase of materials and electronic access.
9. Have a telephone with a dedicated library line and the telephone number listed in the local telephone book.
10. Provide at least one computer with public access to the Internet, a printer, an email address, a website, an online information catalog, and databases.
11. Be open a minimum of 20 hours each week. These hours will include morning, afternoon, evening, and/or weekend hours based on users' and potential users' disposable time. All service outlets of libraries providing multiple access points must be open to the public for no fewer than 20 hours a week.

Resource Sharing

12. Be a member and fully participate in the Colorado Library Card (CLC) program, extending privileges and services to state residents according to the CLC agreement.
13. Comply with the [Interlibrary Loan Code for the United States](#) and adopt the [Colorado Interlibrary Loan Best Practices](#), lending and borrowing materials through the statewide interlibrary loan network according to that code.
14. Be a member of the Colorado Library Consortium (CLiC) and use its services as appropriate.

COLLECTIONS

Overview

A public library assembles, organizes, presents, and makes easily and readily available a variety of print, non-print, and electronic materials and information. Collections need to be current, representative of all perspectives, and dynamic. Efforts are made to effectively present or "merchandise" the collection.

The collection must be continually updated to meet the changing needs and interests of the community. Materials are selected in anticipation of, as well as in response to, requests from library users. Library maintains a current collection of core reference materials. Decisions are based on budget and turnover. Community members have a means by which they can participate in the selection of materials. Policies and procedures to effectively manage the collection shall be in place and shall reflect the strategic plan and community needs.

Participation in regional and/or statewide resource sharing is encouraged. Library is a member of the Colorado Library Consortium (CLiC) in order to participate in courier service.

The quality of a library's collection is measured by a variety of factors indicating use, currency and appropriateness to community. Three sets of tables are provided below; the data provides information on what other libraries in Colorado as well as nationally (1) spend on materials per capita (2) circulation per capita (3) collection turnover.

Data from the following tables will assist you in determining the quantity of materials held per capita; however, it is also important to think in terms of "quality" vs. "quantity" when making decisions about the collection. These tables are meant to be descriptive, not prescriptive.

Materials Expenditures Per Capita (Colorado) 2009				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
100,000+	$4.43	$5.78	$7.39	$11.56
25,000-99,999	$3.53	$4.34	$6.19	$8.18
10,000-24,999	$3.20	$3.69	$4.79	$6.93
5,000-9,999	$3.33	$4.71	$5.88	$14.54
2,500-4,999	$1.40	$4.38	$6.33	$10.75
1,000-2,499	$3.81	$5.13	$12.44	$30.63
Under 1,000	$3.21	$5.78	$7.23	$17.00
Resorts	$5.27	$11.55	$20.32	$39.51
Statewide	$3.43	$5.03	$7.06	$19.53

Materials Expenditures Per Capita (National) 2008				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
500,000+	$3.39	$4.51	$7.16	$10.03
100,000-499,999	$2.10	$3.34	$5.19	$10.07
50,000-99,999	$1.94	$3.37	$5.46	$11.26
25,000-49,999	$2.01	$3.74	$6.19	$11.75
10,000-24,999	$2.09	$3.66	$5.93	$12.29
5,000-9,999	$2.04	$3.59	$6.00	$13.44
2,500-4,999	$2.17	$3.90	$6.06	$11.16
1,000-2,499	$2.50	$4.23	$6.67	$13.07
Under 1,000	$2.82	$5.60	$9.29	$27.29

A Guide to Materials Expenditures per Capita

To determine Materials Expenditures per Capita:
Formula: Dollar amount spent on materials ÷ LSAP = Expenditures per Capita
Example: A library serves a population of 60,000 and spends $210,000 on materials:
Materials Expenditures per Capita = $210,000 ÷ 60,000 = $3.50

Circulation Per Capita (Colorado) 2009				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
100,000+	8.65	13.49	16.51	27.86
25,000-99,999	5.81	9.67	12.57	14.77
10,000-24,999	5.67	7.14	10.40	24.55
5,000-9,999	4.32	7.27	12.87	22.54
2,500-4,999	2.24	6.75	8.94	12.38
1,000-2,499	6.95	8.91	17.44	34.82
Under 1,000	4.43	8.32	12.37	74.21
Resorts	7.53	16.68	17.92	43.35
Statewide	5.56	8.64	13.21	24.29

Circulation Per Capita (National) 2008				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
500,000+	4.43	7.47	10.59	19.31
100,000-499,999	3.61	5.71	9.03	17.33
50,000-99,999	3.15	5.66	9.86	20.55
25,000-49,999	3.31	6.52	10.64	19.53
10,000-24,999	3.91	6.72	10.86	19.05
5,000-9,999	3.89	6.73	10.66	20.50
2,500-4,999	3.57	6.46	10.57	20.84
1,000-2,499	3.93	6.81	11.41	21.83
Under 1,000	3.66	7.24	13.01	32.45

A Guide to Circulation per Capita

To determine Circulation per Capita:
Formula: Annual circulation ÷ LSAP = Circulation per Capita
Example: A library's LSAP is 6,000 and annual circulation is 42,000: Circulation per capita
= 42,000 ÷ 6,000 = 7.

Turnover Rate (Colorado) 2009				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
100,000+	3.54	4.56	7.22	11.48
25,000-99,999	2.68	3.05	3.61	4.72
10,000-24,999	1.21	2.11	2.74	5.75
5,000-9,999	0.96	2.01	2.61	4.06
2,500-4,999	0.70	1.09	1.67	3.58
1,000-2,499	0.64	1.15	1.77	3.36
Under 1,000	0.41	0.74	0.97	2.45
Resorts	1.77	2.93	3.50	3.81
Statewide	0.94	1.89	3.17	5.83

Turnover Rate (National) 2008				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
500,000+	2.06	3.36	4.90	8.02
100,000-499,999	1.82	2.74	3.68	5.77
50,000-99,999	1.45	2.23	3.29	5.13
25,000-49,999	1.40	2.15	3.00	4.62
10,000-24,999	1.22	1.77	2.48	3.89
5,000-9,999	0.96	1.40	1.94	3.05
2,500-4,999	0.66	1.03	1.50	2.50
1,000-2,499	0.46	0.74	1.10	1.91
Under 1,000	0.23	0.41	0.67	1.23

A Guide to Turnover Rate

To determine the Turnover Rate:
Formula: Annual Circulation ÷ Item Holdings = Turnover Rate
Example: A library with 90,000 LSAP holds 500,000 items (books, videos, audio, etc.), and annual circulation is 1,500,000: Turnover Rate = 1,500,000 ÷ 500,000 = 3.

Collections Checklist

☐ **1. Adopt a Collection Management Plan. The plan includes policies and procedures for:**
   - o **Selection and de-selection**
   - o **Conservation/preservation**
   - o **Procedures for handling requests for reconsideration materials**
   - o **Procedures for handling gifts and donations; and**
   - o **Procedures for non-circulating items**

☐ **2. Funds are allocated for purchasing materials and are expended based on the Collection Management Plan and other plans directing library activities. To measure this, determine materials expenditures per capita. (See tables in overview)**

☐ **3. Review the collection management plan within each three-year period.**

☐ **4. The collection reflects the ethnic and cultural diversity of the community.**

☐ **5. The library collection contains materials and access to information representing a wide variety of viewpoints.**

☐ **6. Libraries that house local history/archive collections follow the best practices of the Society of American Archivists.**

☐ **7. Provide online databases as appropriate to meet the needs of its community.**

☐ **8. Maintain a collection of media in various current formats, including physical and downloadable materials, as well as other non-print materials.**

☐ **9. Provide materials in formats appropriate to the needs of its special population groups.**

☐ **10. Maintain an appropriate collection size based on its legal service area population (LSAP).**

☐ **11. Library's collection is up-to-date.**

☐ **12. Regularly evaluate the items in the collection for retention, replacement, or withdrawal according to the library's collection management plan.**

☐ **13. Track annual circulation statistics per capita and turnover rates. (See tables above.)**

☐ **14. Place orders at regular intervals throughout the year to ensure a steady flow of new materials for the public.**

☐ **15. Catalog, organize, and display collection in order to facilitate browsing.**

☐ **16. Library records comply with MARC (Machine Readable Catalog) format, and AACR (Anglo-American Cataloging Rules, 2nd edition) standards to facilitate resource sharing.**

☐ **17. All users have access to all materials, unless restricted by law or library policy.**

☐ **18. Stay connected with the technological impacts of the emerging e-media market, including items traditionally only available in print/book form.**

☐ **19. Provide access to federal, state, and local government documents that are appropriate to its community.**

COMMUNITY ENGAGEMENT

Overview

Your "community" is integral to any decision you make concerning library operations. Libraries and communities have an interdependent relationship. Our communities provide us with our funding, with opportunities to collaborate, and advocates. A library contributes to the economic health of the community, collects the memories of the community, and provides a place where people can explore, get access to resources, share ideas, and be transformed. The library is also an asset that can be of great value while addressing other community-wide problems.

The Library Governing Authority and staff search for opportunities to cooperate with other community organizations including public libraries, other types of libraries, other governmental agencies, nonprofit organizations, and the private sector in order to embed ourselves in the community and ensure healthy communities that understand the value of our libraries.

The library uses many means to reach out and cooperate with the community in order to stay knowledgeable about their needs. In addition, opportunities for community involvement within the library are also made available to volunteers. Cooperation may include sharing of resources, staff expertise, training opportunities, or other joint activities. Staff representation in other community organizations is essential in complying with this standard.

The library has a Friends group and/or a Foundation that assists the library in fundraising, advocacy and reaching out to the community. Resources from these organizations are not used to replace the operating budget.

Community Engagement Checklist

☐ **1. Understand the importance of community-wide connections by supporting and meeting with local groups.**

☐ **2. Establish cooperative agreements between the library and other local governmental agencies for shared services.**

☐ **3. Collect, organize, and provide information about community organizations and issues.**

☐ **4. Participate in cooperative planning and programming with community agencies and share associated costs.**

☐ **5. Participate as both active members and leaders of community organizations and groups.**

☐ **6. Welcome community volunteers as defined by a written volunteer policy.**

☐ **7. Ensure that there is a staff person who is responsible for volunteer coordination and training.**

☐ **8. Maintain a formal Friends or Foundation group that meets on a regular basis with a staff liaison present.**

☐ **9. Library staff, Friends and the community are involved in cooperative long range plans and fundraising activities.**

☐ **10. Account for Friends fundraising separately, and do not use those funds for normal operating expenses.**

☐ **11. Make clear distinctions about the responsibilities of a Friends group and a Foundation.**

☐ **12. Collect statistics and conduct output measures, customer surveys, community studies, citizen surveys, and other means appropriate to the service program and resources of the library in order to remain relevant to the community.**

☐ **13. Build "social capital" through civic engagement of other means.**

FACILITIES

Overview

Library facilities need to be designed to meet community needs as determined by a community analysis. Guidelines for conducting a community analysis can be found in the resources on the Colorado State Library website. Library facilities are safe, comfortable, efficient, and inviting to allow for flexibility of service, growth, and changes in community priorities. It is important to think of sustainability when managing libraries or planning for additions or new buildings.

Building size and spaces will vary based on community size, community demand, and budget. Libraries have become a meeting place for many people and organizations in the community; libraries work towards having space to accommodate this important function. Libraries are encouraged to collaborate with other entities to share multi-use space.

It is important to have policies that include usage, maintenance, and improvement of the facility. One of the most litigated library issues concerns use of meeting space. Libraries are thoughtful when developing a policy concerning this.

Below, you will find 3 tables that will assist you in analyzing your space needs and service hours. The first table provides information on square footage per capita of Colorado libraries by local service area population. This information is meant to be descriptive not prescriptive.

The second and third tables provide information on the number of services hours per outlet by local service area population. According to the _Colorado Definition of a Public Library_ all service outlets need to remain open a minimum of 20 hours. These tables represent an average of all service hours for all branches annually.

Table 1:

Square Footage Per Capita (Colorado) 2009				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
100,000+	0.41	0.45	0.90	1.26
25,000-99,999	0.48	0.59	0.98	1.15
10,000-24,999	0.57	1.02	1.41	2.06
5,000-9,999	0.70	1.07	1.48	2.06
2,500-4,999	0.77	1.25	1.62	2.15
1,000-2,499	0.94	1.63	2.72	5.97
Under 1,000	1.56	1.80	2.17	6.49
Resorts	0.81	1.42	2.15	3.32
Statewide	0.66	1.13	1.79	3.00

A Guide to Square Footage per Capita

To Determine Square Footage per Capita:
Formula: Library Square Footage ÷ LSAP
Example: Library that serves 3,000 has one building with 4,500 square feet:
4,500 (sq. footage) ÷ 3,000 (LSAP) = 1.5 sq. footage per capita

Table 2:

Service Hours Per Week, Per Outlet (Colorado) 2009				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
100,000+	42.30	51.00	59.10	66.10
25,000-99,999	42.10	59.00	63.30	65.90
10,000-24,999	35.20	45.85	55.68	66.20
5,000-9,999	40.57	48.50	57.25	68.20
2,500-4,999	31.20	43.70	47.90	59.00
1,000-2,499	30.68	36.65	41.93	50.10
Under 1,000	15.70	25.30	28.58	41.00
Resorts	46.20	60.05	64.53	76.10
Statewide	33.20	45.10	53.90	65.90

Table 3:

Service Hours Per Week, Per Outlet (National) 2008				
Population	**(25%ile)**	**(50%ile)**	**(75%ile)**	**(95%ile)**
500,000+	43.44	50.35	57.01	66.86
100,000-499,999	42.21	50.78	58.44	73.43
50,000-99,999	42.14	52.54	62.19	73.05
25,000-49,999	45.69	56.44	63.83	71.50
10,000-24,999	43.46	51.69	59.00	68.00
5,000-9,999	37.50	45.00	52.00	62.00
2,500-4,999	30.00	37.85	44.67	54.00
1,000-2,499	21.85	29.00	37.00	47.02
Under 1,000	12.00	20.00	26.00	39.97

Facilities Checklist

General

☐ 1. Provide facilities that are open sufficient hours to fulfill the library's mission. This standard applies to all library outlets including main libraries, branch libraries, mobile or other outlets.

☐ 2. Meet current, local safety and fire codes and be accessible to all members of the community, conforming to Americans with Disabilities Act (ADA) Standards.

☐ 3. Maintain usage statistics and compare them to space allocation standards in order to ensure library facilities meet current demands of the community.

☐ 4. Prepare long-range facility plans that address projected growth.

☐ 5. Review facility plans annually and revise at least every 5 years.

☐ 6. Maintain written policies and guidelines necessary for maintaining and improving facilities.

☐ 7. Hours must include morning, afternoon, evening and weekend hours. Evening hours are defined as after 5:00 p.m. Operational hours may vary based on community size, community demand, and budget.

☐ 8. Each service outlet must be open to the public no fewer than 20 hours per week.

☐ 9. The professional expertise of a library planner and/or library architect is sought for any new construction or major remodeling.

☐ 10. Dedicate expenditures for capital improvements and facility maintenance.

☐ 11. Library has developed policies relating to facilities including a meeting room policy.

Exterior

☐ 1. Install signs in the community that direct people to the library.

☐ 2. Provide a well-lit exterior with signage that clearly identifies the building from the street.

☐ **3. Prominently post hours of operation outside the library.**

☐ **4. Maintain a sufficient, well-lit parking located near or adjacent to the facility.**

☐ **5. Provide a convenient, safe book return location during the hours the library is closed.**

Interior

☐ **1. Provide a well-designed interior that encourages self-directed use of the library.**

☐ **2. Offer adequate programming space to fulfill its stated mission and goals.**

☐ **3. Provide space that aligns with library's mission and goals. For example:**
- ☐ **Story time space**
- ☐ **Study areas**
- ☐ **Quiet space**
- ☐ **Public meeting space**
- ☐ **Programming**
- ☐ **Accessing and utilizing materials**
- ☐ **Public computing**

☐ **4. Provide separate areas for staff workspace(s) and breaks.**

☐ **5. Provide storage space.**

☐ **6. Allow easy access to electrical and cabling outlets to support current technology.**

FINANCE

Overview

The Library Governing Authority is to seek and secure funding from public and private sources and monitor these funds in a way that supports the goals in the library's strategic plan. Libraries have a separate Friends organization and/or Foundation that has a 501(C)3 status that accommodates and manages donations from individuals or foundations. The library is supported primarily by local tax revenues. All fund-raising, grants, and donations shall be considered supplemental to local tax revenue.

Library Districts must follow fiscal procedures consistent with state law in preparing, presenting, and administering its budget. Audits are essential. All libraries have a financial plan. (See online resources.) Libraries maintain insurance that is adequate for the protection of the district staff and board. Libraries have policies that govern financial operations.

It is essential that libraries are transparent concerning the use of public money. Libraries need to be proactive in this regard, distributing information on a consistent and reliable basis.

Finance Checklist

☐ **1. Develop an annual financial plan/budget based on the library's goals and objectives for approval by the Library Governing Authority.**

☐ **2. Prepare financial statements (including a comparison to budget) that are prepared and reviewed monthly, and made widely available.**

☐ **3. Library Districts, as required by law, commission and accept an independent annual audit. Other jurisdictional libraries participate in audits with their Library Governing Authority.**

☐ **4. Library Governing Authority certifies the budget (in the case of governing boards) or reviews the budget (in the case of advisory boards).**

☐ **5. Follow financial management guidelines that include policies on budgeting, investments, purchasing, borrowing, and banking at a minimum, and follow fiscal procedures consistent with federal and state law and local government requirements.**

☐ **6. Distribute financial information to ensure responsible, transparent use of public funds.**

☐ **7. Encourage community financial involvement through Friends, Foundations, and other organizations.**

☐ **8. Explore local, state, and national fund-raising opportunities, sponsorships, partnerships, grants, donations and gifts and makes application where appropriate for special projects or to supplement local funding.**

☐ **9. Look for opportunities to utilize group purchases and collective bargaining as a mechanism to expend funds wisely.**

GOVERNANCE

Overview

Public libraries in Colorado may be established by a municipal or county government or as a library district under Colorado Library Law. The Library Governing Authority adopts and provides oversight of budgets; supervises Library Directors; adopts policy, and sets direction. This can be the Library District Governing Board, City Council or County Commissioners.

Colorado recognizes two types of library boards, Governing or Advisory. The responsibilities of the Library Governing Board are clearly defined in Library Law. The Library Advisory Board gets direction from the Library Governing Authority (county or municipal authorities); advocates for the library; and represents the community by advising the Library Director and the Library Governing Authority.

The Library Governing Authority provides a facility or facilities, and a range of services that can be used with confidence by all residents. Resources and services are provided without partisan political belief or censorship. The Library Advisory Board's responsibilities will vary from city to city and county to county; however, both Library Governing and Advisory Boards have the responsibility to advocate for the library, to identify community priorities, to follow state and national laws applicable to libraries, and to plan for the future of the library. In order to stay current and informed, both the Library Director and the Library Governing or Advisory Board participate in activities sponsored by state and national library organizations.

The Library Governing Authority, Library Director, and staff apply practical and acceptable management practices and standards to the daily operations of the library.   These practices are clearly defined in a set of policies that are made available to the public. Hiring and evaluating a Library Director is one of the Library Governing Authority's most important duties. (See online resources.) To prevent all-too-common conflicts resulting from the confusion between governing and management, Library Governing Boards have a policy stating that human resource administration including hiring, supervision, evaluation and termination of all library staff has been delegated to the Library Director.

The Library Director is responsible for the creation and updating of a procedures manual to carry out all policies. The Library Director manages the library on a daily basis by planning, organizing and directing services that address all people in the community. The Library Director measures and evaluates the effectiveness of library services in relation to the changing needs of the community. The Library Governing Authority and Director seek to serve library users and improve library services through continuous communication with their communities.

Governance Checklist

☐ **1. Library has been established in accordance with state and local codes and ordinances, in conformance with Colorado Library Law CRS 24-90-105.**

☐ **2. Library is in compliance with federal and state laws that affect library operations, including the American with Disabilities Act, the Fair Labor Standards Act, and the Colorado Confidentiality Law.**

☐ **3. A map of the current service area population is made available to the Colorado State Library.**

☐ **4. Maintain a written plan of emergency procedures and risk management plan.**

☐ **5. Library Governing Authority assures that all residents of the library service area have access to tax-supported public library services.**

☐ **6. Library Governing Authority is ultimately responsible for the library and its budget.**

☐ **7. Maintain insurance covering property and liability, including volunteer liability covering errors and omissions.**

☐ **8. Library has a Governing or Advisory Board with appointments and terms in compliance with state statute. Membership reflects the demographics of the population served by the library.**

☐ **9. The Library Governing Authority actively recruits qualified candidates for Library Board openings.**

☐ **10. Library Governing Boards have written bylaws that outline its purpose and its operational procedures and address conflict-of-interest issues. The bylaws are reviewed at least every three years and a current copy is sent to the Colorado State Library.**

☐ **11. Library Board members receive a complete orientation including a tour of the Library, a Trustee manual, a copy of the bylaws, policies, Colorado Library Law, Colorado Public Library Standards and pertinent minutes and information on issues currently being considered by the Library Board.**

☐ **12. Board meetings are regularly scheduled with a minimum of six per year. Meetings are open, in compliance with the Colorado Open Meetings ("Sunshine") law, CRS 24-6-**

401-402. The Library Director is present at all board meetings. Written minutes are available for distribution to the public.

☐ **13. Library Governing Authority has the responsibility for hiring the Library Director according to a written job description.**

☐ **14. Library Governing Authority develops performance expectations for the Library Director, and uses them to annually appraise performance.**

☐ **15. Library Governing Authority sets goals for its own continuing education and performance, and annually reviews its performance.**

☐ **16. Library Governing Authority delegates the hiring of staff to the Library Director. Board members are not involved in the day-to-day operation of the library.**

☐ **17. Library has written policies to govern library personnel, operations and services. Policies include:**
- ☐ **Adoption of the ALA Library Bill of Rights**
- ☐ **ALA Freedom to Read Statement**
- ☐ **Freedom to View Statement**
- ☐ **Board of Trustees Statement of Ethics**
- ☐ **Professional Ethics**
- ☐ **Access to Electronic Information, Services and Networks**
- ☐ **Meeting Room usage**
- ☐ **Confidentiality of patron records**
- ☐ **Safety**
- ☐ **Security**
- ☐ **Internet Use (technology)**

☐ **18. Policies are approved and reviewed regularly by Library Governing Authority. When needed, new policies are written, approved, implemented, and distributed.**

☐ **19. Library uses surveys and other feedback tools and measures to determine the effectiveness of its services.**

☐ **20. Library reports statistics in the Colorado Public Library Annual Report.**

☐ **21. Library Governing Authority meets with elected officials and community members to inform them about library services and needs and advocates for the library.**

☐ **22. Library Director writes procedures that are regularly reviewed and revised as appropriate and made available to staff.**

☐ **23. Library Director regularly communicates with staff, to share Library Governing Authority priorities and to gather significant staff concerns that may inform governing decisions.**

☐ **24. Library Director prepares and presents a report to the Library Governing Authority at all regular meetings. Each report addresses current library statistical and financial information, human resource matters, library programs, needs, problems, and successes.**

☐ **25. The Library Director and the Library Governing Authority stay current with library related issues by way of the Colorado State Library (CSL), the Colorado Library Consortium (CLiC), the Colorado Association of Libraries (CAL), and the American Library Association (ALA) including Association of Library Trustees, Advocates, Friends, and Foundations (ALTAFF).**

☐ **26. Library Director engages in activities, events, and publications in State (CAL), Regional (MPLA), and/or National (ALA) professional associations.**

☐ **27. Library Director and/or the library organization is a member of the State professional organization - Colorado Association of Libraries (CAL).**

☐ **28. Library Director and the Library Governing Authority actively participate when critical legislative issues arise that affect the future of libraries.**

HUMAN RESOURCES

Overview

The Human Resources Standard for public libraries includes three elements: general policies needed to handle employment for the library; guidelines concerning staffing; and plans for professional development.

The Library or Governing Authority is responsible for policy oversight. The Library Director is responsible for policy implementation and in doing so demonstrates concern for legality, professionalism, and employee well-being.

One of the most important tasks for Governing Boards is hiring the Library Director. It is important that the Board have a clear understanding of the responsibilities of the Library Director and consider the importance of the Master of Library and Information Science (MLIS) degree. Advisory boards assist respective city and county officials who are responsible for hiring the Library Director.

Boards and directors stay current with the latest opportunities for continuing education for both themselves and staff. The American Library Association, the Public Library Association, the Colorado Association of Libraries (CAL), the Colorado Library Consortium (CLiC) and the Colorado State Library (CSL) are continually updating professional development programs.

As institutions of learning, libraries are expected to create a "culture of learning" not only for their patrons but also for the library staff and trustees. A culture of learning, as defined by Peter Senge in his 1990 book, The Fifth Discipline follows: *"Organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to learn together."* Creating a learning culture for all staff and trustees is an ongoing effort.

Although professional growth and development often require an outlay of dollars, it does not need to incur a cost (webinars, lectures, etc.) and therefore would not be fully represented in a budget allocation. The Colorado State Library believes that it is important to budget for continuing education, but encourages Library Directors to also monitor staff development by hours. This could be accomplished through a staff development plan or with employee evaluations. Outcomes of any training are monitored.

Below you will find tables listing both state and national data on the number of full-time employees (FTE) per 1,000/population and tables that provide information on the number of Master's Degrees in Library and Information Sciences (MLIS) per 1,000/population. The MLIS

degree has many equivalents including the Masters of Library Sciences (MLS) and the Masters of Science in Library Science (MSLS) to name a few. In addition there are two accrediting bodies when it comes to professional library degrees including the American Library Association (ALA) and the National Council for Accreditation of Teacher Education (NCATE). These tables are provided as data points in the decision process.

Full Time Equivalent (FTE) Employees Per 1,000 Population Served (Colorado) 2009				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
100,000+	0.39	0.54	0.84	1.12
25,000-99,999	0.42	0.53	0.66	1.00
10,000-24,999	0.54	0.62	0.82	1.18
5,000-9,999	0.53	0.75	0.98	1.27
2,500-4,999	0.58	0.72	1.02	1.98
1,000-2,499	0.74	1.01	1.49	2.57
Under 1,000	0.58	1.13	2.37	3.09
Resorts	0.69	1.14	1.88	5.15
Statewide	0.54	0.74	1.07	2.13

Full Time Equivalent (FTE) Employees Per 1,000 Population Served (National) 2008				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
500,000+	0.31	0.45	0.57	0.83
100,000-499,999	0.28	0.38	0.55	0.91
50,000-99,999	0.29	0.42	0.61	1.05
25,000-49,999	0.32	0.46	0.69	1.27
10,000-24,999	0.34	0.50	0.74	1.31
5,000-9,999	0.35	0.55	0.80	1.43
2,500-4,999	0.38	0.56	0.82	1.45
1,000-2,499	0.44	0.66	0.98	1.75
Under 1,000	0.52	0.91	1.53	3.59

A Guide to (FTE) Employees per 1000 served

To determine the number of FTE Employees per 1,000 Served
Formula: FTE ÷ LSAP x 1000= number of Employees per 1,000 Served
Example: A library serves a population of 15,000 and FTE staff is 6:
6 ÷ 15,000 x 1000 = .4

Full Time Equivalent (FTE) Master's Degree in Library Science Per 1,000 Population Served (Colorado) 2009				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
100,000+	0.07	0.11	0.16	0.23
25,000-99,999	0.07	0.10	0.17	0.24
10,000-24,999	0.04	0.08	0.14	0.35
5,000-9,999	0.00	0.12	0.18	0.33
2,500-4,999	0.00	0.00	0.09	0.33
1,000-2,499	0.00	0.00	0.00	1.00
Under 1,000	0.00	0.00	0.00	0.41
Resorts	0.08	0.21	0.40	1.00
Statewide	0.00	0.07	0.16	0.41

Full Time Equivalent (FTE) Master's Degree in Library Science Per 1,000 Population Served (National) 2008				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
500,000+	0.08	0.10	0.15	0.24
100,000-499,999	0.05	0.08	0.13	0.23
50,000-99,999	0.04	0.08	0.15	0.30
25,000-49,999	0.04	0.09	0.17	0.40
10,000-24,999	0.00	0.08	0.17	0.42
5,000-9,999	0.00	0.00	0.14	0.38
2,500-4,999	0.00	0.00	0.00	0.32
1,000-2,499	0.00	0.00	0.00	0.46
Under 1,000	0.00	0.00	0.00	0.00

A Guide to (FTE) Master's degree in Library Science per 1,000 Served

To determine the number of Master's degree in Library Science per 1,000 Served
Formula: FTE MLIS ÷ LSAP x 1000= number of Master's degrees in Library Science per 1,000 Served
Example: A library serves a population of 150,000 and FTE MLIS is 10:
10 ÷ 150,000 x 1000 =   .066 or .07

Human Resources Checklist

General

☐ **1. Follow state and federal laws in recruiting, hiring, and firing.**

☐ **2. Recruit and hire based on equal employment principles.**

☐ **3. Create written human resource policies and review every two years.**

☐ **4. Clarify staff compensation in writing and provide basis of wages and benefits that reflect community and market standards.**

☐ **5. Use written job descriptions, both to hire and to conduct annual performance evaluations.**

☐ **6. Adopt a staffing plan that addresses:**
  - o **Job descriptions**
  - o **Competencies**
  - o **Organization Development**
  - o **Succession Planning**

Staffing

☐ **1. Ensure enough staff to provide quality community service. (See tables above)**

☐ **2. Recruit and select staff with community demographics in mind, especially focusing on cultural and multilingual diversity.**

☐ **3. Provide paid staff during all hours the library is open.**

☐ **4. Patrons of all ages are served by staff.**

☐ **5. Library Governing Authority selects a Library Director who, minimally, has a college degree, but preferably has an MLIS or equivalent.**

☐ **6. Libraries with a LSAP over 25,000 have at least one staff member with an MLIS degree.**

Professional Development

☐ **1. Provide staff with training in standard library values, philosophy, management, and operational practices.**

☐ **2. Provide in house or continuing education activities for staff, trustees, and volunteers.**

☐ **3. Compensate staff and board members who attend continuing education.**

☐ **4. Allocate funding for staff development.**

MARKETING AND ADVOCACY

Overview

The Library Governing or Advisory Board, the Library Director, and the library staff communicate, advocate, and promote the library and its services with current, high-interest information, and materials. The library has an active, ongoing, and planned approach to market its services and value to the public, including special or underserved populations (as defined by the library) and written policies to support their public relations efforts.

The mission and vision of the library, as defined in the library's strategic plan, need to be reinforced in the library's public relations program, which includes the marketing plan. Public relations include ongoing activities to ensure a strong public image; marketing is used to identify the customer, to keep the customer, and to satisfy the customer. The goal is to identify community needs and increase community awareness and support of the library's products and services.

There is also a role for boards and directors in lobbying for important library legislative issues. It is important to understand the limitations in regard to this. Knowledge of laws affecting libraries in regard to lobbying is necessary. (See Fair Campaign Practices Act – link available on the Colorado State Library Website.)

Marketing and Advocacy Checklist

☐ **1. Conduct a community survey to determine the needs of all members of the community, the impact of library services, and to inform what is offered in the future.**

☐ **2. Develop, adopt, and implement a comprehensive public relations program that includes a marketing plan that reflects the community needs.**

☐ **3. Allocate funds for marketing that include advertising, printing, postage, and supplies.**

☐ **4. Communicate about funding sources (including fines and fees) and the services the library provides.**

☐ **5. Develop and implement procedures to receive and respond year-round to comments, suggestions, and feedback from the community in order to refine and develop services and marketing.**

☐ **6. Communicate a positive image of the library and its services while remaining receptive to diverse opinions and suggestions.**

☐ **7. Develop and implement policies and procedures on challenges to collections, filtering, exhibits, programs, etc. so as to actively communicate with patrons.**

☐ **8. Advocate for improved library service at the local, state, and federal level. Serve as representatives on behalf of the library, promoting its use, encouraging its development, and enhancing communication between the library and the public.**

☐ **9. Train and provide resources for internal and external advocates for the library.**

☐ **10. Promote services in a variety of ways with consistent and focused information delivered to targeted audiences.**

☐ **11. Communicate library's contributions to or impacts on the community.**

☐ **12. Maintain a website that includes promotional messages and information about the library.**

☐ **13. Use social networking tools to communicate and market services and programming.**

☐ **14. Participate when critical legislative issues arise that affect the future of libraries.**

☐ **15. Participate in statewide campaigns that focus on public awareness of libraries in order to garner support and funding.**

PLANNING

Overview

Planning and improving library service are constants in a world in which current information is necessary to both an informed citizenry and government. Planning for libraries is a process of perceiving the future of both the community and the library and setting a direction for library movement toward that future vision. A formal planning process (strategic plan) ensures that Colorado public libraries provide efficient, cohesive, and effective operational results that meet the community's needs while maintaining fiscal responsibility.

Planning requires the continuous process of surveying and analyzing library and societal trends, community needs and current services, using qualitative as well as quantitative measures. Input is gathered from the community, the Library Governing Authority, and all levels of staff. This feedback serves as the basis for the vision and mission of the library. Surveys need to be timely, have consistent language, and clarify community needs and impact. The library's vision and mission guide the development of goals and objectives for the library. These goals need to be communicated to the community. Appropriate time and necessary funds need to be allocated for the planning process in the library's budget. Success is defined in your plan and locally determined by community feedback.

Planning provides an opportunity for organizations to work together. There are several methods to use when doing your strategic plan, and libraries should research their options before starting the planning process. (Examples are included in the Resources section on the Colorado State Library Website.)

Planning Checklist

- ☐ **1. Monitor broad societal trends at the national and international levels to envision the future.**

- ☐ **2. Monitor trends in public library services.**

- ☐ **3. Implement an ongoing, integrated process of community and library analysis, planning, evaluation, and community impact.**

- ☐ **4. Conduct a demographic assessment of the library's service population as part of a regular strategic planning process.**

- ☐ **5. Use a formal planning process covering the next two to five years with an implementation timetable.**

- ☐ **6. Library Board, staff, and community members are involved in the planning process.**

- ☐ **7. As part of the strategic plan, library has a vision and mission statement that is based on a review and assessment of community needs.**

- ☐ **8. Identify goals and determine measurable outcomes for the goals in order to gauge progress, effectiveness, and success.**

- ☐ **9. Adopt a budget to support and fund the library's mission.**

- ☐ **10. Communicate about the written strategic plan to the community.**

- ☐ **11. Review and update the strategic plan regularly to determine progress in meeting goals.**

- ☐ **12. Annually review local, state, and national public library statistics and use the information to evaluate and improve local services.**

- ☐ **13. In addition to statistical usage data, use input, output, and outcome measures to gauge library's success in supporting broad community goals.**

- ☐ **14. Complete and submit the Public Library Annual Report (PLAR) in a timely fashion.**

- ☐ **15. Work with the Colorado Public Library Standards document in the planning process.**

RESOURCE SHARING

Overview

Colorado has a long history of resource sharing. Colorado libraries are a collaborative group in many ways, not just within the public library sphere, but also with school, academic, special libraries as well as community organizations.

The Library needs to work cooperatively with other information providers and participate in statewide, regional, and local sharing of resources. Current resource sharing initiatives within Colorado include AIRS, Aspencat, AskColorado, Across Colorado Digital Consortium, Colorado Library Card (CLC), Colorado's Historic Newspaper Project, Marmot, Nexus, Plinkit, Prospector, and SWIFT. Please consult our list of acronyms on the Colorado State Library Website.

It is important to be a lender as well as a borrower when participating in Interlibrary Loan (ILL) services. As libraries move towards allowing our patrons more independence in their library transactions, it is important for us to consider how to empower them in that process.

Resource Sharing Checklist

☐ **1. Participate in interlibrary loan service as both a borrower and lender.**

☐ **2. Adopt and implement the <u>Colorado Interlibrary Loan Best Practices (2004).</u> (See Colorado State Library Website.)**

☐ **3. Use SWIFT or other electronic methods for requesting or supplying ILL materials.**

☐ **4. Offer patrons the opportunity to initiate ILL requests electronically.**

☐ **5. Participate in statewide resource sharing programs and services and promote these programs to library users.**

☐ **6. Contribute resources and/or staff to support statewide resource sharing programs.**

☐ **7. Participate in the Colorado Library Card program, offering reciprocal borrowing to cardholders of other Colorado libraries.**

☐ **8. Participate in a centralized, shared bibliographic database.**

☐ **9. Provide access to databases or electronic collections in compliance with licensing agreements.**

☐ **10. Become a member of the Colorado Library Consortium (CLiC), Colorado's one regional library system. (Membership is free.)**

☐ **11. Participate in the state-wide courier service.**

SERVICES AND PROGRAMMING

Overview

Public libraries will develop and offer programs and services to best meet the diverse needs and interests of their individual communities. Recognizing the wide range of libraries across the state and that not all libraries can offer all services and programs, libraries must decide how to best meet their individual community needs with their staffing capabilities.

Services and programs are offered free of charge to everyone in the library's service area population. Programs and services are accessible to all. Continuous evaluation is conducted to assure that services and programs are effective and meet the needs of the community.

Library Directors have the responsibility to hire well qualified and trained staff to provide meaningful services and programs to all members of the community.

Libraries serve as lifelong learning centers with education as an essential part of their mission. In this role they must actively commit time and resources to coordinate literacy activities at all levels. Summer Reading Programs are essential to maintaining or improving student's reading skills. Providing resources and services to assist with economic development is becoming increasingly important in many communities.

Services and Programming Checklist

General

☐ **1. Adopt relevant policies that emphasize welcoming and effective services and programs for all segments of the community.**

☐ **2. Provide basic services free of charge to everyone in its service population as defined by written policies governing lending, borrowing and circulation.**

☐ **3. Adopt written policies on the use of public meeting spaces.**

☐ **4. Evaluate all services and programs based on input, output and outcome measures.**

☐ **5. Facilitate or serve as a custodian of local history or memory.**

Services

☐ **1. Offer services that meet the needs of the demographics of the community including special populations.**

☐ **2. Offer services that include a circulating collection, public technology, story times, and a community meeting space.**

☐ **3. Library has trained staff members, who offer assistance to the public during all hours the library is open in the use of technology, circulation, and access to materials.**

☐ **4. Provide reference and reader's advisory services to all ages.**

☐ **5. Offer interlibrary loan service.**

☐ **6. Provide a variety of spaces based on community needs.**

☐ **7. Provide current information to refer patrons to children's, adult and/or family literacy programs.**

☐ **8. Provide current information on agencies and organizations that connect programs of interest to its patrons.**

Programs

☐ **1. Offer programs to all ages reflecting the community's needs and interests.**

☐ **2. Provide reading programs for all ages.**

☐ **3. Offer summer reading programs.**

☐ **4. Offer programs that integrate the library as a vital part of the community.**

☐ **5. Promote lifelong learning for all community members.**

☐ **6. Offer literacy programming and/or provide space or referrals to other agencies to teach literacy classes.**

☐ **7. Offer resources and services to help with economic development.**

☐ **8. Collaborate with other community organizations, schools, and other educational institutions to provide community programs.**

☐ **9. Offer programs outside the library building(s).**

TECHNOLOGY

Overview

Technology is an institutional asset, as important to the delivery of patron services as the library's building. Technology is a tool, not a goal. It serves as infrastructure. It is integrated at all levels of the library organization and is a key asset delivering on the library's promise to serve as community hub, information access point, and cultural center.

Technology decisions are based on sound research and thoughtful planning. Technology requires investment in qualified staff to support the infrastructure. Technologies and systems implemented in libraries are designed, selected and implemented to serve the needs of patrons and staff in constructive, effective, and innovative ways. Technology integrates with and supports every other Standard featured in this document: from collections, facilities and finance—to planning, resource sharing and services.

It is important to think of investing in technologies in the same ways a library invests in its physical structures, its staff and its collections. A library that fails to sustain a dependable technology infrastructure or does not adapt itself with evolving technologies will find itself ill-equipped to effectively serve the community or to fulfill the standards identified in this document.

Technology Checklist

☐ **1. Library has a technology plan looking forward two years (or three years if participating in E-Rate), and reviews that plan annually. At minimum, components of that plan address technologies to integrate with and support library operations, services and programs, collections, staff, and facilities.**

☐ **2. Utilize an Integrated Library System (ILS), automated catalog, content management system or similar electronic resource system to support the management and development of the library's collection and/or to provide access for the public to search the library's collection.**

☐ **3. Provide, sustain and refresh public-use technologies as detailed in its technology plan as well as its annual budget. This refresh may include, but is not limited to: Internet access stations, photocopiers, audio-visual/media technologies, gaming spaces, electronic classrooms, computer labs, information/learning/knowledge commons spaces, etc.**

☐ **4. Provide, support and refresh technology tools and resources necessary for library staff to conduct their work.**

☐ **5. Provide, sustain and refresh the library's technology infrastructure in support of the services and programming efforts designed to meet present-day and evolving needs of its community.**

☐ **6. Implement the most robust networking available and offer quality wired and wireless connectivity, for use by patrons and staff. Adopt present-day industry standards for physical networking and wireless networking in conjunction with remodeling or new construction plans. Assess network infrastructure annually or as part of its technology planning process.**

☐ **7. Develop and enforce technology policies in support of the library's governance policies, operations, services, human resources practices, etc. This may include, but is not limited to: public use, safety and security, privacy and confidentiality, resource licensing and delivery, remote access, Internet filtering, virus protection, ADA compliance and others.**

☐ **8. Provide technology tools and resources in support of professional development and/or continuing education of library staff.**

☐ **9. Library has a web page or site that is controlled by the library and can be updated and maintained at any time by library staff. The page or site must not be controlled by a non-library entity, outside agency/department or other non-library organization. Off-site hosting of a library's web site is acceptable and may be desirable in some situations. The**

web page/site is a crucial tool for use in supporting nearly every aspect of a library's operations, services and programs, collections, staff, marketing and advocacy efforts, governance, resource sharing, and more.

☐ **10. Provide and sustain a technology infrastructure to support and integrate with statewide, regional and other resource sharing services, initiatives, and consortia.**

☐ **11. Utilize project management approaches to technology selection, implementation and management including: identifying needs, defining scope, securing adequate financial and personnel resources, research, testing, training, evaluation, etc.**

☐ **12. Library has in place a disaster-recovery plan associated with its technology resources and infrastructure, including such functions as data archiving, recovery testing, and restoration of assets and services.**

☐ **13. Assure that good backups of vital data are maintained. Backups are performed using best practices guidelines for frequency, based on the amount and type of data being protected. Backup processes include backup to removable media or to a secure 'cloud' resource, and include an adequate off-site rotation to ensure data loss is minimized. Backups and backup media are routinely tested to ensure proper function and recovery/restoration.**

☐ **14. Employ best practices at the PC, server and network levels to ensure security of systems, methods of data storage, transmission and retrieval. Library implements security practices not as a single, one-time effort, but instead utilizes an ongoing and adaptive process with overlapping layers (such as a combination of firewalls, access control lists, intrusion prevention, regular system security updates, and commercial anti-virus/anti-malware software packages).**

☐ **15. Ensure that networking and other vital equipment is monitored for disruptions caused by circuit or equipment malfunction, intrusion or other causes. Likewise, data facilities housing vital equipment are monitored for environmental concerns (such as power failure, cooling failure, the presence of water, etc.). Such monitoring provide alerts to appropriate staff via email, phone, text messaging, etc.**

☐ **16. If the Library chooses to provide online payment processing for the convenience of its patrons (e-commerce or card swipes at self-checkout, for example), the Library must maintain a secured network environment that complies with current Payment Card Industry (PCI) standards. In terms of best practice, the Library may choose to retain an independent consultant to assist with the analysis of the network and PCI compliance needs.**

☐ **17. Employ technology solutions that address access, delivery, download, licensing, digital rights management (DRM) and related factors associated with electronic media (e-media) and emerging e-publishing formats. Such technologies may include authentication solutions, provision of e-readers and related devices, thorough evaluation of delivery systems and more.**

☐ **18. Investigate the efficiencies and other possible benefits of converting its collections to Radio Frequency Identification (RFID) systems to augment the functionality many libraries employ with barcodes. In some environments, RFID offers potential to improve patron experiences, to create efficient and ergonomic workflows for circulation of materials, and more. RFID also requires a retro-conversion process with financial and labor impacts.**

☐ **19. Routinely monitor, investigate and adopt strategies for meeting emergent and future needs of its patrons using mobile technologies (cell phones, mobile Internet appliances and devices, and related).**

Appendix

Library Service in Colorado

All Colorado residents should have legally-established, readily accessible, public library service capable of connecting each individual with the comprehensive information resources of the region, state, and nation.

The Colorado Public Library Standards are part of a number of efforts to support Colorado's public libraries. The Standards serve as models for services, resources, and information that are available at libraries across the state; however, they are not meant to stand by themselves. Rather, they are meant to complement a local planning effort crafted to identify service goals that will allow the library to respond to the unique needs of its community.

The Standards and Colorado Library Law

Public libraries are established and maintained according to the provisions of the Colorado Statutes (24-90-101 et seq.) The question as to whether the standards are enforceable is often asked. When the state of Colorado provided funding for libraries prior to 2001, the Definition of a Public Library established who would or would not receive funding. Since State funding is no longer available, the only requirements wherein libraries must meet the Definition of a Public Library is when applying for LSTA grants.

What are Standards?

The research speaks to three kinds of standards: minimum, target, and benchmark.

Minimum standards are established to be met by every library. In Colorado, we have the Definition of a Public Library, which establishes "minimum" standards.

Target standards "often involve moving targets that are pegged to some percentile measures for a given library population… By the very definition of percentiles, a certain proportion of libraries will always be substandard…" (Hennen, Thomas. *American Libraries*. March 2000) Some Colorado libraries may not meet every standard, but that does not necessarily mean that libraries are substandard, but rather a product of their particular community needs.

Benchmarking standards are intended to indicate excellence and best practices that can be emulated by others." (Hennen, Thomas. *American Libraries*. March 2000) In the 2011 Standards document the Committee and the majority of those who participated in the focus groups wanted to configure the standards as benchmarks rather than minimum or target standards. The new standards point to best practices and striving towards excellence.

The Revision Process

The process to revise the CPLS started in August 2009 when focus groups were held in 5 locations in Colorado (Pueblo, Denver, Telluride, Grand Junction, and Fort Morgan.) All comments from these groups were recorded and referred to regularly throughout the formulation of the new standards. The questions that needed to be addressed were:

- Are the current standards facilitating the outcomes that libraries want?
- What determines the "quality of user experience"?
- How can we address maintenance, revision, and achievement all in the same document?

As we moved forward with the edits, it became clear that it was important to focus on the following when editing the document:

(1) Flexibility. How do we create standards that would be applicable to a variety of sizes and types of public libraries?
(2) Utility. How do we create a document that can also provide practical help for libraries in their quest for excellence?
(3) Accountability. What role can the Colorado State Library play in making sure that Colorado libraries are following the best practices?
(4) Impacts and outcomes in our community. How can we move beyond inputs and outputs and demonstrate the positive impacts our libraries have on our communities?
(5) Ease of use and comprehension. Is there a way to make the document more user-friendly and easy to understand?
(6) Budget Justification. How could the document provide a rationale or justification for budget requests for governing bodies or funding agencies?

 After the focus groups, the 2011 Committee was formed with volunteers from around the state and from all sizes of libraries. The Committee met in person 3 times – January 2010, April 2010, and July 2010 and virtually in August 2010. After the January meeting, each of the existing standards was reviewed by a subcommittee of 3 or 4 members who met 3 times between the January and April meeting. During the April meeting we discussed the first round of changes. Between the April and July meetings we continued with edits, finalized the format, updated the resources and worked on the introductory document. Each meeting involved animated discussion about the philosophy behind the standard, the practical application of it, as well as the clearest way of writing it. The committee-approved document was posted on the CSL website for comment in September 2010, and presentations to regional library groups as well at the annual Colorado Association of Libraries were made to solicit feedback. Copies of the CPLS were made available in December 2010.

Changes from 2005

No Tiers

Research was conducted and other State standards were reviewed during the revision process. Some states have embraced using a tiered format in their standards, but many have not. The 2005 Colorado Public Library Standards did use tiered methodology; but the 2011 Committee decided to remove the tiered format (see overview for additional information.) The emphasis is on using the standards as a discussion and evaluation tool, not as a comparison tool.

Structure

The 2011 Committee wanted to present each standard as a cohesive unit. Therefore, each standard has been presented with an introduction, a checklist, and a list of resources. Library boards, directors, staff, and community members can discuss how their library is addressing each of the standards. Is this a standard we have already addressed? Is this important to our community? Is this an area where we need to focus on?

Tables

In the 2005 Standards, tables were intermingled with the standards. In the 2011 standards, many tables were omitted and those that were deemed important for statistical feedback are incorporated in the standard overview. National data tables were included (when available).

Resources vs. Appendix

The resource appendices from the 2005 Standards were replaced with a list of resources at the end of each individual standard. This was done to create more cohesiveness.

Community Engagement

A new standard entitled Community Engagement has been added. Essential to the growth and development of libraries are partnerships with Friends and/or Foundations and community organizations. This standard addresses this important trend.

Management

The management standard has been incorporated in the Governing Standard and Human Resource Standard.

Terminology Clarification

Library Governing Authorities (LGAs) are those bodies that adopt and provide oversight of budgets; supervise Library Directors; adopt policy, and set direction. In the case of a Library District, the LGA is the Board of Trustees or the Governing Board. In municipal libraries, the LGA is the Mayor and City Council. In county libraries, the LGA is the County Commissioners.

Advisory Boards are those bodies which do not govern, but provide oversight, input and advocacy.

Outcomes

After reviewing the introductions, checklists, tables, and resources, library decision-makers may generate a number of products. One of them might be a list of small administrative to-dos (key policies, nudges of existing practices, and so on.) A few major initiatives may rise to the top of the planning priority list (for instance, the creation of a comprehensive risk management strategy that identifies a host of business assets and procedures for assuring their survival.) Some items in the checklist may be seen by decision-makers as simply inapplicable or unimportant (although the standards committee believed all of them to be broadly applicable and significant). Decision-makers may also find gaps in the standards (which should be communicated to the Colorado State Library.)

Conclusion

The library, staff**,** and other interested community members should view this document as the beginning of a process and discussion. This document cannot replace the local knowledge or vision of local leaders. Moving toward the highest levels of library standards will certainly improve almost any library; but that might not constitute the most powerful or relevant library initiative in a particular community. Nor will working through this document's checklists necessarily ensure that libraries will be ready for the next big thing.

The standards point Colorado libraries toward excellence; they do not seek to limit anyone's ability to dream.