

2021 Operating Objectives

Areas of Focus:

In 2021, the Estes Valley Library prioritizes:

- Attending to COVID-19 safety practices and responsive services
- Rebuilding our workforce* and compensating staff at market levels
- Incorporating equity, diversity and inclusion into operations
- Creating a culture of early literacy in our library and in the community
- Promoting materials and engagement features of the Integrated Library System

*note: fill vacancies for 2 part-time desk assistants, 2 supervisors, 1 program librarian, and succession for 2022 vacancies of marketing specialist and 3rd of 3 supervisors (incumbents retiring)

GOAL 1: Focus on Early Literacy Skills

Objective A: We develop young minds so that they are prepared to read, write and listen in Kindergarten (ages 0-5).

- Staff will complete a Backwards Design Plan, research successful early literacy practices, formulate and implement actionable items, then test the results.
- Staff will prioritize outreach efforts that connect English-Language Learning families to early literacy services.

Performance Measure:

1. Families with incoming kindergarteners that are active library patrons/readers will increase from 35-70% by end of 2023
2. Kindergarteners ready for school success as measured by DIBELS scores will increase from 45-70% by end of 2023

Objective B: We develop young minds so that they become year-round readers (ages 6-12)

- Staff will deliver monthly, virtual book clubs (discussion, read along and activity kits) for ages 6-12.

Performance measure:

1. Attendees at library young reader book clubs will increase from 30 to 60 by the end of 2021.

GOAL 2: Enable Lifelong Learning

Objective B: We enable participants to find fulfillment in curiosity and discovery (leisure).

- Staff will create monthly thematic Grab-and-Go kits for all ages/audiences during the pandemic for at-home hands-on learning.

Performance measures:

1. Three quarters of patrons surveyed (using kit-level report cards) state the activities were valuable for themselves or for family members by end of 2021 .

GOAL 3: Enable a Greater Sense of Community

Objective A: We bring readers together in shared literary experiences.

- Staff will host quarterly, Signature Literary Events (One Book, One Valley, *Spring TBA*, Summer Reading Program, Conflict Resolution Month).

Performance measures:

1. Two thirds of attendees will express they feel more connected to the community by end of 2022.
2. A third of attendees will report that they heard about these library events through social media or within friends and family circles by end of 2022 .

Objective B: We engage a diversity of community members in current affairs and decision-making

- Staff will research the needs and interests of underserved community groups, with special attention to English-Language Learning residents, and as a result, will expand programming that attracts underserved participants.

Performance measures:

1. Two new services to meet the needs of underserved populations will launch by the end of 2022.
2. Half of all library programs will have at least two English-Language Learning attendees by end of 2023.

GOAL 4: Deliver Materials on a Personalized basis

Objective A: We deliver customized access to physical and digital Library materials

- Staff will adopt best practices from bookstores, libraries and digital recommendation engines, to match Readers Advisory services to patron expectations.
- Staff will use marketing opt-in features to tailor collection promotions to individual interests.
- Staff will provide readers an opportunity to share their favorite authors, titles, and genres with the community.
- Staff will showcase new, seasonal, and trending collections for patron ease of discovery.

Performance Measure:

1. Patrons requests for “Special Orders - Just for You” (Readers Advisory) will increase 127% from 22 to 50 requests filled by end of 2021
2. Patrons will checkout 15% more materials from the total collection increasing circulations from 107,106 to 123,249 by end of 2021
3. 10% of this increased use will be by new patrons by end of 2023

Objective B: We satisfy search and discovery experiences, whether online or in person (new)

- Staff will develop advanced proficiency in all search tools, including Integrated Library System, physical and digital collections, the Village Catalog, readers’ advisory, and “We’ll Get it for You.”
- Staff will develop traditional reference interview skills, and connect the dots for a streamlined service experience, assuring patron satisfaction with all types of formats, resources, and services.

Performance measures:

1. Staff will identify and report any gaps in resources and employ a follow-up process to assure patron needs are monitored and addressed by end of 2021.

2. 9 out of 10 patrons surveyed state they easily found what they were looking for, by end of 2022.

GOAL 5: Grow Internally to Succeed Externally

Objective A: We conduct development programs to strengthen staff, trustees and volunteers

- Staff, trustees and volunteers will train on the principles of Equity, Diversity & Inclusion (EDI) and their application in the Library.
- Staff will attend Spanish-for-Librarians classes.
- Staff will train in the application of Early Literacy principles; understand the urgency of early literacy, and know how to engage with young families and readers.
- Staff vacancies will be filled, including succession for planned retirements

Performance measure:

1. 9 out of 10 English-Language Learning patrons surveyed state they feel welcome at the Library, and at library outreach events by end of 2023.
2. 3 out of 4 families surveyed state they learned about services to young children at various points of contact with the library (and not just with children's services staff) by end of 2022.
3. 9 out of 10 staff participants surveyed state that professional development has improved their ability to provide excellent customer service by end of 2021.

Objectives & Activities under consideration for Future Years:

GOAL 1: Focus on Early Literacy Skills.

- Objective C: We develop young minds so that their creativity and problem-solving is expanded.

GOAL 2: Enable Lifelong Learning.

- Objective A: We enable participants to prepare for critical life choices.
- Objective B: We enable participants to find fulfillment in curiosity and discovery.
 - Staff will promote databases as effective tools to satisfy curiosity.

GOAL 3: Enable a Greater Sense of Community.

- Objective B: We engage a diversity of community members in current affairs and decision-making

- Staff will provide regular Community Conversation and Deliberative Engagement services.
- Objective C: We partner in celebrations of civic life and village events
 - Staff will participate in the Estes Valley Resiliency Collaborative or other civic partnerships to actively support community recovery
- Objective D: We provide a variety of spaces for groups to meet and confer.

GOAL 5: Grow Internally to Succeed Externally.

- Objective B: We plan for physical and technical capacity building.
- Objective C: We plan for annual budget and longer-term financial health.
- Objective D: We improve marketing and outreach efforts
 - Conduct regular patron satisfaction survey
 - Staff will promote and deliver a Library's Speakers Bureau to local agencies, service clubs and organizations
- Objective E: We provide laser-focus on evaluation of service effectiveness.
 - Staff will engage in an assessment of internal systems, identify inefficiencies and roadblocks to seamless public service.
 - Staff will identify opportunities for cross departmental collaboration and more timely service responses.
 - Supervisory staff will attend training in project and personnel debriefing skills so that all staff engage in a culture of regular project debriefing.

Performance Measures:

1. Staff will measure patron experience using feedback forms at points of service to supplement the patron experience survey. Instances where patrons encountered a "dead end" will be recorded with a goal of year-to-year reduction.
2. Supervisors and project leaders will develop a calendar schedule to debrief all key services and signature programs, resulting in a written evaluation summary for each service, to be used for continuous development.

Library Values

- Consider Values-driven goals and measurable outcomes.



2021 -2023 Objectives Completed