

**Every community  
deserves a great library.**





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“One of the changes you’ll see in our 2015 initiatives is an increased emphasis on supporting community outcomes. In the past, we’ve tended to focus on outputs -- measuring what we do and who we reach. Historically, we’ve done a good job of describing and counting our activities and the number of people we serve. Now, we’re focusing more of our attention on outcomes – on the positive difference we can make in the lives of our patrons and communities.” – Pam Nissler, Executive Director

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## MESSAGE FROM THE EXECUTIVE DIRECTOR

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We began publishing our strategic priorities in 2013. This is part of an ongoing effort to align our strategic priorities with the goals set out for us by the Library Board of Trustees, and to share our plans with the public.

### 2014 Highlights

I'm pleased to report that we completed majority of our 2014 initiatives. You can read more about our accomplishments in our annual report, but here are some highlights.

We continued to expand early literacy services and create new literacy outreach opportunities.

- We continued to offer early literacy storytimes in our libraries, hosting a total of 4,378 storytimes for 123,490 participants, for an increase of 31 percent and 39 percent respectively, compared to last year.
- We initiated a full schedule of ASL and Spanish storytimes;
- We continued our monthly storytime-outreach to 18 Head Start and preschool locations serving 270 at-risk children from families with low income;
- We forged a new partnership with TRIAD Early Childhood Council and Jefferson County Human Services to deliver early literacy storytimes and resources to 11 daycare sites serving families with low income. This enabled us to interact with 236 infants and toddlers and 184 preschoolers, while modeling early literacy skill building practices with 45 center employees and caregivers.
- Through these outreach programs, we were able to increase the total number of storytimes offered to 5,613, and serve an additional 23,120 people.
- For the third year in a row, we participated in the Lieutenant Governor's One Book for Colorado program, distributing 4,510 free books to four-year-old children living in Jefferson County; and
- We delivered books to 106 newborns and their caregivers in September, helping them learn about library services and get a solid start in life.

We expanded access to underserved areas of the County.

- In Edgewater, thanks to contributions from our Foundation, we were able to pilot a program offering iPad minis for checkout. This is to align with an R1 schools' initiative to give all schoolchildren access to iPads during the school year. We wanted them to have continued access during off-school hours. In addition, we are partnering with the Edgewater Collective to support the Jefferson Success Pathway, a community-wide initiative to support children in key outcomes from cradle to career.
- We began offering expanded services in South County in July. We now take our bookmobile to the Safeway store parking lot at Ken Caryl and Shaeffer Crossing every Saturday afternoon.
- We expanded our home delivery service to Jefferson County residents living in Westminster, and we are working with city officials to evaluate new service options in conjunction with their development of the Westminster Mall.

We continued to support economic development with the following representative programs:

- We launched a new Book-A-Librarian service, offering one-on-one research support to local business owners and entrepreneurs. In 2014, we held more than 216 sessions, offering help on everything from downloading items from the library and/or internet, to researching patents and trademarks to evaluating business opportunities.
- We partnered with the American Job Center to provide more than 90 classes in standard resume techniques, job search tips & tricks and interviewing skills to 445 participants, and we continued a long-standing partnership with the Jefferson County Business Resource Center to provide classes for small business owners and entrepreneurs.
- Through a partnership with Metro West Housing Solutions, the Senior Resource Center and Bridges to Opportunity, we obtained a Library Sciences Technology Act (LSTA) grant for more than \$17,000, which will enable us to extend computer- and Internet training to select community groups with our Mobile Computer Classroom.



We continued the implementation of our new service model, which began in 2013.

- Thanks to a generous contribution from the City of Golden, we are working to remodel the Golden Library to create a showcase for our new service model in Jefferson County. The new design has been completed, with construction planned for March-June 2015.

Finally, we investigated ways to secure funding that supports a reasonable level of Library services and ensures the long-term sustainability of the Library.

- We solicited community feedback via interviews with more than 90 community leaders and via an independent, statistically significant poll of 400 Jefferson County residents, to discover the services residents would like to see and the level of services they would be willing to support.
- Based on this investigation, we recommended that we begin to prepare for a mill levy election in 2015, and the board authorized us to move forward.
- We completed a system-wide initiative to update our mission, vision, and values and to recommend new ends statements that more fully reflect our vision for library services.

### Moving Forward

While I'm proud of our 2104 accomplishments, I am more excited about our future. The Board's new ends statements better align with the delivery 21<sup>st</sup>-century library services. Our new vision, mission and values pave the way to an inspired future and a return to excellence as a library system.

One of the changes you'll see in our 2015 initiatives is an increased emphasis on supporting community outcomes. In the past, we've tended to focus on outputs – measuring what we do and who we reach. We've done (and continue to do) a good job of describing and counting our activities and the number of people we serve. Now, we're focusing more of our attention on outcomes – on the positive difference we can make in the lives of our patrons and communities.

Over the years, we've made a concerted effort to understand the needs of our residents and communities and to provide the resources and services they expect from us. In 2012-2013, we completed an ambitious community input initiative, interviewing more than 70 community leaders to understand the challenges facing our residents and communities, and the ways in which we could help to address them. These and other inputs now guide our strategic planning and help to shape the programs we offer.

We are committed to supporting positive community outcomes in Jefferson County. We are aligning our efforts with a consortium of Colorado non-profits, including Mile High United Way, The Piton Foundation, Jefferson Success Pathway and others, who are utilizing shared indicators to measure progress against goals. These measures are designed to inspire collaboration and demonstrate collective impact, and we are embracing a number of these desired outcomes to guide our plans and actions in the future.

For example, we'll be working to support steady increases in:

- The percentage of children entering Kindergarten with the skills they need to be ready to read;
- The percentage of students reading at grade-level;
- The percentage of students proficient in math;
- The percentage of students who graduate from high school;
- The percentage of residents able to find employment;
- The availability of resources to support small businesses and entrepreneurs;
- and more.

This is a work in progress, and we have much more to do, but we're pleased to be embarking on this path. By clearly defining the outcomes we want to see, we can better align our resources and energies for the common good. And by working in partnership with others in the community, I'm confident we can achieve them.



**Pam Nissler**  
Executive Director, JCPL



## **VISION**

Jefferson County Public Library will be the essential destination where all generations connect, discover and create.

## **MISSION**

Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

## **VALUES**

We serve with care; everyone is welcome here. We meet you where you are, give you our full attention and strive to exceed your expectations.

Our Core values are Innovation, Accountability and Excellence.

- Innovation - we collaborate, evaluate and continually improve. We are creative and flexible. We take risks, embrace change and look for opportunities to say yes.
- Accountability - we are committed and honest. We participate and communicate. We take personal responsibility, provide follow through and build trust.
- Excellence - we are positive and productive. We perform with purpose to transform lives. We focus on quality, consistently aim high and deliver outstanding results.

## ENDS STATEMENTS

The following are Ends Statements, developed by the Library Board of Trustees, as part of its Policy Governance Process. They define the purpose of the organization and serve as overriding goals to guide the work of the Library. Strategic initiatives are then developed by Library staff to ensure progress toward the achievement of the Ends Statements.

1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.
2. All Jefferson County Residents have safe, convenient and inviting places to go to access information and resources and participate in community life.
3. Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.
4. All Jefferson County residents receive maximum return on their shared investment in library services.



## STRATEGIC PRIORITIES

All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.

### 2015 Priorities:

- Increase staff training in key areas, including customer service, cultural competencies, supervisory skills, and safety and security;
- Attract, develop and retain a highly skilled and well-qualified workforce through enhanced recruitment and onboarding strategies and expanded employee development opportunities;
- Develop a digital resources strategy to align JCPL with industry standards and best practices for technology access; and
- Increase awareness of library programs.

### Sample Outcomes:

- Residents are informed, educated and engaged.
- Residents have access to emerging and other technologies.

### Sample Success Indicators:

- Improvements in:
  - › Circulation per capita;
  - › Satisfied customers;
  - › Use of technology tools; and
  - › Cardholders as a percent of Jefferson County population.

## STRATEGIC PRIORITIES

All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

### 2015 Priorities:

- Update the Golden Library to enhance the patron experience; and
- Partner with vendors to improve our online experience.

### Sample Outcome:

- Residents have convenient access to physical and digital community spaces.

### Sample Success Indicators:

- Improvements in:
  - › Per capita usage trends;
  - › Digital engagement;
  - › Square feet of library space/capita; and
  - › Public service hours per week.



## STRATEGIC PRIORITIES

Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.

### 2015 Priorities:

- Continue to expand early literacy services and create literacy outreach opportunities through:
  - › Collaboration with the Edgewater Collective and Jefferson Success Pathway, the Jeffco Prosperity Project, and our TRIAD/Jeffco Human Services project;
  - › The installation of literacy playscapes in Jeffco libraries; and
  - › The implementation of a community-wide literacy event.
- Support math skills through the development and implementation of Science, Technology, Engineering, Arts and Math (STEAM) programs, through:
  - › Expansion of MakeSomething and LibLab programs; and
  - › Development of a coding camp for teens.
- Promote a culture of reading in Jefferson County through a community-wide Summer Reading experience.
- Promote community engagement through expanded and meaningful opportunities for volunteers.

### Sample Outcomes:

- All children are ready for school.
- Students graduate from high school prepared for college or career.
- Jeffco is a thriving community for aging well.

### Sample Success Indicators:

- Improvements in:
  - › Kindergarten readiness assessments;
  - › Proficiency in statewide reading, writing and math assessments; and
  - › Percentage of teens and seniors volunteering.

## STRATEGIC PRIORITIES

All Jefferson County residents receive maximum return on their shared investment in library services.

### 2015 Priorities:

- Develop a five-year strategic plan (and forecast) to address expressed community needs.
- Secure sufficient funds to implement our five-year plan.
- Upgrade and maintain critical IT systems.
- Implement space modifications at the Library Service Center and Library Administration.
- Implement new tools that enhance the productivity of Library staff, including:
  - › The development of a new staff intranet;
  - › The implementation of mobile worklists in our collections and operations areas to enhance efficiencies in materials handling;
  - › Evaluation and potential development of a point-of-sale system; and
  - › Improved statistics gathering and reporting.
- Cultivate new sources of revenue through the solicitation and sale of naming rights in conjunction with the Golden Library remodel.
- Identify and pursue new community partnerships.
- Streamline and improve systems and processes to maximize employee productivity, including the implementation of:
  - › A more efficient payroll system;
  - › An electronic personnel action form process;
  - › Improved ergonomics procedures; and
  - › Enhanced safety and security procedures.

### Sample Outcome:

- Library services meet or exceed benchmarks of peer libraries.

### Sample Success Indicators:

- An increase in:
  - › Funding per capita for library services; and
  - › Productive partnerships with local agencies and county government.





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