Jefferson County Public Library is seeking an outstanding leader as our next

EXECUTIVE DIRECTOR

Jefferson County Public Library will always be here to connect you to the people, ideas and inspiration for whatever's next in life. Define your destination, and we'll help you get there. So you can **ALWAYS BE** learning. **ALWAYS BE** creating. And **ALWAYS BE** discovering something new.
**JEFFERSON COUNTY AT A GLANCE**

<table>
<thead>
<tr>
<th>Category</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Square Miles</td>
<td>773</td>
</tr>
<tr>
<td>Population</td>
<td>571,711</td>
</tr>
<tr>
<td>Unincorporated Communities</td>
<td>Applewood, Aspen Park, Bergen Park, Conifer, Deckers, El Rancho, Evergreen, Genesee, Idledale, Kittredge, Pine Junction, South Jeffco</td>
</tr>
<tr>
<td>Demographics</td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>78%</td>
</tr>
<tr>
<td>Latino</td>
<td>15%</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
</tr>
<tr>
<td>Asian</td>
<td>3%</td>
</tr>
<tr>
<td>Median Age</td>
<td>41</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$72,017</td>
</tr>
<tr>
<td>Median Home Price</td>
<td>$299,100</td>
</tr>
<tr>
<td>Median Monthly Rental</td>
<td>$1,118</td>
</tr>
</tbody>
</table>

Source: Denver Council of Regional Governments, 2016 Population Data
Located just west of Denver and just east of the Rocky Mountains, Jefferson County, CO is one of the best-kept secrets of the West. It offers something for everyone: a robust and growing economy, thriving urban areas, nationally acclaimed schools, a wealth of cultural attractions, magnificent scenery, and a near-perfect climate, with more than 300 days of sunshine every year. Spanning 773-square-miles, Jefferson County offers diversified geographical settings - from urban, small town and rural lifestyles, to vibrant mountain communities.

Jefferson County has a high-performing K-12 school district, and Colorado boasts a number of nationally known colleges and universities, including the University of Colorado, Colorado State University, University of Northern Colorado, Colorado School of Mines, University of Denver, Metropolitan State College of Denver, Rocky Mountain College of Art and Design, and Arapahoe, Front Range and Red Rocks Community Colleges.

Jefferson County is also home to a number of well-established Fortune 500 companies. In addition, it is becoming a recognized center for new-economy industries. With companies in aerospace, aviation, bioscience, and renewable energy, Jefferson County has one of the highest-educated workforces in Colorado.

Jefferson County and Colorado also offer exciting opportunities for recreation and entertainment. The Arvada Center for Arts & Humanities, Lakewood Cultural Center and the Belmar Center provide local arts and cultural opportunities, and all of Denver’s attractions – including the Denver Art Museum, Denver Museum of Modern Art, Denver Center for the Performing Arts, Denver Symphony, Denver Museum of Nature and Science, and more – are only moments away.

Sports enthusiasts can root for several winning sports teams, including Colorado’s beloved Rockies, Broncos, Nuggets and Avalanche, and music lovers will enjoy Red Rocks Park and Amphitheatre, one of the top tourist attractions in the state.

For outdoor enthusiasts, Jefferson County is a veritable paradise, home to three national forests, two state parks and nearly 44,000 acres of open space with 236 trail miles, offering abundant hiking, camping, fishing and rafting opportunities. In addition, world-class resorts offering skiing and snowboarding are a short drive away.
## JCPL AT A GLANCE

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year Established</td>
<td>1952</td>
</tr>
<tr>
<td>Population Served</td>
<td>571,711</td>
</tr>
<tr>
<td>Library Cardholders</td>
<td>320,551</td>
</tr>
<tr>
<td>Facilities</td>
<td>10 libraries, a service center and leased office and warehouse space</td>
</tr>
<tr>
<td>Outreach</td>
<td>Bookmobile, cargo van, robust community outreach and home services</td>
</tr>
<tr>
<td>Location of Library Administration</td>
<td>Lakewood, CO</td>
</tr>
<tr>
<td>Collection</td>
<td>1.1 million books, CDs, DVDs, periodicals, audiobooks and eBooks</td>
</tr>
<tr>
<td>Patron Library Visits</td>
<td>2.6 million</td>
</tr>
<tr>
<td>Patron Web Visits</td>
<td>3.0 million</td>
</tr>
<tr>
<td>Items Circulated</td>
<td>7.9 million</td>
</tr>
<tr>
<td>Circulation per Capita</td>
<td>13.71</td>
</tr>
<tr>
<td>Summer Reading Club Participants</td>
<td>48,153</td>
</tr>
<tr>
<td>Programs and Classes Offered</td>
<td>10,672</td>
</tr>
<tr>
<td># In-library Volunteers</td>
<td>307</td>
</tr>
<tr>
<td>2018 Adopted Budget</td>
<td></td>
</tr>
<tr>
<td>Total Sources of Funds</td>
<td>$41.2 million</td>
</tr>
<tr>
<td>Total Operating Expense</td>
<td>$34.3 million</td>
</tr>
<tr>
<td>Total Debt Service</td>
<td>$1.5 million</td>
</tr>
<tr>
<td>Planned Capital Expenditures</td>
<td>$5.4 million</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>$17.5 million</td>
</tr>
</tbody>
</table>
Jefferson County Public Library is poised to take its rightful place as a best-in-class U.S. Library system.

First established in 1952, Jefferson County Public Library (JCPL) quickly grew into a technologically progressive and service-oriented library system.

JCPL was the first library system in the nation to move to an online catalog, and over the years, we have initiated radio frequency identification (RFID), self-checkout, automated materials handlers, self-holds pickup, downloadable eBooks, streaming media and laptops and wireless hot spots for check out. We are committed to giving Jefferson County residents equal and convenient access to current and emerging technologies as we go forward.

JCPL has also been a leader in community outreach. Library leadership maintains proactive partnerships with key community stakeholders and a strategic focus on shared community outcomes. For these and other reasons, JCPL was recognized for innovation and excellence by Library Journal and Gale in the 2009 and 2010 Library of the Year award competitions.

During the recent recession, JCPL was forced to reduce services, lay off staff and delay much-needed upgrades to technology and facilities. Since then, we’ve established a solid foundation from which to launch an exceptional future. Over the past few years, we’ve:

- secured the future of the Library with a successful mill levy initiative
- introduced an innovative service model, with increased emphasis on proactive customer service and community outreach
- implemented an annual benchmarking process to track our performance against a basket of similarly sized public library peers
- sharpened our focus on evidence-based decision making, measureable results and shared community outcomes, with active participation in PLA’s Project Outcome.
- completed a comprehensive analysis of our Information Technology structure. That, coupled with regular participation in the Urban Library Council’s Edge Initiative and the University of Washington’s Impact Survey, will help us to ensure patron access to current and emerging technologies
- continued to restore and enhance Library services. By the end of 2016, JCPL ranked #1 in circulation per capita and #2 in library visits per public service hour when compared to our peers
- undertaken a deep, data-driven analysis of our customer base (2016 Orange Boy Market Analysis), organizational structure and staffing needs (2017 Organizational Analysis), and facilities needs (2018 Facilities Master Plan)

Now, we’re looking for caring, energetic and visionary leader who can build on these foundations and position JCPL at the forefront of Library services. Our new executive director will have everything needed to take JCPL to the next level and beyond, including a dedicated Board of Trustees, an accomplished Senior Management Team, an exceptional team of committed and professional employees, and sufficient funding to support innovation and excellence for years to come.
GOVERNANCE AND STRUCTURE

JCPL is governed by Colorado Library Law and organized as a component unit of Jefferson County Government.

The Library is supported primarily through property taxes collected by the County. In 1986, Jefferson County voters approved a dedicated library mill levy of up to 3.5 mills. In 2015, they voted to increase the Library’s mill levy to a maximum of 4.5 mills, thereby securing the future of the Library for years to come. Annually, the Library Board of Trustees develops the budget and mill levy required to deliver Library services and an elected Board of County Commissioners appropriates the Library’s budget and sets the Library tax levy to be collected.

The seven-member Library Board of Trustees uses the Carver and Charney Policy Governance Model as the framework to guide its decision-making. Under policy governance, the Library Board of Trustees sets Library policy, defines long-term expectations for Library service, has fiscal and legal responsibility for JCPL, and hires and provides direction to the executive director.
The executive director of Jefferson County Public Library provides vision, leadership and direction to the organization for the benefit of the residents of Jefferson County and the library profession. The executive director is responsible for the management of Jefferson County Public Library in accordance with the policies set by the Library Board of Trustees and as outlined in a formal job description. Key accountabilities include communicating a strategic vision; developing and implementing a long-term plan and budget; delivering a relevant program of service; hiring, directing and evaluating staff; securing adequate funding; managing fiscal operations, facilities and technology; providing strategic input to the Jefferson County Library Foundation; maintaining positive relationships with the County and the community; representing Jefferson County Public Library in the larger library community; and advocating for appropriate library policies and services.

Our 2018 plan is a collaborative effort between our Board and staff. The Board is responsible for developing Ends Statements that define the purpose of the organization and serve as overarching 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.

**OUR PLAN**

**JEFFERSON COUNTY PUBLIC LIBRARY STRATEGIC PLAN**

**BOARD ENDS STATEMENTS**

- **Provide Access and Support:** All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.

- **Create Great Spaces and Places:** All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

- **Advance Shared Community Outcomes:** Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.

- **Be Good Stewards:** All Jefferson County residents receive maximum return on their shared investment in library services.

**STRATEGIC GOALS**

- Increase access, availability & awareness of library resources
- Attract, develop & retain a highly skilled and well-qualified workforce
- Maintain and improve facilities, equipment, grounds and IT systems
- Foster community engagement, lifelong learning, health and well-being
- Improve the efficiency and effectiveness of Library services

**DESIGNED OUTCOME**

- Residents are informed, educated and engaged
- Residents have access to technologies
- Residents have access to community spaces
- JCPL supports shared community outcomes: Kindergarten readiness, Grade-level proficiency, High-school graduation rates, Workforce readiness, Business and entrepreneurial success, Healthy behaviors, Aging well
- JCPL services are delivered cost effectively

**SUCCESS MEASURES**

- We meet or exceed the 50th percentile of library peer performance
- We meet or exceed public sector industry measures
- We maintain or improve key public library measures

**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.
Jefferson County Public Library (JCPL) is poised to position itself at the forefront of library service. Our next executive director will have the opportunity to:

- Work collaboratively with a dedicated, supportive Board of Trustees
- Build on a successful mill levy campaign (2015) to fulfill JCPL’s mission, vision, values and brand promise
- Direct a 10-year plan to restore and expand Library facilities and staffing levels
- Ensure that Jeffco residents have access to resources, technology, programs and services befitting a progressive library
- Bring new insights, energy and innovations to JCPL to ensure alignment with developing trends in Library service
- Participate in collaborative community problem-solving and contribute to shared community outcomes
- Continually transform the Library to meet the changing needs of our users and communities
- Establish JCPL as a best-in-class US Library

Education and Experience

The executive director should hold a Master’s Degree in Library/Information Science from an ALA-accredited library school, or any combination of training and experience which provide the required knowledge, skills and abilities. At least 5 years of progressively responsible Library management experience is required.
Compensation and Benefits

For the candidate who enjoys working with a highly motivated board, staff and public, an executive benefits package is offered, including:

- A competitive salary commensurate with experience, with a hiring range of $116,811 – $151,854
- Leave package dependent on length of service, beginning with 96 hours of vacation accruals annually, as well as 11 paid holidays, 2 personal days and paid sick leave
- Retirement benefits offered by the Colorado County Officials and Employees Retirement Association
- Optional 457 Deferred Compensation retirement savings plan
- Medical, Dental and Vision Insurance for the employee and eligible family members
- Insurances: basic life, accidental death and dismemberment, and long-term disability
- Access to and participation in the employee Life Assistance Plan
- Professional development opportunities

Desired Skills/Competencies

VISION AND INNOVATION
- Skilled in strategic visioning, planning and implementation
- Anticipates library and community trends
- Seeks innovative solutions to Library challenges
- Leads evolutionary change

LEADERSHIP
- Exhibits and inspires visionary leadership
- Demonstrates unquestionable integrity and high ethical standards
- Creates a sense of shared mission
- Provides strategic direction to the Library Board
- Promotes and is guided by the Carver and Charney Policy Governance Model
- Collaborates with and supports the Jefferson County Library Foundation
- Monitors legislative/regulatory activities affecting the organization
- Advocates for library policies/best practices at local, state and national levels

RELATIONSHIP BUILDING
- Demonstrates political acumen and effectiveness
- Develops productive relationships with key stakeholders
- Seeks to enhance the Library’s social and political capital via targeted outreach
- Promotes collaborative partnerships with other community groups
- Is active and encourages employee participation in community and professional organizations
- Is skilled at negotiation and issue resolution
- Exhibits and models JCPL brand personality traits; is friendly, caring, connected, trustworthy and empowering

COMMUNICATIONS
- Possesses excellent oral and written communication skills
- Creates an atmosphere of transparency, inclusiveness and openness
- Is responsive to the concerns and issues of others
- Participates in collaborative problem solving
- Uses humor effectively

OPERATIONAL EXCELLENCE
- Excels in short-range and long-range planning
- Demonstrates effective financial/administrative/operational management skills
- Balances operational excellence with effective stewardship of taxpayer dollars
- Aligns employees behind organizational goals and objectives
- Demonstrates strong analytical skills and applies them to planning/problem solving
- Applies appropriate technologies in the delivery of library service
- Excels in measuring and increasing performance against objectives
- Holds him/herself and others accountable for results
ALWAYS BE CONNECTING
To be considered for this exceptional opportunity, please submit a cover letter and resume by May 6, 2018 to danbradbury@bradburymiller.com

Bradbury Miller Associates
4545 Wornall Road, Ste. 805
Kansas City, MO 64111