Jefferson County
PUBLIC LIBRARY
ALWAYS BE

2020 2025
STRATEGIC PLAN
S N A P S H O T

BUILDING FOR THE FUTURE

The Jefferson County Public Library 2020–2025 Strategic Plan reflects our vision, strategic framework and long-range goals.

Dear Jefferson County Public Library (JCPL) Community,

Our five-year strategic plan is built on extensive research and invaluable community input, as well as insightful planning and sound judgment. Three years later, despite numerous challenges presented by the pandemic, our strategic plan continues to successfully guide our priorities, initiatives, and projects.

In 2021, in addition to completing many large-scale projects, we successfully operationalized our approach to the many continuing disruptions caused by the pandemic. In 2022, the JCPL Board of Directors reaffirmed their end statements and JCPL leadership once again validated the strategic priorities and initiatives. Thanks to this solid foundation, many of our top 2022 strategic projects are focused on building for the future – literally and figuratively.

In 2022, we will keep pace with the growing population of Jefferson County by:

- **Accelerating our Building Program**
- **Designing a New Library in South County**
- **Initiating a New Library in Northwest Arvada**
- **Redesigning Evergreen Library**

This document further describes JCPL's strategic planning process and outlines all 10 of JCPL's 2022 strategic projects. We also invite you to view our companion budget document.

The challenges we have faced since adopting our strategic plan only confirm the importance of long-term planning. This broader and longer view to strategic planning allows us to remain focused on achieving our goals to provide equity of access, create a place of radical welcome, provide leading edge services, and maximize value for our taxpayers.

We look forward to building the future with you,

Donna Walker
Executive Director

STRATEGIC FRAMEWORK

Jefferson County Public Library sets its strategy with the community in mind. The strategic framework is a structured method we use to define our initiatives and projects, which support our strategic priorities and ends statements.
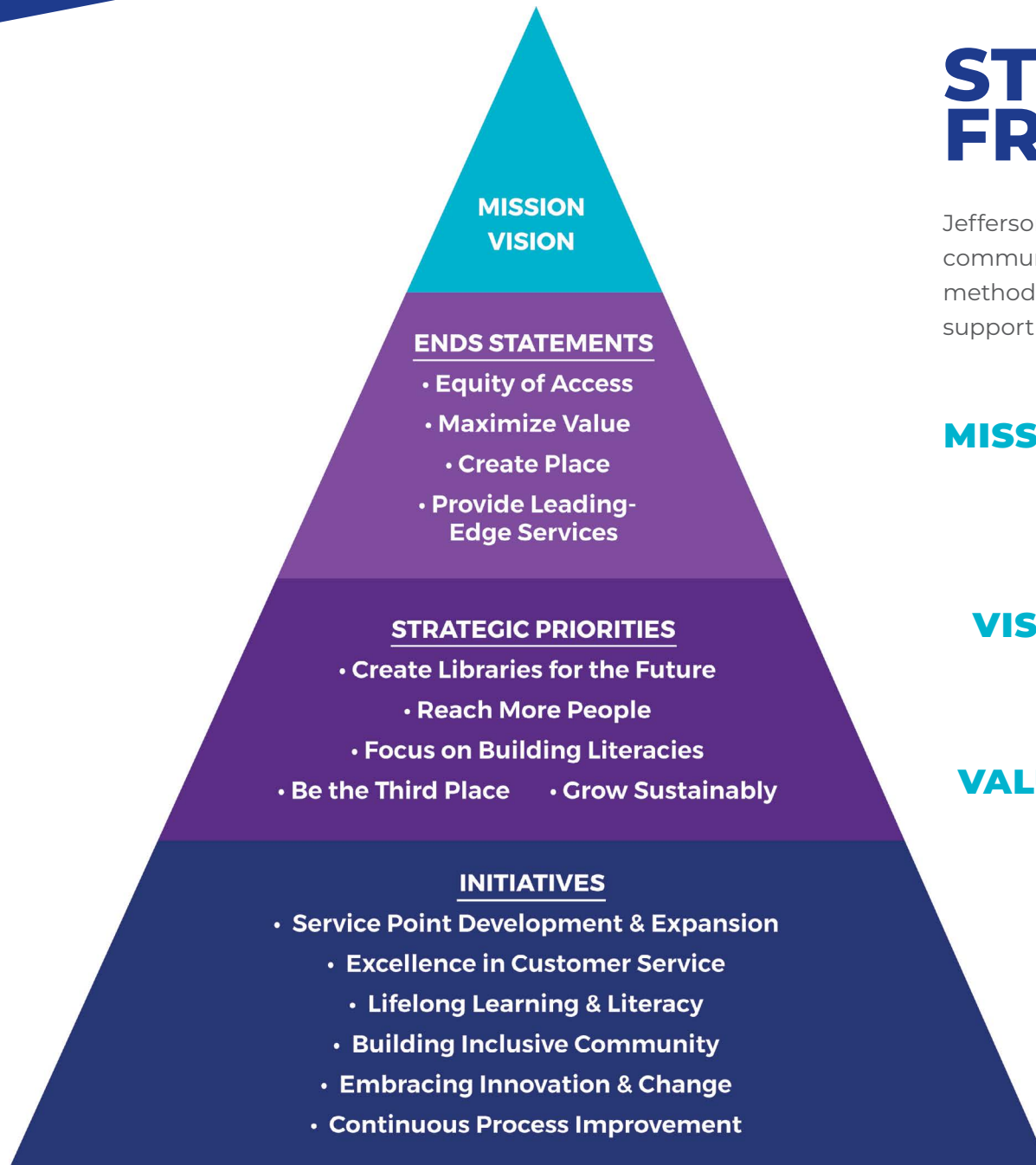
MISSION — Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

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

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.

Pyramid Diagram

MISSION VISION

ENDS STATEMENTS
- Equity of Access
- Maximize Value
- Create Place
- Provide Leading-Edge Services

STRATEGIC PRIORITIES
- Create Libraries for the Future
- Reach More People
- Focus on Building Literacies
- Be the Third Place
- Grow Sustainably

INITIATIVES
- Service Point Development & Expansion
- Excellence in Customer Service
- Lifelong Learning & Literacy
- Building Inclusive Community
- Embracing Innovation & Change
- Continuous Process Improvement

Our Ends Statements

The broad organizational goals established by Jefferson County Public Library's Board of Trustees that indicate expected outcomes for our community.

ENSURE EQUAL ACCESS

CREATE WELCOMING SPACES

PROVIDE LEADING-EDGE SERVICES

MAXIMIZE VALUE

Strategic Priorities

The primary objectives to be accomplished over five years that prepares Jefferson County Public Library for long-term changes and successes.

CREATE LIBRARIES FOR THE FUTURE

REACH MORE PEOPLE

FOCUS ON BUILDING LITERACIES

BE THE THIRD PLACE

GROW SUSTAINABLY

Initiatives

Jefferson County Public Library's high-level actions, which set the direction for our strategic plan projects.

SERVICE POINT DEVELOPMENT & EXPANSION

EXCELLENCE IN CUSTOMER SERVICE

LIFELONG LEARNING & LITERACY

BUILDING INCLUSIVE COMMUNITY

EMBRACING INNOVATION & CHANGE

CONTINUOUS PROCESS IMPROVEMENT

2022 STRATEGIC PROJECTS

Jefferson County Public Library's priorities and multi-year initiatives guide our decision-making about strategic projects for organizational focus.

Accelerate our Building Program

The purpose of this project is to accelerate library redesign and new building projects to increase the amount of square footage per capita of library space in the county and maintain library assets. This acceleration will help us keep pace with the growing population of Jefferson County. This project will establish a new Library design standard for JCPL for creating libraries for the future.

2022 MAJOR DELIVERABLES

1. Finalize updated Facility Master Plan
2. Initialize concurrent building project management
3. Create a new design standard for JCPL

Design a New Library in South County

The purpose of this project is to build a new destination library in the southern region to connect our under-served community to library services. This expansion will provide additional access to information and opportunities for all generations and will be adaptable for future growth and economic development.

2022 MAJOR DELIVERABLES

1. Acquire site
2. Design space
3. Engage community

Initiate a New Library in Northwest Arvada

The purpose of this project is to identify the need to build a new destination library in the northwest region to connect our under-served community to library services. This expansion will provide additional access to information and opportunities for all generations and will be adaptable for future growth and economic development.

2022 MAJOR DELIVERABLES

1. Validate need
2. Engage community
3. Acquire site

Develop a New Concept in Philanthropy Strategy

The purpose of this project is to create and implement a new approach to philanthropy to increase the amount of private funds raised. This approach will support library capital projects and reduce the burden on our taxpayers.

2022 MAJOR DELIVERABLES

1. Create a JCPL fundraising plan
2. Codify new roles and responsibilities for fundraising between JCPL and JCLF (MOU)
3. Begin execution of JCPL fundraising plan

Redesign Evergreen Library

The purpose of this project is to redesign the Evergreen Library to create an enhanced library for the future that reaches more people, focuses on building literacies, continues to be the third place, and grows sustainably.

2022 MAJOR DELIVERABLES

1. Engage community
2. Create Program of Service
3. Create and finalize design

Assess Organizational Staffing

The purpose of this project is to assess the effectiveness of JCPL's organizational structure, distribution of functions, and staffing levels. This assessment will help us to establish effective staffing levels that are flexible for future needs; promote collaboration and achievement of organizational goals; and create positions that can be sourced in the current labor market.

2022 MAJOR DELIVERABLES

1. Identify and plan for current and future positions
2. Evaluate pay levels
3. Conduct market study to analyze competitiveness of pay in the industry
4. Update performance management processes

Create a Radically Welcoming JCPL

The purpose of this project is to create an environment that is radically welcoming to both staff and patrons, demonstrating through policy and practice that JCPL acknowledges and values their different lived experiences. This environment will support JCPL staff in providing exceptional customer service to our residents and each other.

2022 MAJOR DELIVERABLES

1. Create a new vision for serving the public with specific training, expectations and evaluation tools
2. Integrate Diversity Equity and Inclusion (DEI) Strategy for staffing with outward DEI initiatives
3. Formalize and implement hybrid work policy

Expand Offsite Services

The purpose of this project is to expand and improve access to JCPL physical resources through the creation of offsite self-services. Expanding and improving these services will create equity in access to physical library resources.

2022 MAJOR DELIVERABLES

1. Create a plan for sustainable offsite self-services
2. Create an Express Library self-service location
3. Complete construction of a new Bookmobile
4. Identify a 4th location for offsite hold pick up lockers

Advance Digital Equity and Inclusion

The purpose of this project is to expand access to digital and information technology resources to all Jefferson County residents. Providing digital access, devices, training, support, programs, and services will create opportunities for all ages, backgrounds, and abilities to participate in an increasingly digital and technological world and to achieve a higher level of digital literacy.

2022 MAJOR DELIVERABLES

1. Initiate cohesive Creative Technology Programming
2. Offer Digital Literacy Programming in Spanish
3. Create new programming in Workforce Readiness & Financial Literacy for job seekers and entrepreneurs
4. Launch Library App (My JCPL)

Integrate Emerging Technology

The purpose of this project is to update and integrate software and organizational systems to support collaborative work while providing secure and cohesive technology management. Integrating the most up-to-date software and systems creates the opportunity for JCPL to demonstrate its leadership in this next wave of technological transformation.

2022 MAJOR DELIVERABLES

1. Configure and deploy M-Files to all divisions
2. Develop Document Management System
3. Deploy MS SharePoint online and Exchange to all staff members
4. Address identified JCPL cybersecurity gaps

SUCCESS MEASURES AND TARGETS

Jefferson County Public Library utilizes industry measures to track progress in meeting our commitment to the public. We use public library benchmarking and public library outcome measures, to determine how JCPL compares to other peer libraries, and how well we meet our commitment to our community and affect their lives for the better. Annually we set targets and assess our achievements in reaching measures related to:

- **TOTAL COLLECTION USE**
- **PROGRAM ATTENDANCE**
- **VISITS**
- **ACTIVE HOUSEHOLDS**
- **NET PROMOTER SCORE**

Results for these measures can be found in our annual report.

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