MESSAGE FROM THE EXECUTIVE DIRECTOR

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
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.
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
EMBRACING INNOVATION & CHANGE
CONTINUOUS PROCESS IMPROVEMENT
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 underserved 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
<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
<th>2022 MAJOR DELIVERABLES</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Redesign Evergreen Library</strong></td>
<td>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.</td>
<td>1. Engage community 2. Create Program of Service 3. Create and finalize design</td>
<td>-</td>
</tr>
<tr>
<td><strong>Assess Organizational Staffing</strong></td>
<td>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.</td>
<td>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</td>
<td>-</td>
</tr>
<tr>
<td><strong>Create a Radically Welcoming JCPL</strong></td>
<td>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.</td>
<td>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</td>
<td>-</td>
</tr>
<tr>
<td><strong>Initiate a New Library in Northwest Arvada</strong></td>
<td>The purpose of this project is to identify the need to build a new destination library in the northwest region to connect our underserved 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.</td>
<td>1. Validate need 2. Engage community 3. Acquire site</td>
<td>-</td>
</tr>
<tr>
<td><strong>Develop a New Concept in Philanthropy Strategy</strong></td>
<td>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.</td>
<td>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</td>
<td>-</td>
</tr>
<tr>
<td><strong>Expand Offsite Services</strong></td>
<td>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.</td>
<td>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</td>
<td>-</td>
</tr>
<tr>
<td><strong>Advance Digital Equity and Inclusion</strong></td>
<td><strong>Integrate Emerging Technology</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>----------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>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.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2022 MAJOR DELIVERABLES</strong></td>
<td><strong>2022 MAJOR DELIVERABLES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Initiate cohesive Creative Technology Programming</td>
<td>1. Configure and deploy M-Files to all divisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Create new programming in Workforce Readiness &amp; Financial Literacy for job seekers and entrepreneurs</td>
<td>3. Deploy MS SharePoint online and Exchange to all staff members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Launch Library App (My JCPL)</td>
<td>4. Address identified JCPL cybersecurity gaps</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.