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# 2020 2025

## STRATEGIC PLAN SNAPSHOT

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

## **MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR**

### **Dear Jefferson County Public Library Community,**

We energetically entered 2020 with the goal of operationalizing year one of our first five-year strategic plan. Our extensive research and invaluable community input, as well as our insightful planning and sound judgment guided us to defining the following strategic priorities, which we strive to accomplish over the lifespan of our five-year strategic plan.

#### **Strategic Priorities**

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

At the same time, JCPL established initiatives and projects to support these priorities and create actions for 2020. Shortly thereafter, the COVID-19 global pandemic struck and changed the way we delivered programs and services. We created new services and workflows in response to COVID-19 and adapted to frequently changing public health guidelines to keep our staff and patrons safe. In a year filled with unanticipated challenges, we worked together to develop innovative ways to fulfill our mission. Despite ongoing challenges, we rallied to complete large-scale projects, using our strategic plan as our guide.

The demands of 2020 taught us the importance of having a long-term strategic plan. We learned the significance of a flexible plan, one that can adapt to shifting times. As we navigated the murky waters of the past year, we realized that our strategic priorities held strong and served as our guideposts through 2020 and into 2021. Now JCPL enters year two of our five-year strategic plan.

Our five-year strategic plan is a living document and designed with the flexibility to meet unforeseen circumstances and changes in priorities. While we hope 2021 to be a bit more predictable than 2020, together we will meet whatever challenges lie ahead.

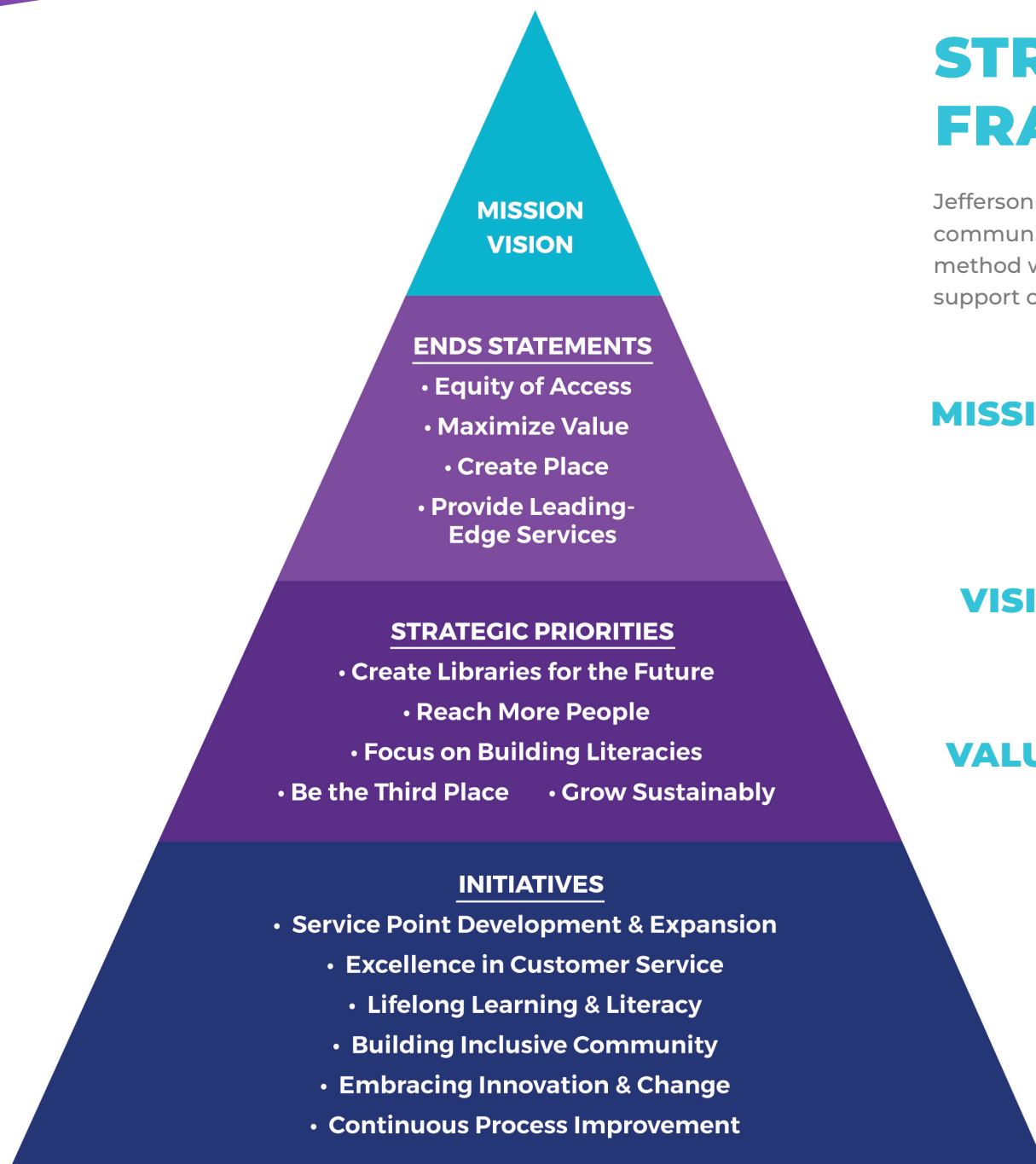
Sincerely,



**Charles Naumer**  
Board Chair



**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.



## 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**



## 2021 STRATEGIC PROJECTS

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

### COVID-19 Service & Staffing Response

Jefferson County Public Library (JCPL) intends to provide uninterrupted library services to our community while keeping the health and safety of our staff and community our first priority. JCPL will align our processes with other county agencies. We will adhere to and follow current orders and guidelines from governing authorities. JCPL has created new ways to work effectively and provide services remotely, digitally and in-person during these challenging and uncertain times. We have expanded or offered new services while at the same time we have implemented an evaluation and feedback process to modify how we provide access to library resources. JCPL will be leveraging COVID-19 pandemic changes into a strategy for the future.

### South County Expansion

Population growth has outpaced library space throughout the county. JCPL has identified the need to build a new destination library in the southern region of the county to expand 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 beyond initial expectations.

### Philanthropy Development

To create and implement a strategic philanthropy plan for securing private funds to support library capital projects and reduce the burden on our taxpayers.

### Offsite Services Expansion

With offsite services the library is literally meeting people where they are and creating equity in access to library resources. Factors that contribute to equitable access could include geographic, convenience of 24/7 access, or customized services for a specific target audience. JCPL will create an integrated approach for the location, evaluation and implementation of vehicle services, lockers, lending machines and other self-service options.

### Organizational Staffing Assessment

Assess the effectiveness of JCPL's organizational structure, distribution of functions, and staffing levels to:

- Establish effective staffing levels that are flexible for future needs
- Promote collaboration and achievement of organizational goals
- Create positions that can be sourced in the current labor market

### Emerging Technology Integration

The library assumes a leadership role in this next wave of technological transformation – not as technical experts, but as respected thought leaders, trusted sources of reliable information and champions of equity and democracy. JCPL continues updating and integrating software and organizational systems to support collaborative work while providing cohesive technology management within established project timelines and resource levels.

### Customer & Core Service Development & Implementation

JCPL welcomes all customers where they are physically, virtually, culturally. Core service masterplans are integrated into each other and JCPL's strategic plan. The library understands their community and customer needs and has a strategic approach to meeting those needs. JCPL is truly radically welcoming.

### Project Management Implementation

To carry out a systemic, unified and consistent approach to ensure expectations, decisions, risk, issues, resources and project progress are managed in the most efficient manner and demonstrate best practices.

### Engagement Plan Development & Execution

To create a formal strategy to connect with stakeholders and achieve their support for JCPL. Specify objectives, audience, channels, timelines, budget and reporting model.

### Literacy Services Expansion

The library understands its community and how the library can fulfill those needs. The library offers resources and strong support for all aspects of literacy, reading, digital, financial, school and workforce readiness.

### Diversity, Equity & Inclusion Strategy Development

Develop, implement and promote a culture of inclusion that minimizes bias and addresses systemic inequities in JCPL policies and practices.

### Partnership Visioning

To create a unified approach for community engagement across the library with prioritized commitments to strategic partners.



## 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:

- **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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