



Jefferson County  
**PUBLIC LIBRARY**  
ALWAYS BE

# 2020 2025

## STRATEGIC PLAN SNAPSHOT

**BUILDING FOR THE FUTURE**



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

## **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. Four years later, our strategic plan continues to successfully guide our priorities, initiatives, and projects.

Despite residual effects from the pandemic, after careful reflection and review, JCPL Board of Directors reaffirmed their end statements and JCPL leadership once again validated the strategic priorities and initiatives.

The JCPL 2023 Annual Plan consists of strategic and critical projects – specific activities that support our initiatives and map back to our strategic priorities and ends statements. Our two strategic projects link to JCPL's strategic initiatives with the goal of making a full step change towards improvement of performance and outcomes.

**In 2023, our strategic projects are:**

- **Designing a new library in South Jefferson County**
- **Initiating a new library in Northwest Jefferson County**

In addition to our strategic projects, JCPL's critical projects will make incremental steps towards improvement and achievement of goals.

This document further describes JCPL's strategic planning process and outlines all JCPL's 2023 strategic and critical 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.

With gratitude,



**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

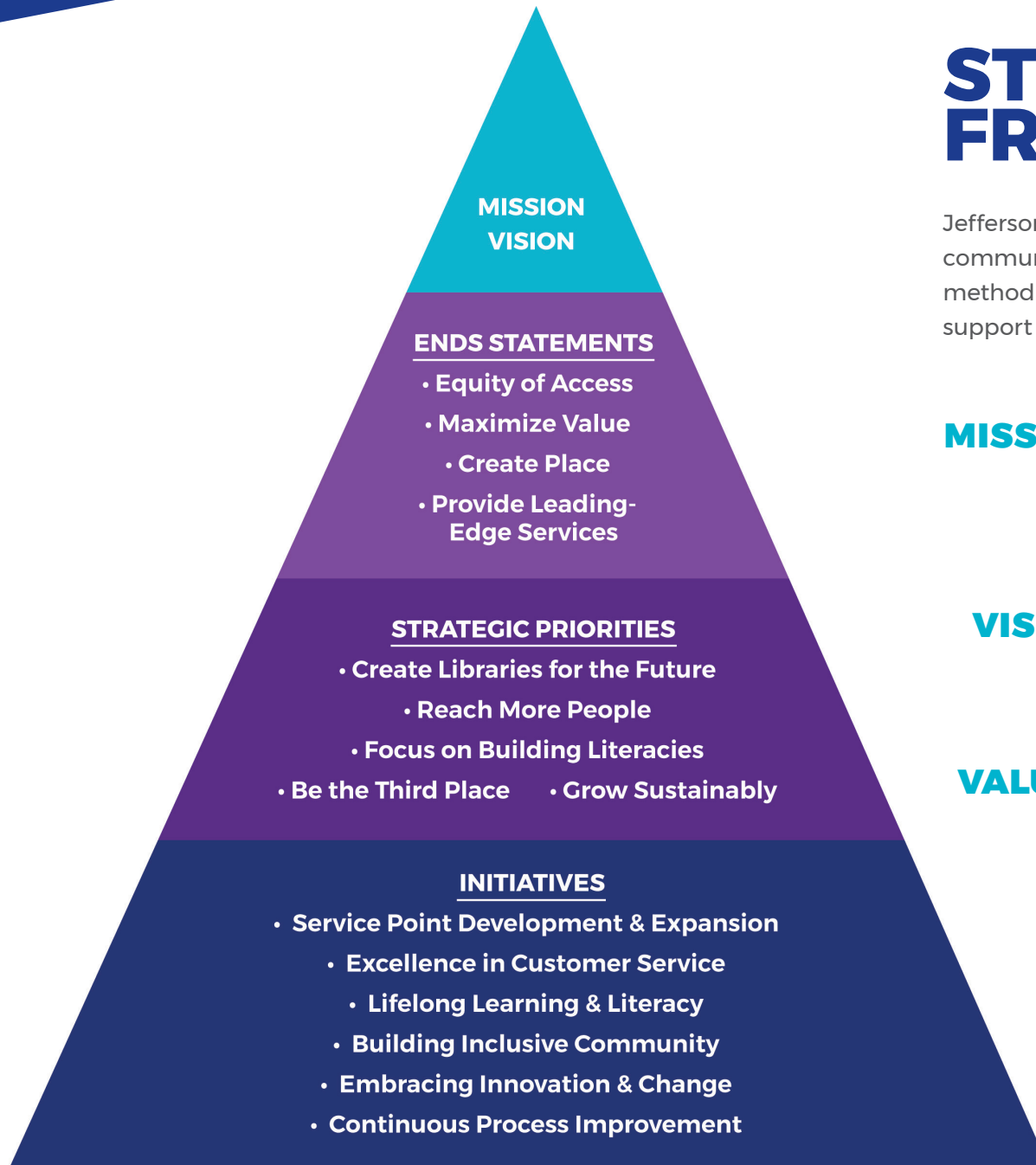
Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

## 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**





# 2023 STRATEGIC PROJECTS

A strategic project links to JCPL's strategic initiatives with the goal of making a full step change towards improvement of performance and outcomes.

## 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.

### 2023 MAJOR DELIVERABLES

1. Recommendation of new strategy
2. Execute on new strategy

## 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.

### 2023 MAJOR DELIVERABLES

1. Site proposed
2. Site acquired
3. Community Engagement Report
4. Program of Service Report
5. Library design initiated

# 2023 CRITICAL PROJECTS

A critical project is one that makes an incremental step towards improvement and achievement of goals.

## 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.

### 2023 MAJOR DELIVERABLES

1. Finalize Library Design
2. Complete Construction

## 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.

### 2023 MAJOR DELIVERABLES

1. Codify new roles and responsibilities for fundraising between JCPL and JCLF (MOU)
2. Set monetary objective for 2024 and 2029 years

## Conifer Opportunity

The purpose of this project is to evaluate and recommend library services for the Conifer area. The project will implement the recommended services. This project will ensure that JCPL services meets the needs of the Conifer community by providing equal access to information and opportunities, and being the essential destination where all generations connect, discover, and create.

### 2023 MAJOR DELIVERABLES

1. Market Analysis Report
2. Evaluation Plan
3. Community Engagement Report
4. Program of Service Report
5. Recommendation for Library Services
6. Design for Library Services

## 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.

### 2023 MAJOR DELIVERABLES

1. Finalize Design Standard
2. Implement Design Standard across All JCPL locations
3. Initiate Ops Center Assessment

## 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.

### 2023 MAJOR DELIVERABLES

1. Recommendation of new Collection Development Policy
2. Implement new vision for serving the public
3. Implement new patron communication plan
4. Integrate Diversity Equity and Inclusion (DEI) strategy for staffing with outward DEI initiatives
5. Implement new staff communication plan for DEI strategy and initiatives



## 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.

### 2023 MAJOR DELIVERABLES

1. Implement Year 2 Cohesive Creative Technology Programs master plan
2. Create a comprehensive suite of programs and services for Job Seekers and Entrepreneurs
3. Fully execute on a comprehensive suite of programs and services for Job Seekers and Entrepreneurs

## 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.

### 2023 MAJOR DELIVERABLES

1. Design Data Warehouse solution
2. Implement Document Management System
3. Complete prework to secondary data center

## 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.

### 2023 MAJOR DELIVERABLES

1. Install Holds Lockers at 4th location (offsite)
2. Create and execute a sustainability plan for offsite services





# 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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