



Jefferson County
PUBLIC LIBRARY
ALWAYS BE

2024

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

Jefferson County Public Library (JCPL) is pleased to roll out our 2024 Annual Plan, which is built on extensive research and invaluable community input, as well as insightful planning and sound judgment. Our strategic plan continues to successfully guide our extensive list of priorities, initiatives, and projects.

After careful reflection and review, JCPL Board of Trustees reaffirmed their end statements and JCPL leadership once again validated that our strategic priorities and initiatives continue to hold true.

The projects outlined in this document constitute JCPL's 2024 Annual Plan and detail the expected deliverables that will be achieved in 2024 within each of our strategic initiatives. 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 strategic long-term planning. This broader and longer approach 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 prepare 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

2024 STRATEGIC PROJECTS

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

PROGRAM

New Construction

PROJECT

South County Library

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.

2024 MAJOR DELIVERABLES

1. Engage realtor to identify suitable sites
2. Identify short list of sites
3. Recommend site to Board of Trustees

PROGRAM

New Construction

PROJECT

Northwest Jeffco Library

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.

2024 MAJOR DELIVERABLES

1. Submit rezoning application
2. Select architect
3. Facilitated community engagement
4. Acquire site
5. Program of Service
6. Start design development



PROGRAM

Expand Offsite Services

PROJECT

4th Hold Pick-Up Location

Install a 4th holds locker in the community using the criteria developed for placing holds locker and using the evaluation from the sustainability plan. Expanding and improving these services will create equity in access to physical library resources.

2024 MAJOR DELIVERABLES

1. Complete installation of offsite holds lockers

PROGRAM

Building Redesign

PROJECT

Evergreen Library

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.

2024 MAJOR DELIVERABLES

1. Complete construction
2. Move in
3. Reopen to the public

PROGRAM

Building Redesign

PROJECT

Arvada Library

Redesign this urban/suburban library for the future in order to reach more people, focus on building literacies and be the third place in this community.

2024 MAJOR DELIVERABLES

1. Facilitated community engagement
2. Program of Service
3. Design development
4. Identify alternative services location

PROGRAM

Expand Offsite Services

PROJECT

South County Express Library

Be an interim solution for library services until the destination library can be built. Due to the anticipated timeframe of 3-5 years before a destination library will open, the library wanted to find options to increase access to library services for this underserved area of the county. The Express Library creates a self-service location for the full library experience with an emphasis on convenience, allowing patrons to access library materials, services, and technology such as computers and copiers without staff onsite.

2024 MAJOR DELIVERABLES

1. Secure funding
2. Identify site location
3. Tenant finish

PROGRAM

Building Opportunities

PROJECT

Conifer Library

Evaluate and recommend library services for the Conifer area and implement the recommended services. This project will ensure that JCPL services meet 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.

2024 MAJOR DELIVERABLES

1. Acquire or lease location
2. Program of Service
3. Design development





PROGRAM

Create a Radically Welcoming JCPL - Public

PROJECT

New Collection Development Policy

Review and revise the Library's Collection Development Policy and Material Reconsideration guidelines to ensure that the Jefferson County community will have access to resources that allow them to connect, discover and create. Ensure that our policies and guidelines continue to represent JPCL Mission, Visions and Values and that our collection continues to represent all of our community.

2024 MAJOR DELIVERABLES

1. Research Report – Library Policy Comparative Study
2. Revise Collection Development Policy
3. Revise Material Reconsideration Request

PROGRAM

Artificial Intelligence Strategy

Develop an AI program that enhances productivity and decision-making, while ensuring inclusivity, transparency and accountability. Seek to understand and utilize solutions that positively impact internal and external stakeholders, and the county public at large, while championing the values of integrity, diversity and sustainability in the ever-evolving landscape of artificial intelligence.

2024 MAJOR DELIVERABLES

1. Develop AI staff and patron policies and guidelines
2. Feasibility study for implementing AI solutions
3. AI pilot program

PROGRAM

Advance Digital Equity and Inclusion

PROJECT

Digital Literacy Collaboration (ARPA)

Help ensure all individuals and communities, including the most disadvantaged, have access to and use of information and communication technologies.

2024 MAJOR DELIVERABLES

1. Completed phases 1-3
 - Order equipment
 - Conduct school and community group training
 - Produce reporting
 - Evaluation plan
 - Conduct and present a Think/Make/Check evaluation
2. Final accounting and reporting requirement

PROGRAM

Advance Community Literacy

PROJECT

Imagination Library

Support the strategic initiative and the project management portfolio of Advance Community Literacy. Imagination Library Colorado (ILCO) launched statewide in November 2021 with SB20-185 and Governor Polis' proclamation of Family Literacy Month. The Vision of ILCO is to be a champion of early childhood literacy in Colorado so that all children start school ready on day one.

2024 MAJOR DELIVERABLES

1. Determine fiscal agent
2. Identify zip codes and supportive organizations
3. Strategy for long-term organizations
4. Recommend JCPL involvement and resources
5. Initiate the pilot program.

PROGRAM

Create a Radically Welcoming JCPL - Staff

PROJECT

All Staff Compensation Strategy

Analyze the current JCPL compensation plan, create a compensation philosophy and policy, develop a new plan for all JCPL positions and incorporate changes into the 2025 budget.

2024 MAJOR DELIVERABLES

1. Compensation philosophy and policy for JCPL
2. Complete the compensation analysis
3. Apply findings to the 2025 salary budget

PROGRAM

Fundraising and Development

JCPL is successful at raising outside funding beyond property tax revenue sources, focusing on opportunities in grant writing over \$25,000 and major gifts in order to enhance programs, projects and services. This program will contribute to the sustainable growth of JCPL by reducing the amount of property tax funds needed for programs, projects and services. This program will modernize JCPL practices by exploring and implementing a new structure, approach and system for raising outside funds, using outside counsel for fundraising activities. As a differentiator, JCPL will set a higher target for annual fundraising than Jefferson County Library Foundation (JCLF), our fundraising partner.

2024 MAJOR DELIVERABLES

1. Outsource fundraising counsel
2. Two-Year fundraising plan
3. Codify separate fundraising portfolios for JCPL and JCLF
4. Pilot foundation relations and grants program
5. Fundraising evaluation

PROGRAM

Create a Radically Welcoming JCPL - Staff

PROJECT

Talent Pipeline Development

JCPL will expand leadership development programs to prepare employees to take on greater and more diverse leadership roles for the future, create a talent pipeline and develop a strategy to pass leadership roles on to another employee or group of employees.

2024 MAJOR DELIVERABLES

1. DEI training to JCPL leadership teams
2. Deliver JCPL leadership academy
3. Create a leadership book club
4. Leadership lunch and learn
5. Conduct a talent pipeline assessment with Directors Team

PROGRAM

Accelerate Our Building Program

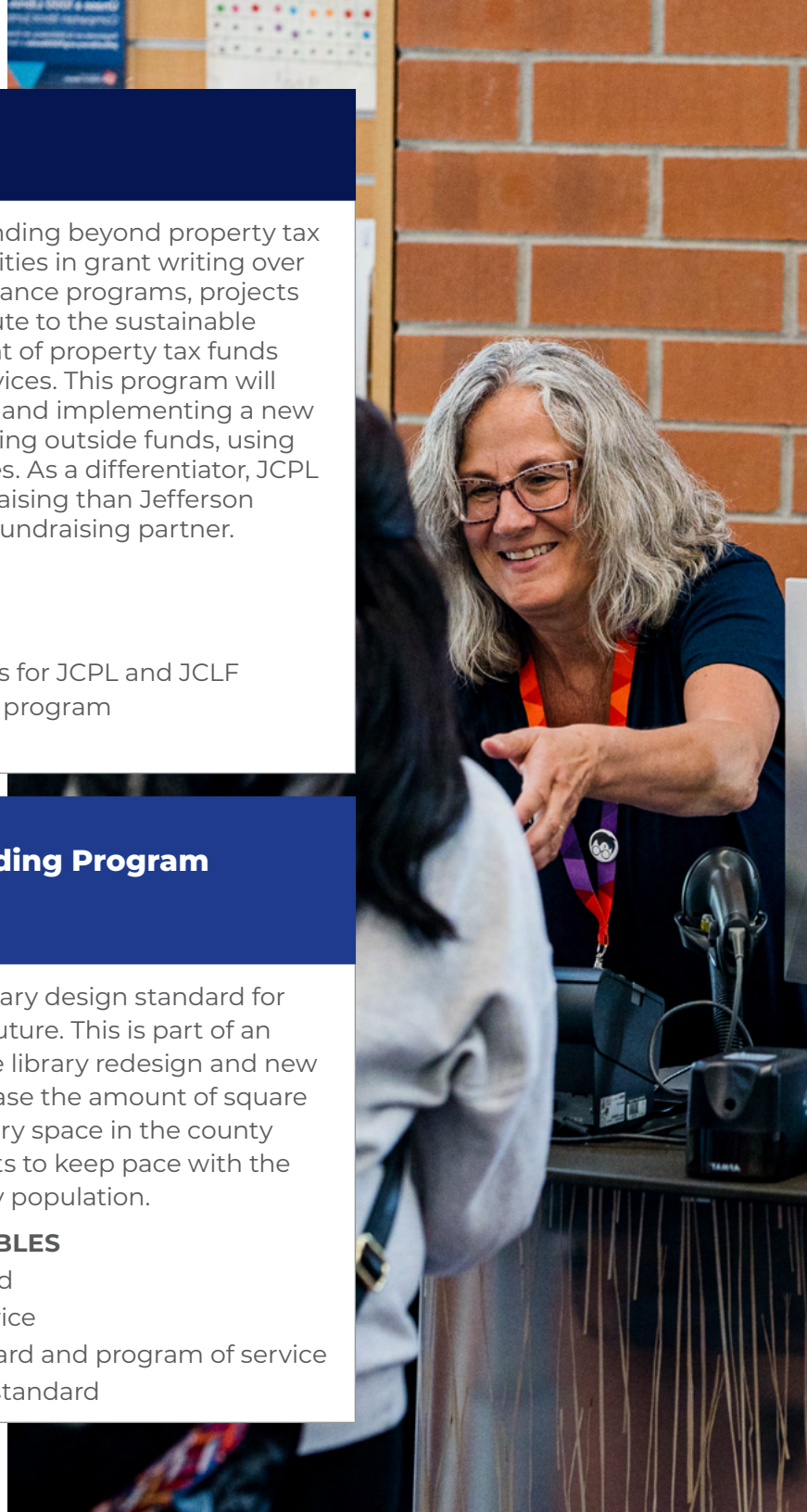
PROJECT

Design Standard

Establish a new JCPL Library design standard for creating libraries for the future. This is part of an overall effort 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 to keep pace with the growing Jefferson County population.

2024 MAJOR DELIVERABLES

1. Finalize design standard
2. Revise Program of Service
3. Integrate design standard and program of service
4. Operationalize design standard





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.



Jefferson County
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