



Jefferson County  
**PUBLIC LIBRARY**  
ALWAYS BE

# 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**

Jefferson County Public Library (JCPL) is pleased to share our 2025 strategic plan, which is built on extensive research and valuable 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's Board of Trustees reaffirmed their end statements and leadership once again validated that our strategic priorities and initiatives continue to hold true.

The strategic plan structure organizes JCPL's projects into programs, under which related projects are grouped. The outcomes of these programs contribute to umbrella portfolios named after JCPL's high-level initiatives. This alignment provides a targeted focus for all JCPL efforts, allowing us to directly link each outcome to its impact on an initiative.

The projects outlined in this document constitute JCPL's 2025 Annual Plan and detail the deliverables expected to be achieved this year within each of our strategic initiatives. We also invite you to **view our companion budget document**. JCPL understands the importance of strategic long-term planning and how it supports and guides our work. 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.

This is the final year of JCPL's current strategic plan and efforts to create our 2026+ Strategic Plan are well underway. **View updates on the strategic planning process here.**

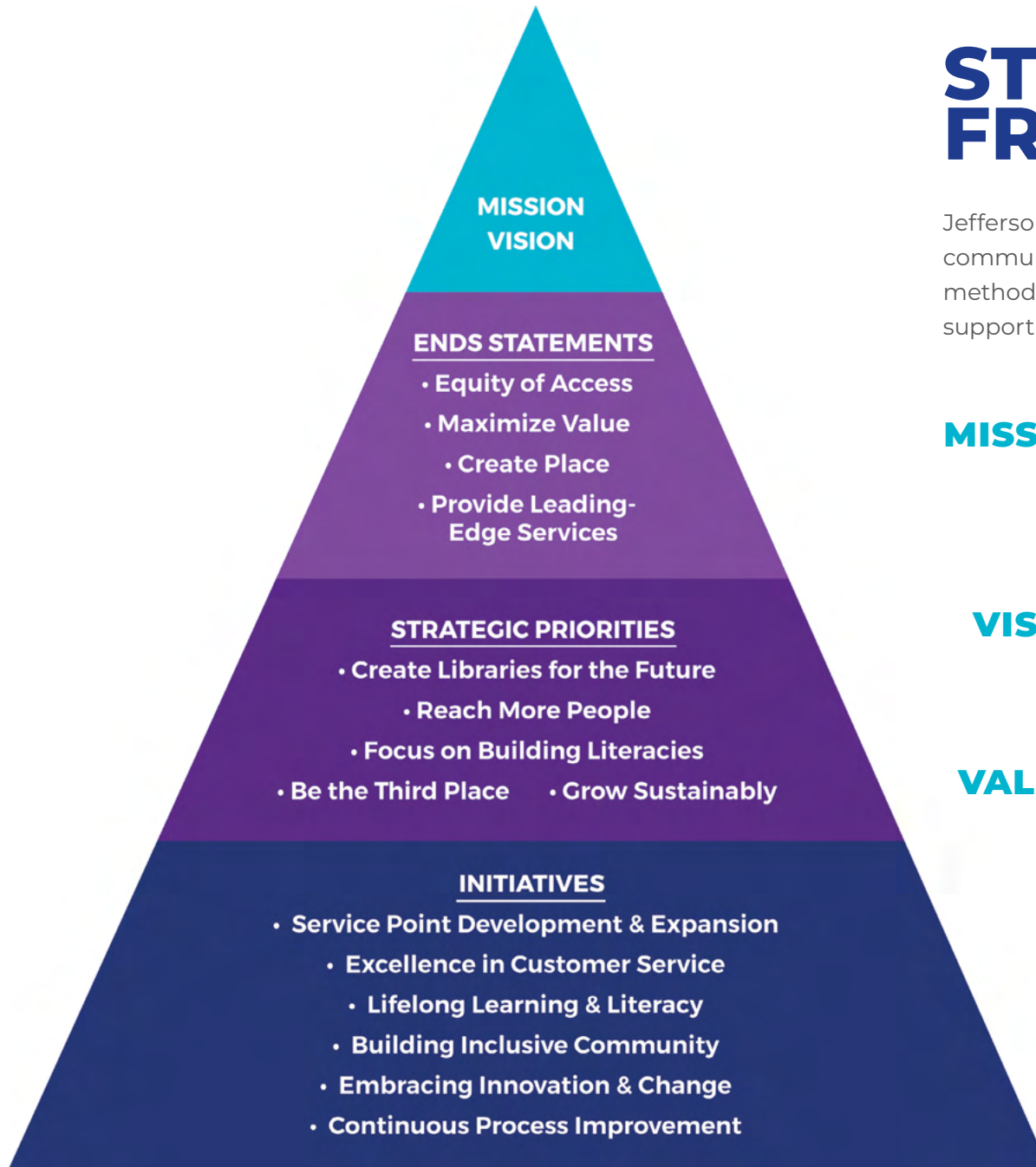
With gratitude,



**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

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

**EQUITY OF ACCESS**

**MAXIMIZE VALUE**

**CREATE PLACE**

**PROVIDE LEADING-EDGE SERVICES**

## Strategic Priorities

JCPL's strategic priorities reflect the primary objectives to be accomplished over five years, preparing us 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

Initiatives are JCPL'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**



# 2025 STRATEGIC PROJECTS

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

**PROGRAM**  
**South County**  
**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.

**2025 MAJOR DELIVERABLES**

1. Finalize Program of Service
2. Complete Design Development phase
3. Develop recommendations for interim uses
4. Investigate partnership opportunities
5. Initiate naming

**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.

**2025 MAJOR DELIVERABLES**

1. Finalize Design Development
2. Complete construction drawings with guaranteed maximum price (GMP)
3. Implement alternative service options
4. Begin construction
5. Initiate naming opportunities solicitation

**PROGRAM**

**New Construction**

**PROJECT**

**Northwest Jeffco Library**

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.

**2025 MAJOR DELIVERABLES**

1. Finalize Program of Service
2. Complete Design Development phase
3. Investigate partnership opportunities
4. Initiate grant & naming opportunities solicitation

**PROGRAM**

**A Radically**

**Welcoming User Experience**

Implement processes and tools that streamline and personalize the user experience for Library patrons.

**2025 MAJOR DELIVERABLES**

1. Develop standardized new patron onboarding process
2. Implement new patron onboarding plan
3. Identify tools for personalized patron experience
4. Implement tools for personalized patron experience

**PROGRAM**

**Tenant Finish**

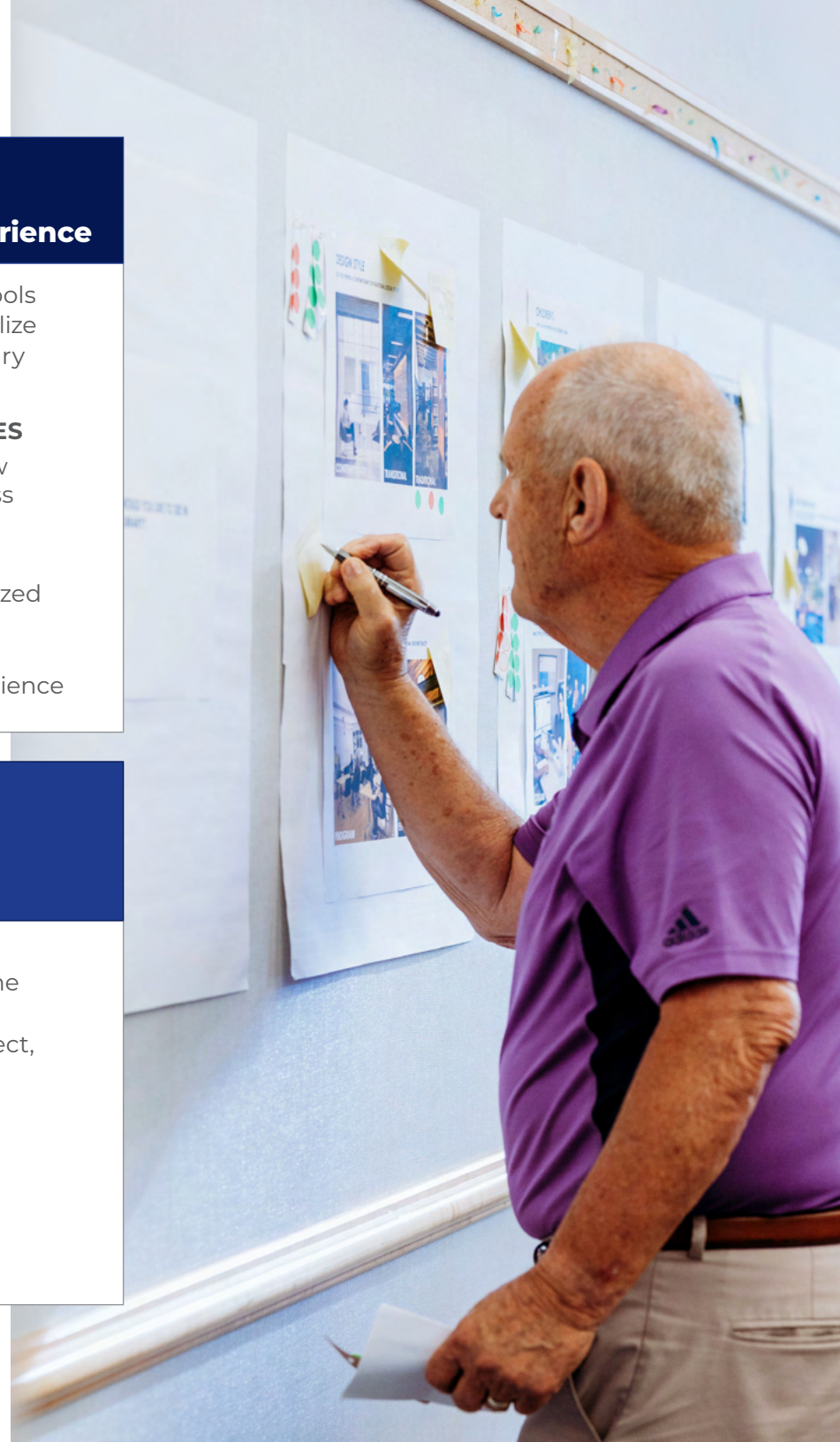
**PROJECT**

**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.

**2025 MAJOR DELIVERABLES**

1. Finalize construction documents with guaranteed maximum price (GMP)
2. Conclude intergovernmental agreement (IGA) with Conifer High School
3. Finalize grant & naming opportunities solicitation
4. Open new Conifer Library





**PROGRAM**  
**Creative Technologies**  
**PROJECT**  
**Creative Tech Mobile**

Provide a mobile creative technology lab that fosters innovation, creativity and hands-on learning.

**2025 MAJOR DELIVERABLES**

1. Finalize mobile lab design
2. Create mobile STEM curriculum
3. Investigate partnership opportunities

**PROGRAM**  
**Artificial Intelligence (AI) Strategy**  
**PROJECT**  
**AI Strategy Development**

Develop a comprehensive AI strategy that enhances library services for both patrons and staff. Integrate AI technologies to improve user experiences, staff operations use, support ethical standards and outline a clear roadmap for integrating AI technologies across business functions and patron experiences.

**2025 MAJOR DELIVERABLES**

1. Finalize AI Strategy
2. Initiate strategy implementation

**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 2026 budget.

**2025 MAJOR DELIVERABLES**

1. Complete compensation analysis
2. Integrate findings into Collective Bargaining Agreement (CBA)
3. Integrate findings into 2026 budget

**PROGRAM**  
**Digital Accessibility**

Develop comprehensive digital accessibility guidelines so that digital content produced by the organization is accessible to individuals with disabilities. Create clear, consistent and user-friendly design elements that align with the organization's branding while adhering to accessibility best practices.

**2025 MAJOR DELIVERABLES**

1. Create JCPL-specific digital accessibility guidelines
2. Meet 2025 digital accessibility requirements across platforms

**PROGRAM**

**Fundraising Development**

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.

**2025 MAJOR DELIVERABLES**

1. Complete 2024-2025 Fundraising Plan
2. Develop a 3-5 year fundraising plan
3. Create a fundraising plan for 2026

**PROGRAM**

**Collective Bargaining**

**PROJECT**

**Collective Bargaining Agreement**

Create a Collective Bargaining Agreement (CBA) with AFSCME.

**2025 MAJOR DELIVERABLES**

1. Integrate economic impacts into 2026 budget
2. Finalize CBA
3. Obtain Board of Trustees approval of CBA
4. Obtain Board of County Commissioners approval of CBA

**PROGRAM**

**JCPL Long-Term Plan**

**PROJECT**

**2026+ Strategic Plan**

Create a strategic plan for years 2026 and beyond to guide organizational efforts.

**2025 MAJOR DELIVERABLES**

1. Refined Mission, Vision and Broad Goals framework
2. Finalize 2026+ strategic plan







# SUCCESS MEASURES AND TARGETS

Jefferson County Public Library utilizes industry measures and benchmarking to track progress in meeting our commitment to the public, and to determine how JCPL compares to other peer libraries. 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 at [jeffcolibrary.org/budget-strategy-finance](https://jeffcolibrary.org/budget-strategy-finance).



Jefferson County  
**PUBLIC LIBRARY**

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