



Jefferson County  
**PUBLIC LIBRARY**



# 2026-2029 STRATEGIC PLAN



# A MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Patrons and Partners,

As we look ahead to the future of Jefferson County Public Library (JCPL), I'm proud to share our new Strategic Plan. This roadmap will guide our work, focus our efforts and help us continue to serve our community with purpose and impact.

For JCPL, strategic planning is more than a document, it's a public commitment. It's a promise to align our resources, programs and services with the evolving needs of the people we serve. This process helps us stay grounded in our mission while remaining agile and forward-thinking in a rapidly changing world.

This plan was shaped through meaningful collaboration, not only among our Board and staff, but with you, our community. Your voices, ideas and aspirations were central to this process. Through surveys, conversations and listening sessions, we gained valuable insight into what matters most to you. That input helped us define a clear vision for the future, setting a new mission, vision, broad organizational goals and strategic objectives that reflect our shared values and priorities.

Together, we've crafted a plan that is both ambitious and achievable. It reaffirms our commitment to access, equity, lifelong learning and community connection. It challenges us to innovate, to grow and to continually deepen our impact.

Thank you for being part of this journey. Your engagement and support are what make our library not just a place, but a cornerstone of community, connection and possibility.



JCPL Executive Director



**Kim Johnson**

Board Chair



*"Please keep the wonderful humans who make the library what it is. I can get a book anywhere, but I know my library has people I trust to help me."*

# STRATEGIC PLAN OUTREACH PROCESS

To lay a strong foundation for our 2026–2029 Strategic Plan, JCPL undertook a comprehensive and inclusive outreach process designed to engage our staff, patrons and community stakeholders. This effort included in-depth interviews with 32 community partners, ranging from municipal leaders to health and human service professionals to local advocates, which offered a wide-ranging perspective on the Library's evolving role in the community.

In addition, 8,391 individuals shared their insights through a community-wide survey, providing valuable feedback that helped us identify key insights and priorities.

The data gathered through these conversations and surveys informed every stage of our planning process, shaping the development of updated Mission and Vision statements and guiding the creation of our Board Ends and Strategic Objectives.

This strategic plan is a reflection of our community's voice and a testament to our shared commitment to the growth, relevance and meaningful impact libraries have in our community.



# WE LISTENED

As a result of JCPL's in-depth listening efforts, five key insights rose to the top.



## Library Services

- Physical materials remain highly valued
- Digital resource usability and awareness need improvement

## Programs & Events

- High demand for expanded adult and older adults programming (e.g. tech training, career workshops)
- Libraries viewed as hubs for connection and tailored learning opportunities

## Facilities & Accessibility

- Modernized spaces, more locations and extended hours needed
- Off-site services (e.g. express libraries, holds lockers) appreciated for accessibility

## Community Vision

- Libraries seen as hubs for learning, connecting and safety during crises
- Adapting to changing demographics and climates is key for success

## JCPL Staff & Leadership

- Staff praised for dedication and expertise



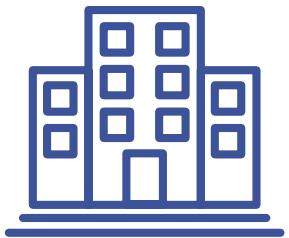
**8,391**  
completed  
survey  
responses



**54%**  
see the library  
as a place for  
lifelong learning  
& skill building



**34%**  
of respondents  
use library  
services weekly



 **29%**

said library programs  
and outreach enhance  
quality of life



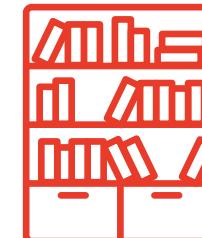
 **34%**  
ranked physical materials  
as a valuable library service



 **25%**  
ranked digital materials as  
a valuable library service

 **32%**  
of respondents  
wanted more  
programs

 **29%**  
saw additional  
adult programs  
as a priority



**27%**  
wanted expanded  
library materials  
(books, digital  
media, etc.)



*"Libraries have been  
magical to me since I  
was a child. Thank you  
for what you all do!"*

# MISSION AND VISION

Through a deeply collaborative process built on community feedback, JCPL's Board of Trustees and Executive Director created new Mission and Vision statements. These words reflect our organization's enduring aspirations. JCPL will use these guiding principles to create clarity and inspire continued growth and engagement with and for our community.



## MISSION

*Jefferson County Public Library enriches lives and our community by providing equitable and free access to information, experiences and opportunities.*

## VISION

*Jefferson County Public Library is an essential place in our community for connection, learning, discovery and creation. Everyone belongs. Everyone feels welcome.*



# BOARD ENDS

JCPL's Board Ends—broad organizational goals—serve as the foundation for our organizational direction, guiding our work and shaping our priorities. They provide a strategic lens through which we evaluate initiatives, allocate resources and make informed decisions—aligning with our mission and providing a clear benchmark for measuring success.

## Equity of Access



*JCPL actively identifies and removes barriers to library services, providing convenient and free access to information and resources for all.*

## Creating Place



*Our libraries are safe and accessible spaces that bring people together, encourage discovery and where everyone belongs.*



## Our People

*We empower our team members with the resources, opportunities and culture to thrive and serve our community.*

## BOARD ENDS



### Equity of Access



### Creating Place



### Our People

## STRATEGIC OBJECTIVES

**Increase Community Use of Their Library**

**Bridge Gaps to Access**

**Make Every Visit an Exceptional Experience**

**Shape Services & Spaces to Encourage Learning & Discovery**

**JCPL is an Employer of Choice**

**Employees are Equipped to Deliver on our Promises to our Community**



## Equity of Access

*JCPL actively identifies and removes barriers to library services, providing convenient and free access to information and resources for all.*

1

## Increase Community Use of their Library

Jeffco residents feel a genuine pull to regularly use the library. What we offer as the library enriches their lives.

2

## Bridge Gaps to Access

Each element of JCPL service is designed, delivered and promoted to create the opportunity for everyone to participate. Our tax-supported services are provided free of charge.





# Creating Place

*Our libraries are safe and accessible spaces that bring people together, encourage discovery and where everyone belongs.*





## 3

### Make Every Visit an Exceptional Experience

We treat patrons as welcome guests at every point of contact, creating experiences and spaces that meet or exceed their needs. Individually and as a community, patrons recommend their library as a safe and trusted resource.

## 4

### Shape Services & Spaces to Encourage Learning & Discovery

We approach service and space design with a focus on learning for all ages, backgrounds and abilities. JCPL is known to be a safe place to explore and incubate ideas together.



## Our People

We empower our team members with the resources, opportunities and culture to thrive and serve our community.

5

## JCPL is an Employer of Choice

JCPL understands and takes action on what draws people to work here. Together, we intentionally build a culture of belonging for all.

6

## Employees are Equipped to Deliver on our Promises to our Community

JCPL staff are trained, supported and encouraged to succeed in their role, with a team focus on meeting the library's mission.





*"I'm very impressed  
with the number of  
services, programs and  
resources now available.  
Keep them going!"*



# JCPL VALUES

Values express how we work, serve and lead as a library system. These values will drive employee engagement and JCPL culture in the years ahead and build upon our community reputation for excellence.

How we show up at work:

## INTEGRITY

Acting with honesty, consistency and strong moral principles — even when no one is watching.

## COLLABORATION

Working jointly with others, leveraging diverse strengths to achieve shared goals.



How we treat others:

## RESPECT

Valuing others by recognizing their dignity, perspectives and contributions.

## INCLUSION

Fostering a culture where diverse perspectives are welcomed, equity is prioritized and belonging is built into every experience.





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