



Jefferson County
PUBLIC LIBRARY



2026

— ANNUAL —
STRATEGIC PLAN



A MESSAGE FROM THE EXECUTIVE DIRECTOR

Jefferson County Public Library (JCPL) is pleased to share our 2026 Annual Strategic Plan. This plan, which includes a focused set of projects that represent our most significant public-facing and organizational commitments for the year, will actively move JCPL toward meeting the Board Ends - broad organizational goals set by the Board.

The annual plan projects are organized under the strategic objectives that best reflect where the work is occurring in 2026, creating a clear line of accountability between Board intent, annual execution and measurable progress. This approach allows multi-year initiatives to move across objectives as their focus evolves, and it enables the annual plan to accurately represent the outcomes JCPL intends to deliver in a given year.

In 2026, our team will focus on a variety of important initiatives including advancing the Arvada, Deer Creek and Northwest Jeffco Library projects, expanding our Creative Technology services and experiences and providing a radically welcoming user experience to new patrons. We will also evaluate library service needs in Wheat Ridge, increase our focus on Digital Accessibility and Artificial Intelligence and begin efforts to select a new Integrated Library System (ILS). Implementing our new Collective Bargaining Agreement (CBA) is also a high-priority project for our team. We look forward to the positive impact these efforts will have on our organization!

In addition to these projects, JCPL carries out a wide range of operational, programmatic and internal work that supports the mission of the organization and achievement of these goals.

We are excited for the important work ahead of us in 2026. We also invite you to view [our companion budget document](#).

With gratitude,

Donna Walker

JCPL 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 the projects and deliverables that support our broad goals and strategic objectives.



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.



VALUES

Our 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. Our values are integrity, collaboration, respect and inclusion.

BOARD ENDS

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

STRATEGIC OBJECTIVES

JCPL's strategic objectives reflect our primary areas of focus for the next four years, preparing us for long-term challenges and successes.



Equity of Access

Increase Community Use of Their Library

Bridge Gaps to Access



Creating Place

Make Every Visit an Exceptional Experience

Shape Services & Spaces to Encourage Learning & Discovery



Our People

JCPL is an Employer of Choice

Employees are Equipped to Deliver on our Promises to our Community



2026 STRATEGIC PROJECTS

Jefferson County Public Library's strategic objectives guide our decision-making and help us select the projects for organizational focus.



Equity of Access:

Increase Community Use
of Their Library

PROJECT

A Radically Welcoming User Experience

Build library awareness and create positive connections with new residents and first-time users through consistent, proactive and welcoming onboarding experiences, increasing library card adoption and usage.

MAJOR DELIVERABLES

1. Reinstate welcome postcards to new residents
2. Standardize the content and design of onboarding materials
3. Implement new patron surveys
4. Design and launch library card sign-up campaign
5. Begin offering library card sign-up opportunities at signature events

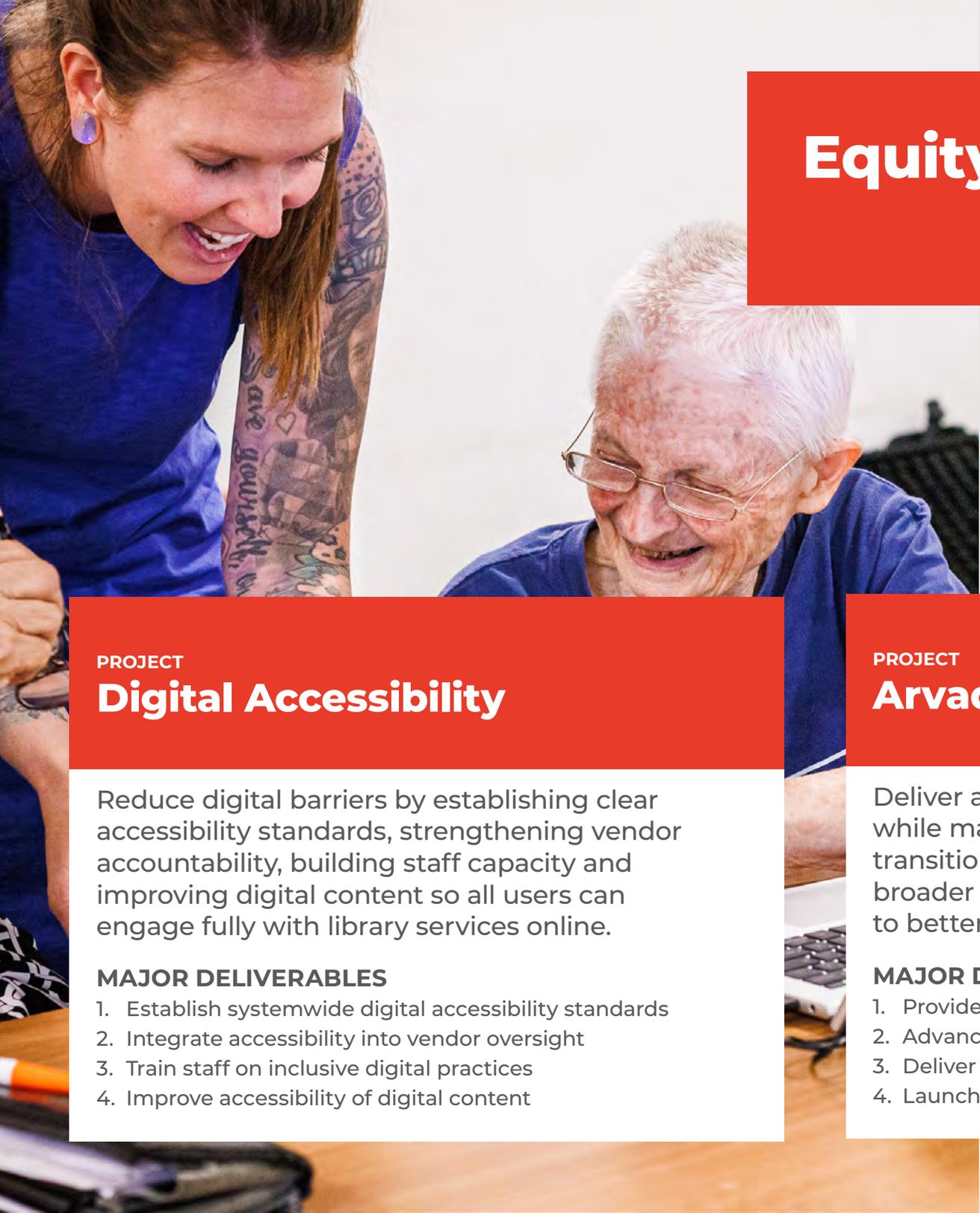
PROJECT

Deer Creek Library

Establish a new library presence in an underserved area of the county by advancing design and construction approvals, initiating construction and providing interim services that support community use as the permanent facility is developed.

MAJOR DELIVERABLES

1. Complete design development
2. Complete construction documents
3. Approve Guaranteed Maximum Price (GMP)
4. Begin construction
5. Provide interim library services



Equity of Access:

Bridge Gaps to Access



PROJECT

Digital Accessibility

Reduce digital barriers by establishing clear accessibility standards, strengthening vendor accountability, building staff capacity and improving digital content so all users can engage fully with library services online.

MAJOR DELIVERABLES

1. Establish systemwide digital accessibility standards
2. Integrate accessibility into vendor oversight
3. Train staff on inclusive digital practices
4. Improve accessibility of digital content

PROJECT

Arvada Redesign

Deliver a modernized library environment while maintaining access to services during transition, supporting families and the broader community as the facility evolves to better meet current and future needs.

MAJOR DELIVERABLES

1. Provide interim services during closure
2. Advance construction toward completion
3. Deliver Family Place grant requirements
4. Launch interim services



Creating Place:

Make Every Visit an
Exceptional Experience

PROJECT

Northwest Jeffco

Advance planning for a new library location by establishing project parameters and engaging the community to guide the development of a facility that expands access and supports long-term service delivery.

MAJOR DELIVERABLES

1. Confirm final building design
2. Confirm project pricing
3. Establish total project budget
4. Establish updated project timeline
5. Continue community outreach

PROJECT

Lakewood Library & Administration Refresh

Enhance the usability and inclusiveness of a major library and administrative facility by modernizing core spaces and infrastructure to better support public programs, meetings and day-to-day operations.

MAJOR DELIVERABLES

1. Replace shelving
2. Complete gender-inclusive restroom construction
3. Upgrade meeting room Audio-Visual system
4. Complete administrative areas reconfiguration

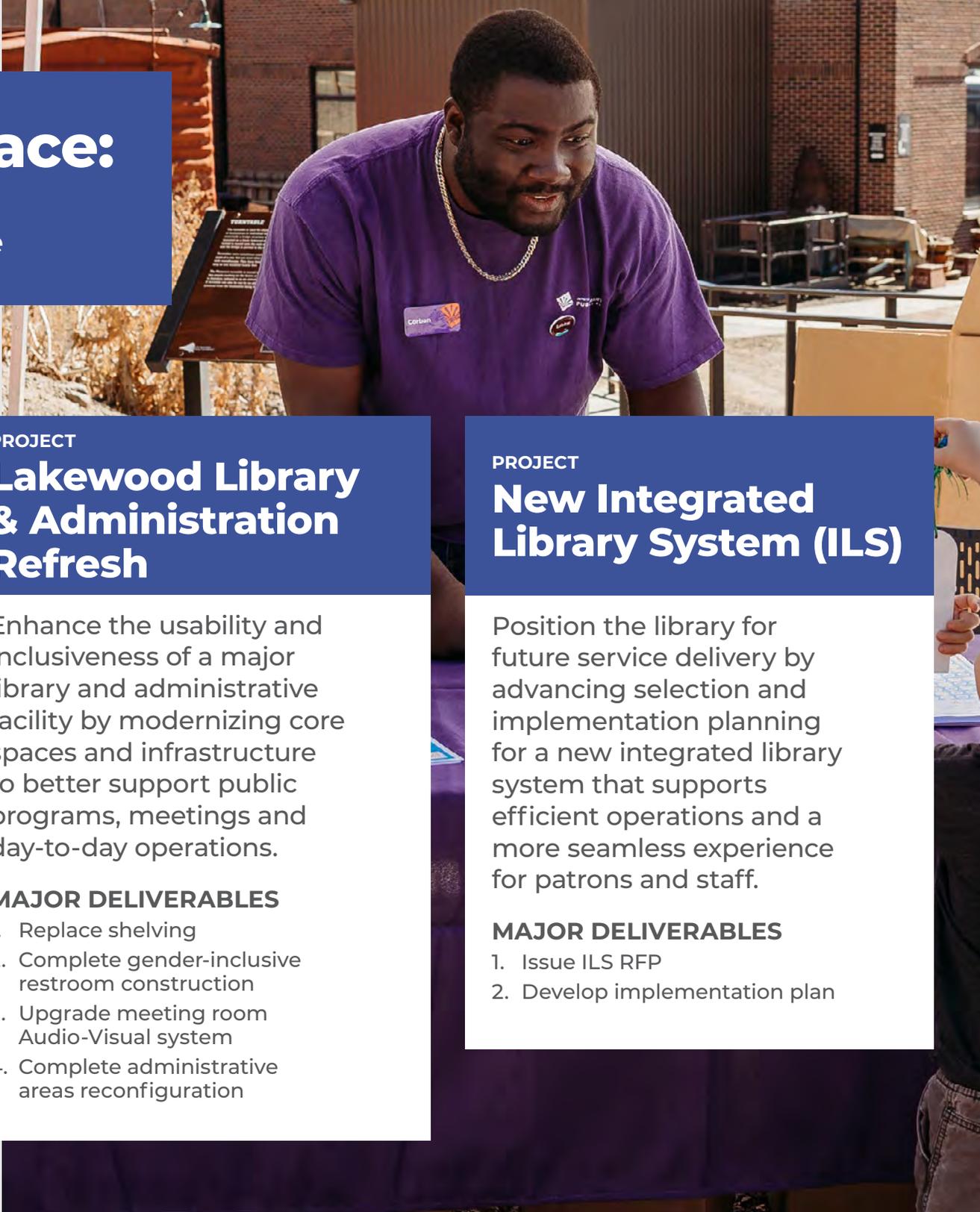
PROJECT

New Integrated Library System (ILS)

Position the library for future service delivery by advancing selection and implementation planning for a new integrated library system that supports efficient operations and a more seamless experience for patrons and staff.

MAJOR DELIVERABLES

1. Issue ILS RFP
2. Develop implementation plan





Creating Place:

Shape Services and Spaces to
Encourage Learning and Discovery



PROJECT

Wheat Ridge Library Services

Clarify how the library system will expand or deliver services in Wheat Ridge, guided by community priorities and long-term sustainability, to inform future decisions about access, partnerships and service delivery.

MAJOR DELIVERABLES

1. Define library service needs
2. Recommend a library service model
3. Explore service options through partnerships
4. Complete community engagement

PROJECT

Expand Creative Technology Learning

Advance the library's role in supporting creativity, innovation and digital skill development by expanding access to emerging technologies and learning experiences across the community.

MAJOR DELIVERABLES

1. Extend existing Create Space hours to align with library operations
2. Design Creative Technology mobile vehicle
3. Commence vehicle build and outfitting
4. Expand creative technology programs for in library
5. Plan creative technology mobile services

PROJECT

AI Innovation and Engagement Strategy

Integrate artificial intelligence (AI) into library operations and services in responsible, practical ways that enhance staff capacity, support patrons and position the library to adapt to emerging technologies.

MAJOR DELIVERABLES

1. Implement an AI strategy
2. Deploy AI tools for staff workflows
3. Deploy AI tools for patron services
4. Build staff AI literacy through training and guidance
5. Deliver AI programs and assist patrons with AI use



Our People:

JCPL is an Employer of Choice

Employees Are Equipped to Deliver on Our Promises to Our Community

PROJECT

Collective Bargaining Agreement (CBA)

Complete ratification of the collective bargaining agreement through all required governing bodies.

MAJOR DELIVERABLES

1. Ratify CBA with American Federation of State, County and Municipal Employees (AFSCME)
2. Obtain Board of Trustee approval
3. Obtain Board of County Commissioners approval

PROJECT

Collective Bargaining Agreement (CBA) Implementation

Implement the ratified collective bargaining agreement by updating policies, procedures, training and required committees.

MAJOR DELIVERABLES

1. Update internal policies to meet contract requirements
2. Update operating procedures to meet contract requirements
3. Train supervisors on CBA impacts
4. Establish ongoing supervisor training
5. Launch contractually required committees

PROJECT

Staffing Analysis

Conduct a third-party staffing analysis to assess current structures and inform future staffing decisions.

MAJOR DELIVERABLES

1. Initiate third-party staffing analysis
2. Collect leadership input on strategic staffing issues
3. Assess staffing structures and opportunities

SUCCESS MEASURES AND TARGETS

Jefferson County Public Library utilizes industry measures and benchmarking to track progress on 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**



POTENTIAL METRICS

Some projects may identify potential metrics intended to help demonstrate how the project contributes to progress toward the associated objective. These potential metrics are used to illustrate possible ways movement toward an objective could be observed or described as work advances.

Potential metrics may evolve over time. Their purpose is to support understanding of how individual projects are expected to contribute to broader objectives, rather than to establish fixed performance targets or formal evaluation criteria.

Results for these measures are shared each year in our annual report:

jeffcolibrary.org/annual-reporting



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