



## Assessing and Aligning a Library's Systems and Organization for the Future

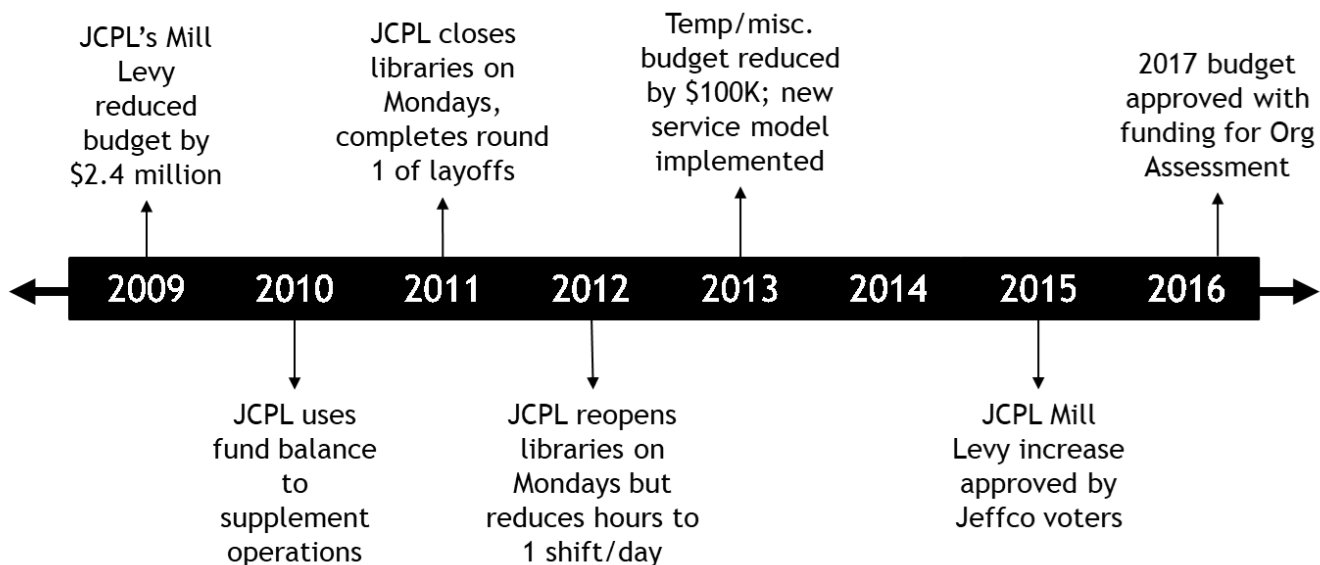
Jefferson County Public Library (JCPL)

June - December 2017

### Situation

JCPL had not conducted an organizational assessment in many years. During the economic downturn of 2009 - 2011, it saw a budget decrease of \$2.4 million, which resulted in a reduction in the hours of operation, a reduction in the number of employees, and a reduction in the services offered. In 2015, Jefferson County, Colorado (JeffCo) residents approved a Mill Levy, increasing the funds available to JCPL and the expectations of improving and expanding Library services.

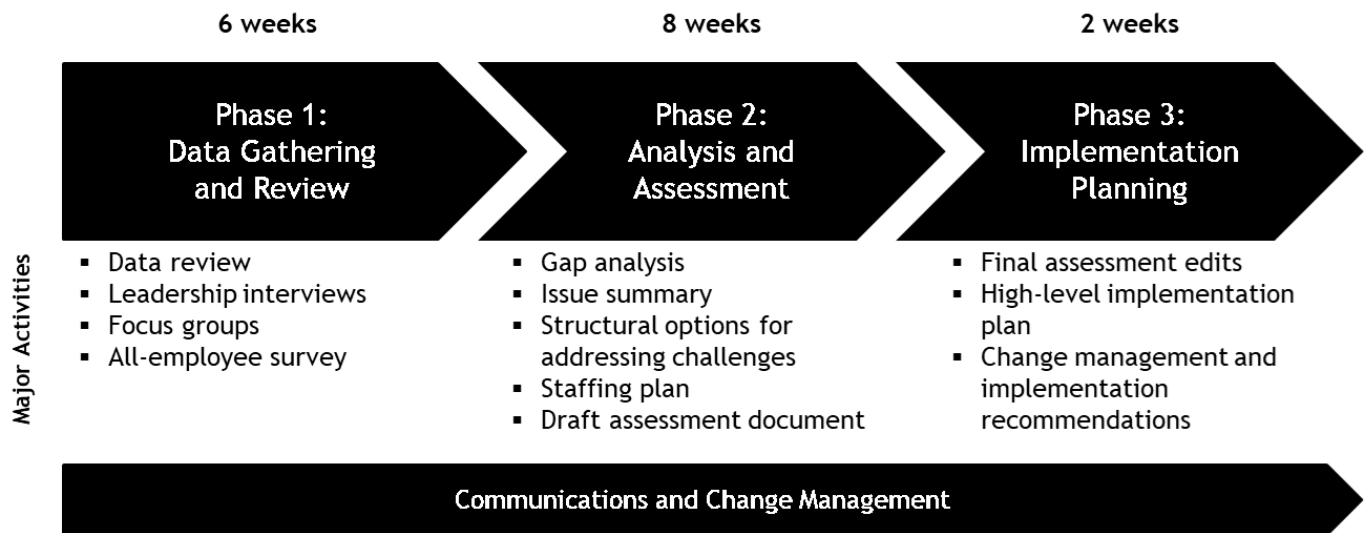
## Background History



JCPL created an aggressive strategic plan and sought to align resources to meet the needs of a growing and demographically changing County. JCPL hired GPS to partner with them in conducting an organizational analysis.

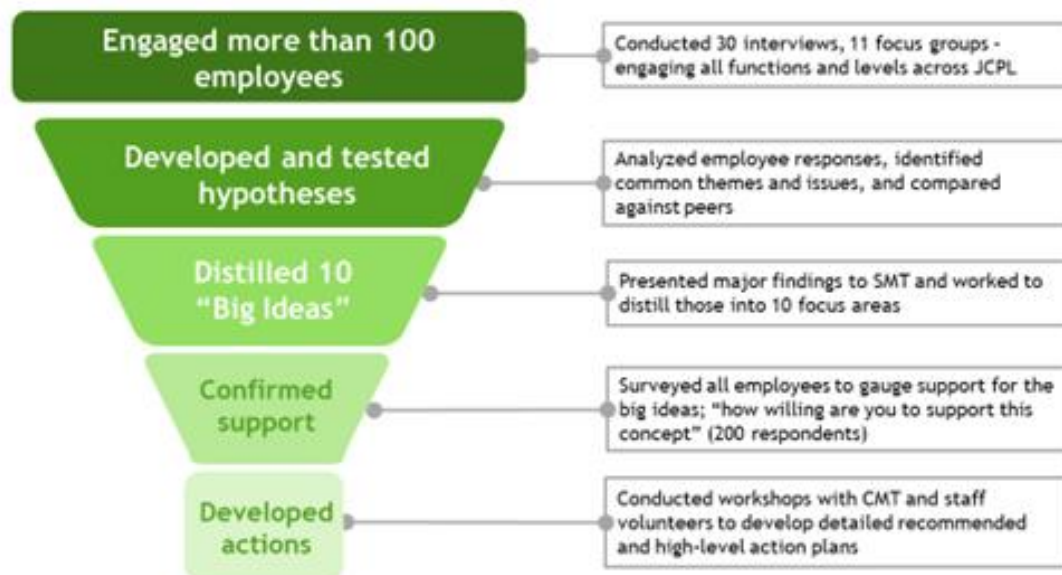
### Approach

GPS designed a three-phase process to gather and review data and employee input, analyze and assess workload and organizational structures, and produce a final report with 10 consensus recommendations summarizing the situation, issues, rationale, impact/benefit, and proposed action steps. GPS used a highly engaging and collaborative approach, including drafting messaging about the project for the employee newsletter to generate awareness and allow employees to ask questions and provide feedback.



Facilitated 11 internal staff focus groups (engaging more than 100 employees) to identify what was working well and what should be stopped or changed, known gaps, and needs to achieve JCPL’s strategic goals. GPS facilitated five (5) workshops with the senior management team and three (3) workshops with the larger management team to identify a new organizational structure that better-aligned resources and helped JCPL achieve its strategic goals.

As noted in the graphic below, GPS also compared JCPL’s performance to their peers and assigned peer group rankings for the library collection, visits, circulation, programs, operating expenditures on staff, and staffing levels. The results indicated that JCPL’s staffing levels ranked near the bottom, but their circulation, turnover, and program offerings were near the top.



Note: Focus group inputs that were not related to Organization Structure and Staffing were captured in a "Parking Lot" and provided to SMT members for further action. A number of suggestions are already in progress and those will be communicated to employees via Green Sheets.



Before drafting the final report, GPS developed, deployed, and analyzed an all-employee survey to gauge buy-in on the 10 recommendations JCPL leadership is considering for implementation. GPS also determined an estimate of the resources needed to implement the recommendations and a high-level implementation plan, which recommended a three-year, three-phase approach for implementing the 10 consensus recommendations.

***Results***

- Defined the future organizational structures that promoted cross-collaboration and accelerated the achievement of strategic and operational goals.
- The final recommendations were presented to and unanimously accepted by JCPL's Board