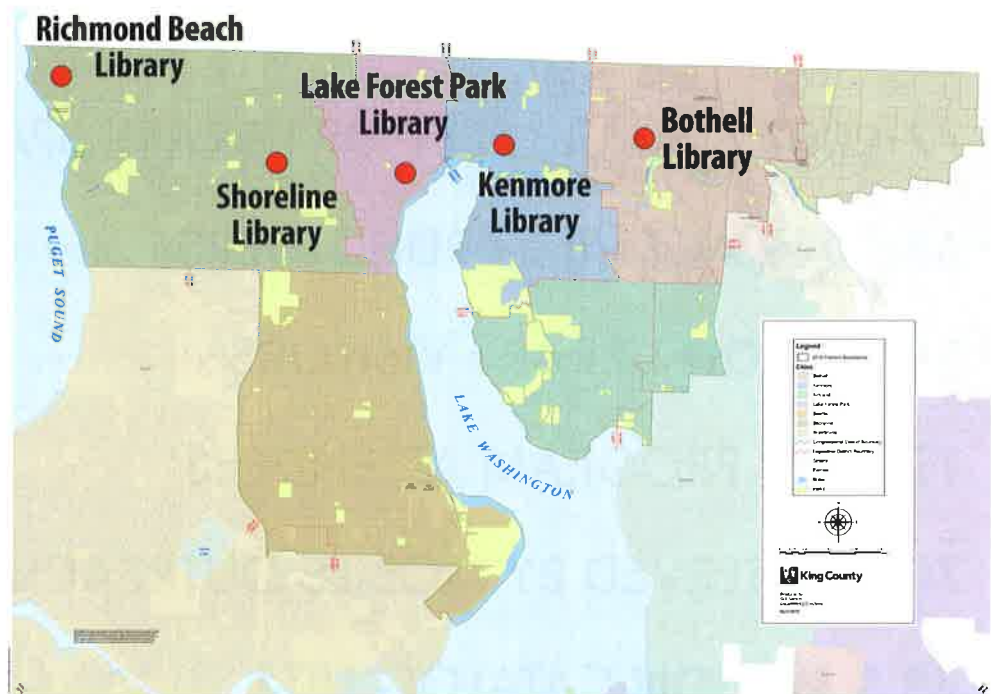


# KCLS: Serving Residents in District 1



Rod Dembowski



## KCLS Highlight Program

The **Girls Who Code Club** at Bothell Library drew girls in grades 6-12 interested in learning computer-coding skills. Classes are taught by volunteers, using a free online curriculum.

**40 STUDENTS**

**28 VOLUNTEERS**

**457 HOURS VOLUNTEERED**

Partner | Girls Who Code, a national nonprofit organization



## 2018 Statistics at District 1 Libraries (5)

**1,085,373 VISITORS**

**77,374 CARDHOLDERS**

**2,307,318 CHECKOUTS**

**2,196 PROGRAMS WITH 43,272 IN ATTENDANCE**



kcls.org

# 2018 KCLS AT A GLANCE



**50** LIBRARIES (2019)

**775,007** SQUARE FEET OF LIBRARY SPACE

**659,049** ACTIVE CARDHOLDERS

**10 MILLION** LIBRARY VISITORS

**774,505** PROGRAM ATTENDEES

**70,503** SERVED BY MOBILE OUTREACH VEHICLES

**48.8 MILLION** CATALOG HITS

**17.2 MILLION** WEBSITE HITS

**4.4 MILLION** ITEMS IN THE COLLECTION

**15.6 MILLION** PHYSICAL ITEMS CIRCULATED

**6.2 MILLION** DIGITAL ITEMS CIRCULATED

eBOOKS | AUDIOBOOKS | MUSIC | VIDEO

## 2010-2018 INCREASES

**9%** NUMBER OF LIBRARIES

**33%** SQUARE FOOTAGE OF LIBRARIES

**5%** OPEN HOURS

**80%** PROGRAM ATTENDANCE

**202%** PATRONS SERVED BY MOBILE SERVICES

**9%** ITEMS IN COLLECTION

**11%** PHYSICAL ITEMS CIRCULATED,  
AGES 18 AND YOUNGER

**2,147%** DIGITAL ITEMS CIRCULATED

**12%** NEW LIBRARY CARD SIGNUPS  
(DATA NOT AVAILABLE 2010-2013)

**25%** WIRELESS CONNECTIONS  
(DATA NOT AVAILABLE 2010-2013)



# STRATEGIC FRAMEWORK: GUIDING AND ALIGNING OUR WORK, 2019-2023



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The Strategic Framework fortifies KCLS as an organization that emphasizes teamwork, setting priorities, strategic goals and building on staff strengths. It reflects the Library System's commitment to public service and accountability, and our deep intention to enhance lives, forge connections and strengthen communities. A management system is now in place to align, prioritize, organize, measure and communicate our strategies, goals and initiatives.

## STRATEGIC FOCUS

### TO CREATE OPPORTUNITIES THROUGH MEANINGFUL CONNECTIONS

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A world in which knowledge allows diverse communities to prosper and grow.

### VALUES

Knowledge, Intellectual Freedom, Diversity, Equity and Inclusion, Professional Ethics, Stewardship and a Service Mindset.

### CONTINUED COMMITMENTS

Customer service through helpful and expert staff; a robust and diverse collection of books and resources; responsive programs and services and welcoming library spaces.

## STRATEGIC GOALS

### ORGANIZATIONAL EXCELLENCE

KCLS has clear priorities and effective practices; high-performing leadership and staff; financial stability and a healthy culture. We measure our performance and use what we learn to make sound decisions.

**FOCUS:** Improve financial management, organizational culture, and knowledge, skills and abilities of staff.

### STRATEGIC COMMUNICATION

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**FOCUS:** Improve internal and external communication and workflow processes.

### RESPONSIVE, INSPIRATIONAL SERVICE

KCLS offers customized pathways to exciting, relevant opportunities that inspire innovation, creation, learning and reflection. KCLS connects with people and organizations to leverage community strengths and enhance experiences.

**FOCUS:** Increase responsiveness to changing technology needs and reduce barriers to access.

### COMMUNITIES OF INCLUSION AND BELONGING

KCLS continually works to increase equity, strengthen bonds and support individual and community identities by embracing and reflecting the diversity of our communities.

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## 2019 INITIATIVES

Removal of Barriers to Access | Economic Empowerment | Capital Investment Program  
Green Initiative | ideaX Makerspace | Region Reorganization | Payroll Analysis





# 2019 INITIATIVE DETAILS

## RESPONSIVE, INSPIRATIONAL SERVICE

### Removal of Barriers to Access

Institutionalized barriers to access affect low-income patrons disproportionately. KCLS will identify and remove barriers by changing internal processes and adapting service models.

#### PROJECTS

Expansion of student and teacher eCards at community and technical colleges; automation of refunds for patron overpayments; change in service parameters for Library2Go! to improve equity.

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Makerspace is designed to facilitate STEAM learning; increase public programming on STEAM topics.

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#### PROJECTS

An organizational structure that creates a more equitable mix of libraries and staffing in each region, in order to better meet different needs across King County; improved distribution of classifications and staff.

## ORGANIZATIONAL EXCELLENCE

### Capital Investment Program

A Capital Investment Program (CIP) represents a five-year plan to cover major repair or replacement of capital assets, or the construction or acquisition of new ones.

#### PROJECTS

Implement plan created in 2018 for library improvement projects.

## ORGANIZATIONAL EXCELLENCE

### Green Initiative

Through the Green Initiative, KCLS will continue to implement sound environmental practices to reduce paper and plastics waste, cut supplies and maintenance costs, and improve operational efficiencies.

#### PROJECTS

Implement vended services (e.g. pay-to-print); improve KCLS organizational processes to conserve resources (e.g. automated refunds, email AMH receipts, automate MMR).

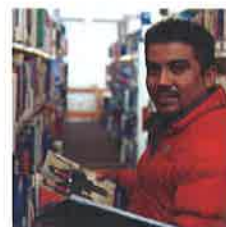
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In 2019-2020, KCLS will analyze the current payroll solution and execute activities that support a long-term, stable and accurate payroll system solution.

#### PROJECTS

Documentation of current systems, processes and detailed requirements (needs); selection of a suitable payroll system vendor (procurement, implementation, including training, change management and appropriate regular communication).



# KCLS: Serving Residents in District 2



Larry Gossett



## KCLS Highlight Program

### Skyway Library Ballot Box

Nearly **3,000** ballots returned at the Skyway Library.

**18 LIBRARY BALLOT BOXES**

**387,429 BALLOTS CAST COUNTYWIDE**

**89,525 BALLOTS CAST AT LIBRARY  
BALLOT BOXES (23.11%)**



## 2018 Statistics at District 2 Library

**116,859 VISITORS**

**6,695 CARDHOLDERS**

**115,600 CHECKOUTS**

**316 PROGRAMS WITH 3,905 IN ATTENDANCE**



kcls.org

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**774,505** PROGRAM ATTENDEES

**70,503** SERVED BY MOBILE OUTREACH VEHICLES

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**17.2 MILLION** WEBSITE HITS

**4.4 MILLION** ITEMS IN THE COLLECTION

**15.6 MILLION** PHYSICAL ITEMS CIRCULATED

**6.2 MILLION** DIGITAL ITEMS CIRCULATED

eBOOKS | AUDIOBOOKS | MUSIC | VIDEO

## 2010-2018 INCREASES

**9%** NUMBER OF LIBRARIES

**33%** SQUARE FOOTAGE OF LIBRARIES

**5%** OPEN HOURS

**80%** PROGRAM ATTENDANCE

**202%** PATRONS SERVED BY MOBILE SERVICES

**9%** ITEMS IN COLLECTION

**11%** PHYSICAL ITEMS CIRCULATED,  
AGES 18 AND YOUNGER

**2,147%** DIGITAL ITEMS CIRCULATED

**12%** NEW LIBRARY CARD SIGNUPS  
(DATA NOT AVAILABLE 2010-2013)

**25%** WIRELESS CONNECTIONS  
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## CONTINUED COMMITMENTS

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## STRATEGIC GOALS

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**FOCUS:** Improve financial management, organizational culture, and knowledge, skills and abilities of staff.

### STRATEGIC COMMUNICATION

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**FOCUS:** Improve internal and external communication and workflow processes.

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**FOCUS:** Increase responsiveness to changing technology needs and reduce barriers to access.

### COMMUNITIES OF INCLUSION AND BELONGING

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## 2019 INITIATIVES

Removal of Barriers to Access | Economic Empowerment | Capital Investment Program  
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# 2019 INITIATIVE DETAILS

## RESPONSIVE, INSPIRATIONAL SERVICE

### Removal of Barriers to Access

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#### PROJECTS

Expansion of student and teacher eCards at community and technical colleges; automation of refunds for patron overpayments; change in service parameters for Library2Go! to improve equity.

## RESPONSIVE, INSPIRATIONAL SERVICE

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KCLS will build and open an ideaX Makerspace in the Federal Way Library to connect patrons in south King County to STEAM concepts in a collaborative learning environment.

#### PROJECTS

Makerspace area designed to facilitate STEAM learning; increase public programming on STEAM topics.

## COMMUNITIES OF INCLUSION AND BELONGING

### Economic Empowerment

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#### PROJECTS

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### Region Reorganization

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#### PROJECTS

An organizational structure that creates a more equitable mix of libraries and staffing in each region, in order to better meet different needs across King County; improved distribution of classifications and staff.

## ORGANIZATIONAL EXCELLENCE

### Capital Investment Program

A Capital Investment Program (CIP) represents a five-year plan to cover major repair or replacement of capital assets, or the construction or acquisition of new ones.

#### PROJECTS

A policy describing the attributes of projects that should be included under the CIP; criteria for evaluating and prioritizing projects that fall under the CIP.

## ORGANIZATIONAL EXCELLENCE

### Green Initiative

Through the Green Initiative, KCLS will continue to implement sound environmental practices to reduce paper and plastics waste, cut supplies and maintenance costs, and improve operational efficiencies.

#### PROJECTS

Implement vended services (e.g. pay-to-print); improve KCLS organizational processes to conserve resources (e.g. automated refunds, email AMH receipts, automate MMR).

## ORGANIZATIONAL EXCELLENCE

### Payroll Analysis

In 2019-2020, KCLS will analyze the current payroll solution and execute activities that support a long-term, stable and accurate payroll system solution.

#### PROJECTS

Documentation of current systems, processes and detailed requirements (needs); selection of a suitable payroll system vendor (procurement, implementation, including training, change management and appropriate regular communication).

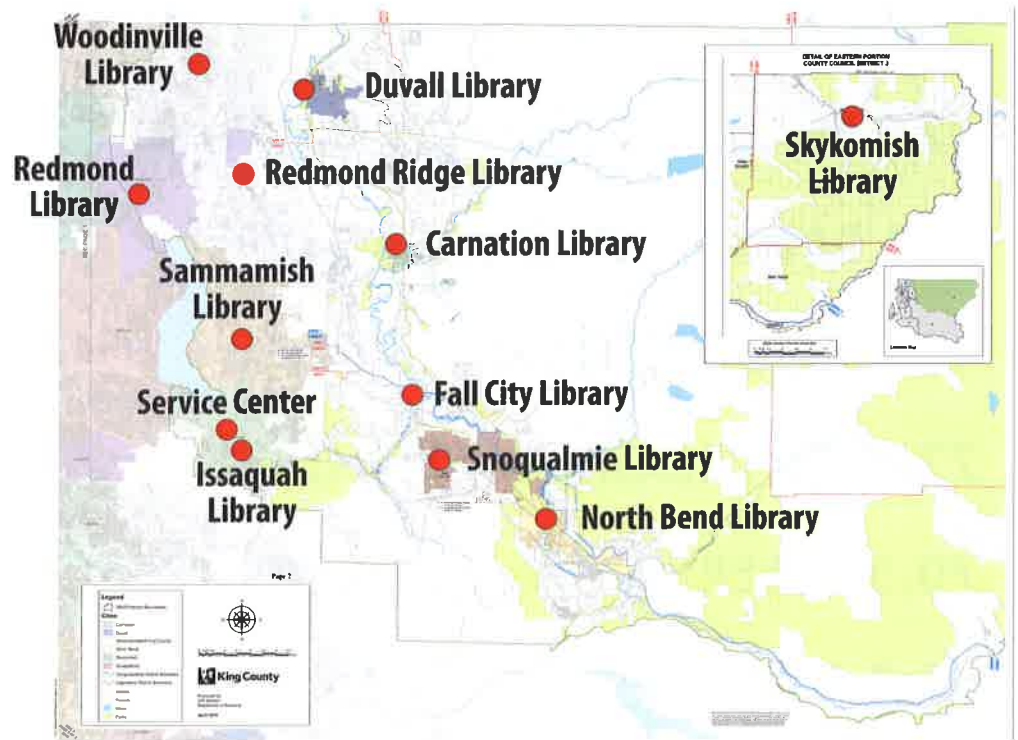




# KCLS: Serving Residents in District 3



Kathy Lambert



## KCLS Highlight Program

A KCLS partnership brings educational programs to the **Echo Glen Children's Center** in Snoqualmie, including social-justice book clubs, music, technology and inspirational speakers, helping to motivate and prepare young offenders (ages 12 to 21) for life beyond detention.

**10 PROGRAMS OFFERED**

**28 YOUTH SERVED**

Partner | Washington State Department of Social and Health Services



## 2018 Statistics at District 3 Libraries (12)

**1,840,315 VISITORS**

**115,056 CARDHOLDERS**

**3,849,619 CHECKOUTS**

**3,243 PROGRAMS WITH 76,875 IN ATTENDANCE**



kcls.org

# 2018 KCLS AT A GLANCE



**50** LIBRARIES (2019)

**775,007** SQUARE FEET OF LIBRARY SPACE

**659,049** ACTIVE CARDHOLDERS

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**48.8 MILLION** CATALOG HITS

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eBOOKS | AUDIOBOOKS | MUSIC | VIDEO

## 2010-2018 INCREASES

**9%** NUMBER OF LIBRARIES

**33%** SQUARE FOOTAGE OF LIBRARIES

**5%** OPEN HOURS

**80%** PROGRAM ATTENDANCE

**202%** PATRONS SERVED BY MOBILE SERVICES

**9%** ITEMS IN COLLECTION

**11%** PHYSICAL ITEMS CIRCULATED,  
AGES 18 AND YOUNGER

**2,147%** DIGITAL ITEMS CIRCULATED

**12%** NEW LIBRARY CARD SIGNUPS  
(DATA NOT AVAILABLE 2010-2013)

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Removal of Barriers to Access | Economic Empowerment | Capital Investment Program  
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# 2019 INITIATIVE DETAILS

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# KCLS: Serving Residents in District 4



Jeanne Kohl-Welles



## American Library Association Midwinter Conference January 2019

**9,211 TOTAL REGISTRANTS**

**15,570 HOTEL ROOM  
NIGHTS ACTUALIZED**

**\$18,222,176 ESTIMATED TOTAL  
LOCAL ECONOMIC IMPACT**



American Library Association  
Rally for Libraries



kcls.org

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Through the Green Initiative, KCLS will continue to implement sound environmental practices to reduce paper and plastics waste, cut supplies and maintenance costs, and improve operational efficiencies.

#### PROJECTS

Implement vended services (e.g. pay-to-print); improve KCLS organizational processes to conserve resources (e.g. automated refunds, email AMH receipts, automate MMR).

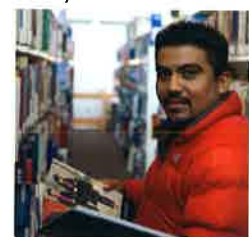
## ORGANIZATIONAL EXCELLENCE

### Payroll Analysis

In 2019-2020, KCLS will analyze the current payroll solution and execute activities that support a long-term, stable and accurate payroll system solution.

#### PROJECTS

Documentation of current systems, processes and detailed requirements (needs); selection of a suitable payroll system vendor (procurement, implementation, including training, change management and appropriate regular communication).



# KCLS: Serving Residents in District 5



Dave Upthegrove



## KCLS Highlight Program

**Kent Panther Lake Library  
Grand Opening March 23, 2019**

New books, materials, computers  
and flexible space.

**OVER 1,000 ATTENDED OPENING DAY**

**6,000 SQUARE-FOOT LIBRARY**

## 2018 Statistics at District 5 Libraries (7)

**1,400,839 VISITORS**

**78,852 CARDHOLDERS**

**1,076,033 CHECKOUTS**

**2,422 PROGRAMS WITH 35,972 IN ATTENDANCE**



kcls.org



# 2018 KCLS AT A GLANCE



**50** LIBRARIES (2019)

**775,007** SQUARE FEET OF LIBRARY SPACE

**659,049** ACTIVE CARDHOLDERS

**10 MILLION** LIBRARY VISITORS

**774,505** PROGRAM ATTENDEES

**70,503** SERVED BY MOBILE OUTREACH VEHICLES

**48.8 MILLION** CATALOG HITS

**17.2 MILLION** WEBSITE HITS

**4.4 MILLION** ITEMS IN THE COLLECTION

**15.6 MILLION** PHYSICAL ITEMS CIRCULATED

**6.2 MILLION** DIGITAL ITEMS CIRCULATED

eBOOKS | AUDIOBOOKS | MUSIC | VIDEO

## 2010-2018 INCREASES

**9%** NUMBER OF LIBRARIES

**33%** SQUARE FOOTAGE OF LIBRARIES

**5%** OPEN HOURS

**80%** PROGRAM ATTENDANCE

**202%** PATRONS SERVED BY MOBILE SERVICES

**9%** ITEMS IN COLLECTION

**11%** PHYSICAL ITEMS CIRCULATED,  
AGES 18 AND YOUNGER

**2,147%** DIGITAL ITEMS CIRCULATED

**12%** NEW LIBRARY CARD SIGNUPS  
(DATA NOT AVAILABLE 2010-2013)

**25%** WIRELESS CONNECTIONS  
(DATA NOT AVAILABLE 2010-2013)



# STRATEGIC FRAMEWORK: GUIDING AND ALIGNING OUR WORK, 2019-2023



**KCLS' STRATEGIC FRAMEWORK** and its elements were thoughtfully developed by what we learned through broad input from patrons, community leaders and partners, educators and staff. The process began in 2016, when KCLS conducted surveys, held meetings and reached out to discover what King County residents considered their highest hopes, dreams and plans for the future. The extensive feedback we received created a new Strategic Focus, helped refresh our Mission, Vision and Values and reaffirmed our continued commitments to our patrons and community.

The Strategic Framework fortifies KCLS as an organization that emphasizes teamwork, setting priorities, strategic goals and building on staff strengths. It reflects the Library System's commitment to public service and accountability, and our deep intention to enhance lives, forge connections and strengthen communities. A management system is now in place to align, prioritize, organize, measure and communicate our strategies, goals and initiatives.

## STRATEGIC FOCUS

### TO CREATE OPPORTUNITIES THROUGH MEANINGFUL CONNECTIONS

We will do this by connecting people with information and services to navigate life's complexities and biases; by providing equitable avenues to build the skills and knowledge needed for success; and connecting people to one another to bridge differences and create communities of inclusion and belonging.

## MISSION

To inspire the people of King County to success through ideas, interaction and information.

## VISION

A world in which knowledge allows diverse communities to prosper and grow.

## VALUES

Knowledge, Intellectual Freedom, Diversity, Equity and Inclusion, Professional Ethics, Stewardship and a Service Mindset.

## CONTINUED COMMITMENTS

Customer service through helpful and expert staff; a robust and diverse collection of books and resources; responsive programs and services and welcoming library spaces.

## STRATEGIC GOALS

### ORGANIZATIONAL EXCELLENCE

KCLS has clear priorities and effective practices; high-performing leadership and staff; financial stability and a healthy culture. We measure our performance and use what we learn to make sound decisions.

**FOCUS:** Improve financial management, organizational culture, and knowledge, skills and abilities of staff.

### STRATEGIC COMMUNICATION

KCLS communication is clear, timely and intentional. Residents, partners and supporters recognize KCLS as an essential contributor to their lives. Staff use internal standards, practices and tools that inform, educate and connect us with one another.

**FOCUS:** Improve internal and external communication and workflow processes.

### RESPONSIVE, INSPIRATIONAL SERVICE

KCLS offers customized pathways to exciting, relevant opportunities that inspire innovation, creation, learning and reflection. KCLS connects with people and organizations to leverage community strengths and enhance experiences.

**FOCUS:** Increase responsiveness to changing technology needs and reduce barriers to access.

### COMMUNITIES OF INCLUSION AND BELONGING

KCLS continually works to increase equity, strengthen bonds and support individual and community identities by embracing and reflecting the diversity of our communities.

**FOCUS:** Improve patron experience and responsiveness to community interests.

## 2019 INITIATIVES

Removal of Barriers to Access | Economic Empowerment | Capital Investment Program  
Green Initiative | ideaX Makerspace | Region Reorganization | Payroll Analysis



# 2019 INITIATIVE DETAILS

## RESPONSIVE, INSPIRATIONAL SERVICE

### Removal of Barriers to Access

Institutionalized barriers to access affects low-income patrons disproportionately. KCLS will identify and remove barriers by changing internal processes and adapting service models.

#### PROJECTS

Expansion of student and teacher eCards at community and technical colleges; automation of refunds for patron overpayments; change in service parameters for Library2Go! to improve equity.

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Makerspace area designed to facilitate STEAM learning; increase public programming on STEAM topics.

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#### PROJECTS

An organizational structure that creates a more equitable mix of libraries and staffing in each region, in order to better meet different needs across King County; improved distribution of classifications and staff.

## ORGANIZATIONAL EXCELLENCE

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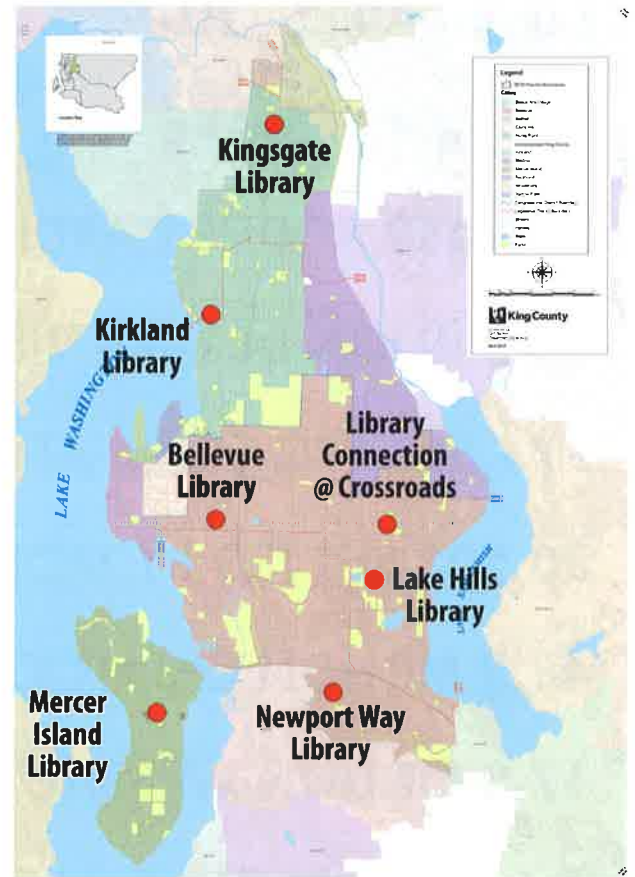




# KCLS: Serving Residents in District 6



Claudia Balducci



## KCLS Highlight Program

For the third year, the Bellevue Library hosted **Plazas Comunitarias**, an educational center offering a Spanish curriculum designed for adults of any nationality who want to earn their primary or middle school diploma.

**614 STUDENTS**

**483 TUTORING HOURS**

**14 GRADUATES**

Partner | Mexican Government's Secretary of Public Education and National Institute for Adult Education



## 2018 Statistics at District 6 Libraries (7)

**2,289,016 VISITORS**

**112,461 CARDHOLDERS**

**3,598,237 CHECKOUTS**

**3,024 PROGRAMS WITH 49,394 IN ATTENDANCE**



kcls.org

# 2018 KCLS AT A GLANCE



**50** LIBRARIES (2019)

**775,007** SQUARE FEET OF LIBRARY SPACE

**659,049** ACTIVE CARDHOLDERS

**10 MILLION** LIBRARY VISITORS

**774,505** PROGRAM ATTENDEES

**70,503** SERVED BY MOBILE OUTREACH VEHICLES

**48.8 MILLION** CATALOG HITS

**17.2 MILLION** WEBSITE HITS

**4.4 MILLION** ITEMS IN THE COLLECTION

**15.6 MILLION** PHYSICAL ITEMS CIRCULATED

**6.2 MILLION** DIGITAL ITEMS CIRCULATED

eBOOKS | AUDIOBOOKS | MUSIC | VIDEO

## 2010-2018 INCREASES

**9%** NUMBER OF LIBRARIES

**33%** SQUARE FOOTAGE OF LIBRARIES

**5%** OPEN HOURS

**80%** PROGRAM ATTENDANCE

**202%** PATRONS SERVED BY MOBILE SERVICES

**9%** ITEMS IN COLLECTION

**11%** PHYSICAL ITEMS CIRCULATED,  
AGES 18 AND YOUNGER

**2,147%** DIGITAL ITEMS CIRCULATED

**12%** NEW LIBRARY CARD SIGNUPS  
(DATA NOT AVAILABLE 2010-2013)

**25%** WIRELESS CONNECTIONS  
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## CONTINUED COMMITMENTS

Customer service through helpful and expert staff; a robust and diverse collection of books and resources; responsive programs and services and welcoming library spaces.

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**FOCUS:** Improve financial management, organizational culture, and knowledge, skills and abilities of staff.

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### COMMUNITIES OF INCLUSION AND BELONGING

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## 2019 INITIATIVES

Removal of Barriers to Access | Economic Empowerment | Capital Investment Program  
Green Initiative | ideaX Makerspace | Region Reorganization | Payroll Analysis





# 2019 INITIATIVE DETAILS

## RESPONSIVE, INSPIRATIONAL SERVICE

### Removal of Barriers to Access

Institutionalized barriers to access affects low-income patrons disproportionately. KCLS will identify and remove barriers by changing internal processes and adapting service models.

#### PROJECTS

Expansion of student and teacher eCards at community and technical colleges; automation of refunds for patron overpayments; change in service parameters for Library2Go! to improve equity.

## RESPONSIVE, INSPIRATIONAL SERVICE

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#### PROJECTS

Makerspace area designed to facilitate STEAM learning; increase public programming on STEAM topics.

## COMMUNITIES OF INCLUSION AND BELONGING

### Economic Empowerment

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#### PROJECTS

Increase programs and services for the eight target audiences identified in the Economic Empowerment Framework; economic empowerment support provided at the Kent Welcoming Center; mobile services to homeless encampments and shelters, providing regular internet and computer access and access to partner social services.

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#### PROJECTS

An organizational structure that creates a more equitable mix of libraries and staffing in each region, in order to better meet different needs across King County; improved distribution of classifications and staff.

## ORGANIZATIONAL EXCELLENCE

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#### PROJECTS

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## ORGANIZATIONAL EXCELLENCE

### Green Initiative

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#### PROJECTS

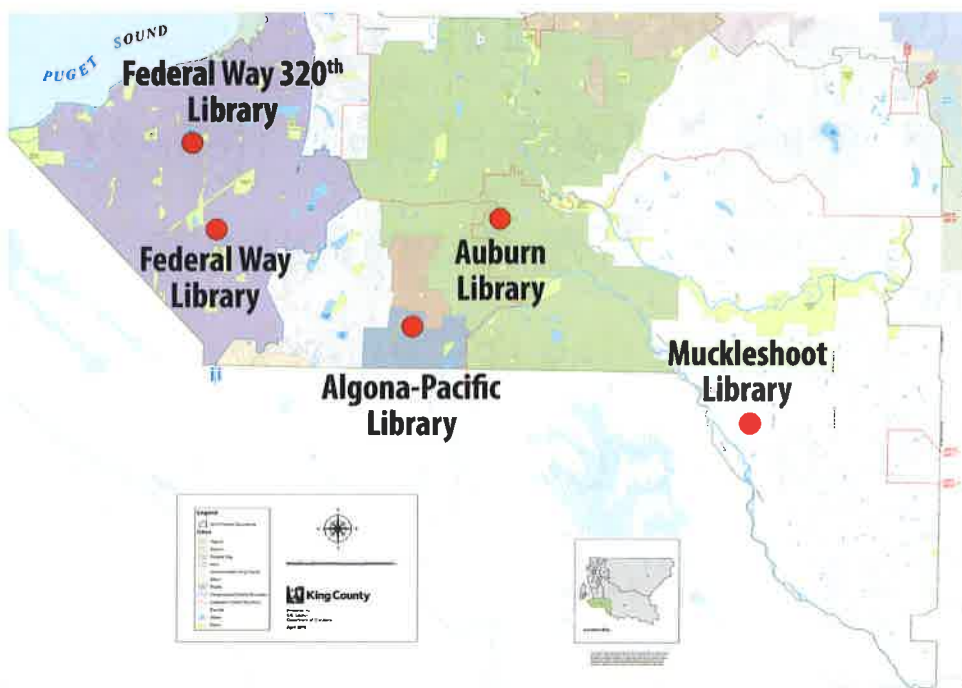
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# KCLS: Serving Residents in District 7



Peter von Reichbauer



## KCLS Highlight Program

KCLS increased its efforts to provide resources, hold events and create community connections for military **Veterans** at the Federal Way Library.

### 80 PARTICIPANTS

Partners | Veterans of Foreign Wars (VFW) Post 2886  
KBTC-TV (PBS)



## 2018 Statistics at District 7 Libraries (5)

881,092 VISITORS

66,724 CARDHOLDERS

1,134,438 CHECKOUTS

2,662 PROGRAMS WITH 28,877 IN ATTENDANCE



kcls.org

# 2018 KCLS AT A GLANCE



**50** LIBRARIES (2019)

**775,007** SQUARE FEET OF LIBRARY SPACE

**659,049** ACTIVE CARDHOLDERS

**10 MILLION** LIBRARY VISITORS

**774,505** PROGRAM ATTENDEES

**70,503** SERVED BY MOBILE OUTREACH VEHICLES

**48.8 MILLION** CATALOG HITS

**17.2 MILLION** WEBSITE HITS

**4.4 MILLION** ITEMS IN THE COLLECTION

**15.6 MILLION** PHYSICAL ITEMS CIRCULATED

**6.2 MILLION** DIGITAL ITEMS CIRCULATED

eBOOKS | AUDIOBOOKS | MUSIC | VIDEO

## 2010-2018 INCREASES

**9%** NUMBER OF LIBRARIES

**33%** SQUARE FOOTAGE OF LIBRARIES

**5%** OPEN HOURS

**80%** PROGRAM ATTENDANCE

**202%** PATRONS SERVED BY MOBILE SERVICES

**9%** ITEMS IN COLLECTION

**11%** PHYSICAL ITEMS CIRCULATED,  
AGES 18 AND YOUNGER

**2,147%** DIGITAL ITEMS CIRCULATED

**12%** NEW LIBRARY CARD SIGNUPS  
(DATA NOT AVAILABLE 2010-2013)

**25%** WIRELESS CONNECTIONS  
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# STRATEGIC FRAMEWORK: GUIDING AND ALIGNING OUR WORK, 2019-2023



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## 2019 INITIATIVES

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Green Initiative | ideaX Makerspace | Region Reorganization | Payroll Analysis



# 2019 INITIATIVE DETAILS

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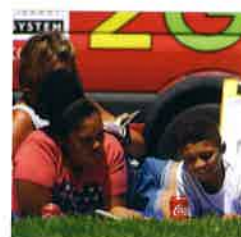
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# KCLS: Serving Residents in District 8



Joe McDermott

## KCLS Highlight Program

**Boulevard Park Library  
Grand Reopening May 18, 2019**

Complete renovation, new teen area, study rooms, flexible space and more computers.

**OVER 1,000 ATTENDED OPENING DAY**

**6,500 SQUARE-FOOT LIBRARY**

## 2018 Statistics at District 8 Libraries (7)

**1,076,038 VISITORS**

**50,298 CARDHOLDERS**

**897,083 CHECKOUTS**

**2,865 PROGRAMS WITH 34,984 IN ATTENDANCE**



kcls.org



# 2018 KCLS AT A GLANCE



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### Economic Empowerment

KCLS provides services and resources that connect people with the knowledge, skills and networks to navigate with success, a complex and biased economic system.

#### PROJECTS

Increase programs and services for the eight target audiences identified in the Economic Empowerment Framework; economic empowerment support provided at the Kent Welcoming Center; mobile services to homeless encampments and shelters, providing regular internet and computer access and access to partner social services.

## STRATEGIC COMMUNICATION

### Region Reorganization

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#### PROJECTS

An organizational structure that creates a more equitable mix of libraries and staffing in each region, in order to better meet different needs across King County; improved distribution of classifications and staff.

## ORGANIZATIONAL EXCELLENCE

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Implement vended services (e.g. pay-to-print); improve KCLS organizational processes to conserve resources (e.g. automated refunds, email AMH receipts, automate MMR).

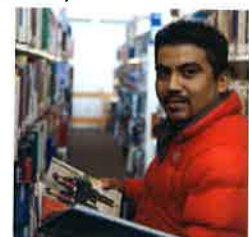
## ORGANIZATIONAL EXCELLENCE

### Payroll Analysis

In 2019-2020, KCLS will analyze the current payroll solution and execute activities that support a long-term, stable and accurate payroll system solution.

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Documentation of current systems, processes and detailed requirements (needs); selection of a suitable payroll system vendor (procurement, implementation, including training, change management and appropriate regular communication).





# KCLS: Serving Residents in District 9



Reagan Dunn



## KCLS Highlight Program

### Teen Kerbal Space Program, Newcastle Library

Teens ages 10-17 meet weekly to build their STEAM skills by creating and flying virtual spacecraft.

Partners | KCLS Foundation and  
The Museum of Flight



## 2018 Statistics at District 9 Libraries (6)

**1,302,583 VISITORS**

**78,181 CARDHOLDERS**

**2,232,357 CHECKOUTS**

**2,633 PROGRAMS WITH 58,934 IN ATTENDANCE**



kcls.org

# 2018 KCLS AT A GLANCE



**50** LIBRARIES (2019)

**775,007** SQUARE FEET OF LIBRARY SPACE

**659,049** ACTIVE CARDHOLDERS

**10 MILLION** LIBRARY VISITORS

**774,505** PROGRAM ATTENDEES

**70,503** SERVED BY MOBILE OUTREACH VEHICLES

**48.8 MILLION** CATALOG HITS

**17.2 MILLION** WEBSITE HITS

**4.4 MILLION** ITEMS IN THE COLLECTION

**15.6 MILLION** PHYSICAL ITEMS CIRCULATED

**6.2 MILLION** DIGITAL ITEMS CIRCULATED

eBOOKS | AUDIOBOOKS | MUSIC | VIDEO

## 2010-2018 INCREASES

**9%** NUMBER OF LIBRARIES

**33%** SQUARE FOOTAGE OF LIBRARIES

**5%** OPEN HOURS

**80%** PROGRAM ATTENDANCE

**202%** PATRONS SERVED BY MOBILE SERVICES

**9%** ITEMS IN COLLECTION

**11%** PHYSICAL ITEMS CIRCULATED,  
AGES 18 AND YOUNGER

**2,147%** DIGITAL ITEMS CIRCULATED

**12%** NEW LIBRARY CARD SIGNUPS  
(DATA NOT AVAILABLE 2010-2013)

**25%** WIRELESS CONNECTIONS  
(DATA NOT AVAILABLE 2010-2013)



# STRATEGIC FRAMEWORK: GUIDING AND ALIGNING OUR WORK, 2019-2023



**KCLS' STRATEGIC FRAMEWORK** and its elements were thoughtfully developed by what we learned through broad input from patrons, community leaders and partners, educators and staff. The process began in 2016, when KCLS conducted surveys, held meetings and reached out to discover what King County residents considered their highest hopes, dreams and plans for the future. The extensive feedback we received created a new Strategic Focus, helped refresh our Mission, Vision and Values and reaffirmed our continued commitments to our patrons and community.

The Strategic Framework fortifies KCLS as an organization that emphasizes teamwork, setting priorities, strategic goals and building on staff strengths. It reflects the Library System's commitment to public service and accountability, and our deep intention to enhance lives, forge connections and strengthen communities. A management system is now in place to align, prioritize, organize, measure and communicate our strategies, goals and initiatives.

## STRATEGIC FOCUS

### TO CREATE OPPORTUNITIES THROUGH MEANINGFUL CONNECTIONS

We will do this by connecting people with information and services to navigate life's complexities and biases; by providing equitable avenues to build the skills and knowledge needed for success; and connecting people to one another to bridge differences and create communities of inclusion and belonging.

### MISSION

To inspire the people of King County to success through ideas, interaction and information.

### VISION

A world in which knowledge allows diverse communities to prosper and grow.

### VALUES

Knowledge, Intellectual Freedom, Diversity, Equity and Inclusion, Professional Ethics, Stewardship and a Service Mindset.

### CONTINUED COMMITMENTS

Customer service through helpful and expert staff; a robust and diverse collection of books and resources; responsive programs and services and welcoming library spaces.

## STRATEGIC GOALS

### ORGANIZATIONAL EXCELLENCE

KCLS has clear priorities and effective practices; high-performing leadership and staff; financial stability and a healthy culture. We measure our performance and use what we learn to make sound decisions.

**FOCUS:** Improve financial management, organizational culture, and knowledge, skills and abilities of staff.

### STRATEGIC COMMUNICATION

KCLS communication is clear, timely and intentional. Residents, partners and supporters recognize KCLS as an essential contributor to their lives. Staff use internal standards, practices and tools that inform, educate and connect us with one another.

**FOCUS:** Improve internal and external communication and workflow processes.

### RESPONSIVE, INSPIRATIONAL SERVICE

KCLS offers customized pathways to exciting, relevant opportunities that inspire innovation, creation, learning and reflection. KCLS connects with people and organizations to leverage community strengths and enhance experiences.

**FOCUS:** Increase responsiveness to changing technology needs and reduce barriers to access.

### COMMUNITIES OF INCLUSION AND BELONGING

KCLS continually works to increase equity, strengthen bonds and support individual and community identities by embracing and reflecting the diversity of our communities.

**FOCUS:** Improve patron experience and responsiveness to community interests.

## 2019 INITIATIVES

Removal of Barriers to Access | Economic Empowerment | Capital Investment Program  
Green Initiative | ideaX Makerspace | Region Reorganization | Payroll Analysis





# 2019 INITIATIVE DETAILS

## RESPONSIVE, INSPIRATIONAL SERVICE

### Removal of Barriers to Access

Institutionalized barriers to access affects low-income patrons disproportionately. KCLS will identify and remove barriers by changing internal processes and adapting service models.

#### PROJECTS

Expansion of student and teacher eCards at community and technical colleges; automation of refunds for patron overpayments; change in service parameters for Library2Go! to improve equity.

## RESPONSIVE, INSPIRATIONAL SERVICE

### ideaX Makerspace

KCLS will build and open an ideaX Makerspace in the Federal Way Library to connect patrons in south King County to STEAM concepts in a collaborative learning environment.

#### PROJECTS

Makerspace area designed to facilitate STEAM learning; increase public programming on STEAM topics.

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