KING COUNTY LIBRARY SYSTEM

MISSION, VISION, & VALUES

KING COUNTY LIBRARY SYSTEM

Mission, Vision, & Values

MISSION

The mission of the King County Library System is to provide free, open, and equal access to ideas and information to all members of the community.

PRINCIPLES OF SERVICE

* Provide open, non-judgmental access to collections and services without regard to race, citizenship, age, educational level, economic status, religion, or any other qualification or condition.
* Provide free access to, and promote the communication of, ideas and information.
* Advocate and support First Amendment rights and the Library Bill of Rights, and protect library materials from censorship.
* Create an environment which encourages users to encounter the rich diversity of concepts on which a democratic society depends.

GOALS

* Provide collections and services to meet community needs and interests.
* Promote the King County Library System and the awareness and use of library resources, services and programs.
* Develop and maintain working relationships with other libraries and with cultural, educational, social and informational agencies.
* Attract and develop a high-quality staff with special skills, knowledge and abilities to help library users. Create an environment which motivates staff to achieve high levels of performance and productivity.
* Exercise prudence in the utilization of human, financial and physical resources.
* Utilize appropriate technologies to maintain and improve library operations and services.
* Provide and maintain appropriate facilities.

VISION

An Intellectual Adventure for Everyone
The King County Library System builds valued relationships with our users so they can grow in knowledge and wisdom. We're here to spark curiosity and growth. KCLS guides patrons to an unparalleled collection of stories, books, computers, CDs, Internet resources, services, and programs. The choices will surprise you.

The Heart of the Community

Our libraries are the knowledge commons for our communities. The buildings themselves reflect the community. The staff's passion to have libraries change lives is expressed in the arrangement and presentation of materials and services. It is at the library that relationships are formed among staff, patrons, and ideas. Creating this bond helps forge healthy, vibrant, informed, and economically viable communities.

We Make It Easy

Convenience for patrons drives our service. We seek to understand what patrons need. Libraries are strategically located and designed with an eye toward patron self-sufficiency. Resources are organized and delivered to reduce barriers. Technology gives access beyond that which can be provided in person or in print. And always, library staff are here to help.

One System

The King County Library System operates as one where unity provides value. The system-wide approach to collections, technology, and general support of library operations frees the staff to concentrate on service, and results in buildings and collections that are maximized around the needs of patrons. This system-wide approach differentiates The King County Library System. It's why KCLS is the best public library in the United States.

VALUES

At the heart of all services provided by the King County Library System are certain fundamental values. They are beliefs that unite us and goals that inspire us. Our firm belief that libraries make a difference in people's lives is complemented by the library system's mission to provide free, open, and equal access to ideas and information for all members of the community.

The way these core values find expression evolves over time. But the values themselves remain constant. In times of change and challenge, and in pursuit of our mission, we affirm these values.

We value fair and equal access to information by...

- Providing access for all regardless of qualifications
- Ensuring confidential use of the library and a right to privacy
- Providing diversity in materials and programs that encourage discovery, enhance personal development, support educational and cultural programs, and contribute to recreational activities

We value outstanding public service and strive to...

- Recognize our unique role and responsibilities to act in the public interest

- Emphasize the importance of diversity among our customers and staff provide numerous gateways to information
- Offer new technologies for learning opportunities
- Respond to our customers with information, integrity, courtesy, and urgency
- Encourage our staff members to be active in their communities

We value the involvement of our public, our customers by...

- Recognizing that it is for them that we provide service
- Welcoming comments and responding with honesty and respect seeking opinions on policies and services encouraging links to communities through local library advisory boards, Friends of the Library groups, volunteers, and coalitions
- Working together to make a positive contribution to libraries and in society

We value the people who work with us and for us, and we...

- Attract, develop, reward and retain an outstanding staff
- Treat each other with respect, dignity, fairness, and equality
- Create an environment of teamwork, participation, and creativity
- Support initiative, diversity, and openness to new ideas
- Encourage imagination, vision, and humor
- Show respect for our colleagues and their commitment to the highest standards of quality and professionalism
- Develop opportunities for attaining professional and personal goals and celebrate our achievements
- Ensure open and honest communication throughout the System
- Recognize the contributions of all staff members, whether in direct service or behind the scenes

SEATTLE PUBLIC LIBRARY

GUIDING PRINCIPLES, GOALS & OBJECTIVES

GUIDING PRINCIPLES

Support intellectual freedom

The Seattle Public Library enables all individuals in our community to exercise their right to access constitutionally protected information.

Promote literacy and a love of reading

Recognizing the vital importance of reading to open doors and expand horizons, the Library strives to support every patron in becoming a lifelong reader.

Protect confidentiality of patron records

The Library respects the confidentiality of our patrons' requests for information, the online sites they access, and their borrowing history.

Respect and embrace the entire community

We celebrate Seattle's diversity and strive to ensure that all people feel welcome in the Library. We strive to meet the needs and expectations of every Library patron. The Seattle Public Library actively supports efforts that combat prejudice, stereotyping and discrimination.

Foster a healthy democracy

The Library is committed to building an informed community, and providing neutral ground where participation in civic life is open to all.

Support children and youth

We strive to join parents, educators and young people in helping to raise thoughtful readers and citizens. We recognize the priority of efforts to close educational achievement gaps.

Form strong partnerships

The Library extends its reach and impact in the community through partnerships with individuals, public and nonprofit agencies, community groups, educators and businesses.

Adapt and innovate

To stay relevant to patrons' changing needs and interests, we continuously adapt what we do and how we do it. We are a learning organization and invest in our staff, technology, and infrastructure to improve service.

SUMMARY OF GOALS & OBJECTIVES

GOAL 1 — Fuel Seattle's Passion for Reading, Personal Growth & Learning

A. Build community around books

B. Strengthen the Library's contribution to the education of Seattle's youth

C. Be Seattle's source for high-quality free instruction and programs to support personal growth

D. Integrate learning into daily life

GOAL 2 — Expand Seattle's Access to Information, Ideas & Stories

A. Lead the nation in providing access to digital material

B. Develop relevant and inspiring collections that meet Seattle's evolving needs and expectations

C. Drive new models for improving information access and delivery

GOAL 3 Empower Seattle's Distinctive Communities & Vibrant Neighborhoods

A. Bring Library resources to where people are

B. Establish the Library as a civic focal point and resource hub for Seattle's communities

C. Adapt spaces and services to support Seattle's vibrant neighborhoods

GOAL 4 Build Partnerships to Make a Difference in People's Lives

A. Deploy a systematic approach to partnering that best leverages Library and partner resources

B. Create alliances with government agencies and community groups to benefit Seattle residents

GOAL 5 Foster an Organizational Culture of Innovation

A. Build Library staff and institutional capacity to innovate

B. Use rigorous analysis to provide a positive user experience

C. Manage change with flexibility

D. Communicate and celebrate progress

GOAL 1

Fuel Seattle's Passion for Reading, Personal Growth & Learning

A. Build community around books

- Re-imagine the Library's role in introducing readers to new books and helping readers choose the next book

- Provide more ways for people to join conversations about books and culture

B. Strengthen the Library's contribution to the education of Seattle's youth

- Lead the movement to provide crucial early learning experiences for Seattle's young children

- Ensure every teacher and school administrator is aware of the Library's ability to provide students with homework assistance, access to technology and diverse collections

- Develop resources that support school curriculums through collaborative relationships with educators

- Actively join civic efforts to close educational achievement gaps

C. Be Seattle's source for high-quality free instruction and programs to support personal growth

- Ensure the people of Seattle have the skills to find, evaluate and use information

- Create learning opportunities with public, private and nonprofit partners that maximize the best of Library and community resources

- Develop intergenerational programming that inspires people to share stories across ages and cultures

- Expand adult instruction and programming to engage Seattle's large young adult and growing senior populations

D. Integrate learning into daily life

- Establish the Library as the first source for practical information on commonly shared life challenges such as parenting, personal finances, education, health and aging

- Create a platform where librarians, individuals and organizations can exchange knowledge on topics of interest to the community

- Transform the Library into a learning lab where anyone can experiment with new technologies

GOAL 2

Expand Seattle's Access to Information, Ideas & Stories

A. Lead the nation in providing access to digital material

- Build a comprehensive digital collection that is among the best in the country

- Negotiate with e-publishers to make popular digital material easily available to patrons

- Take a leadership role in determining the best way for libraries to preserve collections in older formats

B. Develop relevant and inspiring collections that meet Seattle's evolving needs and expectations

- Find new and better ways to hear what the public wants in the collection

- Create and collect original, non-published local interest material such as podcasts of community events and oral histories

C. Drive new models for improving information access and delivery

- Implement state-of-the-art improvements for a user-friendly website and catalog

- Re-invent the ways the Library connects information seekers with librarians and resources

- Provide full access to Library materials for people with disabilities

- Pilot new ways to showcase, organize and deliver collections drawing on customer feedback and best practices

- Deliver innovative services such as print-on-demand stations or automated book dispensing machines in targeted locations

GOAL 3

Empower Seattle's Distinctive Communities & Vibrant Neighborhoods

A. Bring Library resources to where people are

- Establish a system-wide, coordinated outreach program to ensure Library staff know and participate in the life of the communities and neighborhoods we serve

- Use online communities to reach new audiences

B. Establish the Library as a civic focal point and resource hub for Seattle's communities

- Convene civic conversations where neighbors have a voice in discussing issues that matter

- Become the best one-stop source for accurate information about government services

- Connect our most vulnerable community members with information and services that improve their quality of life

- Develop dynamic programming, services and spaces shaped by teens for teens

- Welcome immigrants and refugees with relevant collections, services and connections

C. Adapt spaces and services to support Seattle's vibrant neighborhoods

- Charge Library staff to become the go-to contacts for well-rounded, current information on neighborhood activities

- Develop resources, services and staff to reflect the personality and needs of the neighborhoods we serve

- Re-shape our policies and practices to maximize patron access to computers, meeting rooms and study areas

- Employ creative space planning to make Library buildings flexible and responsive to patron priorities as less space is needed to house physical collections

- Experiment with new ways to harness volunteer energy and capacity

GOAL4

Build Partnerships to Make a Difference in People's Lives

A. Deploy a systematic approach to partnering that best leverages Library and partner resources

- Develop a partnership plan to build thoughtful ties and provide exciting new services to Library patrons

- Identify and replicate successful partnerships so more patrons benefit from these collaborations

- Actively seek opportunities to support the work of city agencies, service providers and cultural groups and customize information for their use

B. Create alliances with government agencies and community groups to benefit Seattle residents

- Collaborate with partners to provide high-demand public services such as weatherization vouchers, tax help, or health care policy information at libraries

- Become the first choice location for neighborhood meetings

- Be a catalyst for civic improvement by convening brainstorming sessions with groups that share the Library's interest in enhancing social welfare and cultural engagement

GOAL5

Foster an Organizational Culture of Innovation

A. Build Library staff and institutional capacity to innovate

- Integrate Library collections, services and programs through collaboration and teamwork across work groups

- Actively experiment to better serve patrons, implementing successful pilot projects more widely over time

- Train all staff to be effective promoters of Library resources and services

- Create a tech-savvy environment where all staff keep pace with advances in the world of information services

B. Use rigorous analysis to provide a positive user experience

- Upgrade tools for collecting, analyzing and sharing patron statistics, customer feedback, demographic and market research to inform decision-making

- Establish effective channels for staff and the public to communicate experiences and insights about ways to improve service

- Develop staff expertise to identify and track major Seattle lifestyle trends so the Library can best align resources with evolving community needs and interests

C. Manage change with flexibility

- Adapt or pioneer service models that revolutionize the way the Library serves its patrons

- Assess service strategies and staffing models regularly to ensure the Library is using public dollars wisely to meet the needs of the community

D. Communicate and celebrate progress

- Provide regular updates of progress in implementing this plan to the Library board of trustees, civic leaders and the public

- Celebrate accomplishments with staff and community members

REDWOOD CITY PUBLIC LIBRARY

SERVICE PRIORITIES

REDWOOD CITY PUBLIC LIBRARY

Service Priorities

Our Mission

RCPL cultivates community by welcoming all people to experience the shared joys of literacy and learning.

Service Priorities 2017-18

In the second half of 2016, the Library held a series of sixteen community dialogues that included over 200 individuals representing a diverse cross-section of the people of Redwood City and North Fair Oaks. Five common themes emerged from these conversations in the form of community aspirations toward which the Library could contribute in a positive way. Our areas of focus and new service initiatives for the next two years were developed in service of these aspirations.

Aspiration 1: Redwood City is welcoming and inclusive, celebrates the diversity of our population, and enjoys a friendly, neighborly community spirit.

- Enhance physical and online library collections, create in-library displays, and deliver entertaining and educational programs for all ages designed specifically to reach under-served communities
- Increase the library materials, activities, and publicity available in Spanish and Chinese
- Establish Citizenship Information Centers at Downtown and Fair Oaks Libraries
- Host language classes and/or conversation groups for learners of both English and Spanish
- Expand children's and adult programs celebrating the rich cultures of our community at all library locations in partnership with other community groups
- Review the Library's adaptive technology for individuals with disabilities and provide access to appropriate hardware and software tools.
- Implement Meet Your Neighbors grant, focused on connecting new residents to the Library, the City, and each other
- Pilot "Human Library" check out program
- Celebrate the City's sesquicentennial through the Our Community Now and Then program to connect teens and seniors through scanning and curating the community's historic photos
- Incorporate diversity & inclusion into Library customer service model and provide staff training on implicit bias or other related topics
- Continue to provide a diverse and meaningful set of volunteer engagement opportunities

Aspiration 2: Redwood City provides opportunities for community members of all income levels.

- Launch grant-funded PULLooza (Pop Up Library Learning) project to deliver mobile children's activities and food and nutrition programs throughout the community using two custom bicycle trailers
- Loan wireless hot spots, along with laptops and tablets, for home use to expand the availability of internet connectivity in the community
- Continue to offer accredited high school diplomas to adults through the Career Online High School program

- Expand Fair Oaks Library space within the current facility, while also planning for a future new library as part of Middlefield Junction project
- Start a new bilingual personal technology coach volunteer program
- Implement Build a Comic grant to provide graphic novel collections and workshops targeted to low reading level adults
- Continue to provide workforce development series, Lawyers in the Library, and explore additional workshops to meet practical community needs, such as financial literacy
- Offer series of "Know your rights" workshops for renters, immigrants, parents of children with disabilities, and other vulnerable populations

Aspiration 3: Residents have more awareness of existing programs and services.

- Increase connections with other community service providers to improve mutual understanding of service delivery, and optimize partnerships with organizations and individuals with common goals
- Continue use of existing promotional channels while exploring new avenues targeted to user specific preferences
- Provide outreach training for staff conducted by community partners to increase staff's awareness of programs and services for the community

Aspiration 4: Redwood City is a safe place for children and families.

- Identify opportunities to make a social worker available at the Downtown Library to provide assistance to mentally ill or homeless individuals, and increase staff awareness of referral options
- Increase community awareness of safe after school options like the teen center and after school homework help
- Explore anti-bullying programs for youth at all library locations
- Explore workshops for seniors to protect against scams or fraud, including online safety

Aspiration 5: All Redwood City children have access to quality educational opportunities.

- Support the Big Lift's Inspiring Summers program sites in the Redwood City School District
- Complete installation of Early Childhood Learning Centers in Fair Oaks and Schaberg branch libraries
- Enhance early childhood technology options at all library locations
- Strengthen partnerships with school districts and Cañada College
- Continue to offer a robust selection of children's and family programs focused on the 3 Es: Education, Empowerment, and Encouragement, and explore options for offering programs in Spanish and expanding to branch libraries
- Continue to deliver a creative, engaging Summer Learning Challenge program with a goal of over 50% participation by Redwood City and North Fair Oaks children aged 0-14
- Continue to support inter-generational literacy needs in the community through Project READ's Adult Literacy Program, Families for Literacy Program, Families in Partnership Program, Kids in Partnership Program, and the Family Literacy Instructional Center
- Expand the technology courses through the Downtown Library Teen Digital Lab
- Increase STEAM programming, including workshops on 3D printing and the Science and Nature Programs For Children grant at all branch libraries
- Refresh the Interpretive Center at Redwood Shores Library
- Collaborate with Parks and Recreation on public art projects with an educational component for children, such as the Ship of Tolerance and The Book Project

Community Impacts

To measure its contributions to the community, the Library tracks the following:

- The Library will maintain over 90% customer satisfaction rate in Redwood City Neighborhood Survey
- At least 80% of attendees at library events will report positive changes in behavior, knowledge, or confidence as a result of attending (e.g., parents or caregivers attending library family programs will report reading to their children 3 or more times per week)
- Over 50% of Redwood City and North Fair Oaks children aged 0-14 will participate in the Summer Learning Challenge
- The Library will also strive to maintain or increase:
  - Number of attendees at library events, particularly preschool and school-aged children and their families
  - Hours of volunteer activities per year
  - Number of adult learners receiving instruction from Project READ tutors and meeting at least one of their individual learning goals
  - Number of checkouts (including electronic), visitors, and technology users
  - Percentage of Redwood City and North Fair Oaks 3rd graders reading at or above grade level

REDWOOD CITY PUBLIC LIBRARY

GOALS & OBJECTIVES

Library Strategic Plan 2014 - 2016

Goals and Objectives

a. **Family and early childhood literacy: enhance and expand family literacy intervention services to parents of children 0-5 years old providing programs, learning spaces and collections to promote early literacy.**

Goal 1:   Expand early literacy intervention programs for young children and their parents in both English and Spanish.

a.1.1   Offer Baby & Me sessions, modeling reading to babies and the basics of baby brain development two to three times annually in both English and Spanish at all four libraries. (6/15)

a.1.2   Offer Toddler & Me sessions, modeling reading to toddlers and the basics of toddler brain development one to two times annually in both English and Spanish at all four libraries. (6/15)

a.1.3   Offer Little Learners at the Library for drop in play and storytime for babies and toddlers once a week throughout the year with bilingual staff at the Downtown and Fair Oaks libraries. (6/14)

a.1.4   Develop a plan to target and market to those families that are most in need. (1/15)

a.1.5   Measure the positive impact of early childhood literacy programs by surveying parents twice annually and tracking attendance. (1/15)

Goal 2:   Create Early Childhood Literacy Centers at all four libraries.

a.2.1   Work with Burgeon Group in defining manipulatives, space needs and costs. (7/14)

a.2.2   Secure funding commitment from Library Foundation. (9/14)

a.2.3   Redesign Children's Room layout to accommodate ECLC. (1/15)

a.2.4   Expand the collection of reading materials for babies and toddlers in ECLC. (1/15)

a.2.5   Purchase and display parent education books and information. (1/15)

a.2.6   Develop a plan for implementation at the branch libraries. (1/15)

a.2.7   Measure the positive impact of the Early Childhood Literacy Center by staff observation and interaction. (ongoing)

Goal 3 :   Expand Project Read's Families For Literacy Program services to parents and caregivers of children 0-5 to promote early literacy intervention, intergenerational literacy and school readiness to non-literate/low-literate families.

a.3.1   Using age appropriate books and taking into consideration the parent's reading level, staff and trained volunteer tutors will work with parents to choose books and practice reading them to their child. (ongoing)

a.3.2   All the children and parents meeting in the Family Literacy Learning Center or matched with a tutor will be taught school-related computer skills and introduced to educational Internet sites. (ongoing)

a.3.3   Project READ Family for Literacy program staff will assess the reading, conversation and language skills of all parents and their children when they enter the program, and annually thereafter. The adults and school age children receiving instruction will increase an average of 2 grade levels or more after the first year of instruction. (ongoing)

a.3.4   Families for Literacy program Inmate learners who are enrolled in the Mother's and Families/Father's and Families workshops will receive instruction in reading aloud to their child using a non-violent parenting curriculum while incarcerated at the SMCO Men's and Women's facilities. (ongoing)

a.3.5   Project Read will assess learning levels of their participants.

b.   Digital literacy and technology access and services.

Goal 1:   "Bridge the digital divide" by providing more technology access and instruction at the Downtown, Fair Oaks and Schaberg libraries.

b.1.1   Provide structured and regularly scheduled classes monthly on basic computer skills to promote digital literacy in the community. (9/14)

b.1.2   Provide weekly individualized assistance through one-on-one help with library staff and volunteers to promote digital literacy at the individual level. (9/14)

b.1.3   Strengthen existing partnerships with tech industry community members and develop new partnerships to amplify the library's reach and advance digital literacy goals. (6/15)

b.1.4   Provide internet-enabled devices with extended session periods within the library. (9/14)

b.1.5   Explore a pilot program to provide mobile devices and hot spots for families to take home. (7/15)

b.1.6   Conduct surveys to gather feedback from the community about digital literacy needs and satisfaction with library technology. Evaluate surveys to plan for additional library technology services. (6/15)

b.1.7   Continually monitor public computer demand and evaluate the ability to increase/decrease access. (ongoing)

b.1.8   Provide meaningful volunteer opportunities for technology savvy community members to help bridge the digital divide. (ongoing)

b.1.9   Work with PRCS in the promotion and coordination of programs (ongoing)

b.1.10 Analyze stage 2 EDGE initiatives for implementation. (1/15)

Goal 2: Create technology opportunities and training to underprivileged academically at-risk teens.

b.2.1 Open a digital lab for teens to learn and discover their technological interests and artistic abilities giving them a reason to be successful in school. (7/14)

b.2.2 Collaborate with community members, Silicon Valley professionals and teens to plan and deliver programming. (ongoing)

Goal 3: Offer more services for our digitally connected community.

b.3.1 Offer online tutorials and educational materials for digital literacy. (1/15)

b.3.2 Increase collection of eBooks and eAudiobooks by 25% annually.

b.3.3 Increase collection of eMagazines, online music and movies by 25% annually.

b.3.4 Improve our online presence through a redesigned website and mobile applications. (1/15)

b.3.5 Provide online youth reading lists to promote reading and literacy. (1/15)

b.3.6. Provide and maintain online resources about college selection and financial aid for customers pursuing educational opportunities. (ongoing)

b.3.7 Provide parent education resources and/or workshops on online safety for youth. (1/15)

b.3.8 Provide resources to promote parental awareness of technology education apps for children. (1/15)

c. Expand Library spaces in Fair Oaks: The existing facility is heavily used and not able to adequately meet the demand for collections, programs, computers, seating and family literacy and learning spaces.

Goal 1: Expand current library space.

c.1.1 Work with the County Human Services Agency in identifying expanded and/or shared spaces in existing facility. (9/14)

c.1.2 If approved, secure funding for remodel. (9/14)

c.1.3 Develop a plan for implementation (9/14)

Goal 2: Explore opportunities for a new library and community center facility.

c.2.1 Secure funding for a master facility plan for a combined library and community center. (7/14)

c.2.2 Develop and issue an RFP for a master plan. (1/15)

d. **Re-envision library customer service to ensure an exceptionally positive experience for every customer.**

Goal 1: Remodel the customer service environment at the Downtown Library.

d.1.1   Remodel customer service environment to facilitate proactive service and to enhance self-service. (8/14)

d.1.2   Streamline staff areas to encourage self-service and more efficient customer service. (8/14)

d.1.3   Modernize technology to facilitate self-service such as self checkin of materials. (8/14)

Goal 2: Improve customer service delivery at all libraries.

d.2.1   Set staff expectations for active service that focuses on a positive experience for every customer. (9/14)

d.2.2   Conduct workshops and ongoing training for staff. (ongoing)

d.2.3   Set up measures and processes to assess customer satisfaction including in person and online customer feedback, surveys, secret shoppers and peer shadowing. (1/15)

d.2.4   Observe and evaluate staff. (ongoing)

d.2.5   Analyze customer service environments at branch libraries and develop a plan to implement needed changes. (1/15)

Goal 3: Shift policies to be more customer positive.

d.3.1   Evaluate and revise policies. (1/15)

d.3.2   Train and empower staff to interpret policies in favor of the customer. (ongoing)

Library Board
Redwood City Public Library
Adopted: August 19, 2014