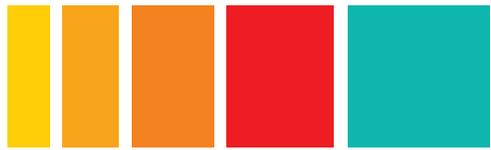


# 2020

ANNUAL STRATEGIC PLAN

KITSAP REGIONAL



# Library



# from the director



**K**itsap Regional Library is a learning organization. The future requires us to be flexible and responsive to what we are learning. And, it requires that we are constantly listening, evaluating and iterating on what we have learned. Our

Strategic Plan is a living document. It is agile, which means we are always open to new opportunities and we are not afraid of changing course—or stopping completely—when something no longer makes sense. It means that we will challenge our assumptions, we will remain flexible and we will grow together. With all of us collaborating, creating and focusing around an ever-improving plan for our future, we are doing the best work possible in realizing our mission.

In 2019, Kitsap Regional Library was dedicated to developing ways to implement this idea of agility. We identified how we needed to change the ways we work and communicate. In 2020, we will begin to implement the plan we have developed.

New this year are four areas of impact. After much input from staff and community, we have realized that we needed a structure for our plan that speaks to how we are accomplishing our mission every day, while also providing a filter for future goals and ideas. These areas are meant to encompass the “how” of our plan. We have created them to be adaptable enough to allow us to adjust to what we are learning, yet rigid enough to hold us accountable. Within each area, we have identified Strategic Goals which are aspirational and long-term. We have also identified shorter Operational Goals which outline the main priorities for our work through 2020. We will align all of our resources in accomplishing these Operational Goals and building a path for the success of our future Strategic Goals.

As always, we have big dreams for the coming year. I am excited and proud to share the possibilities.

Sincerely,

Jill Jean  
Library Director, Kitsap Regional Library

## 2020 Operational Goals

### Update the online user experience:

- Complete a digital audit to better understand our digital ecosystem, identifying all current technology use and effectiveness
- Identify opportunities for more staff to participate in and enhance social media interactions with our community
- Update KRL.org to increase ease of use and accessibility, creating a more reliable experience for patrons and staff

### Improve and preserve Library facilities:

- Renovate the Poulsbo branch to create more inclusive spaces for kids, tweens and teens
- Partner with Central Kitsap School District to begin construction of the new Silverdale branch
- Understand the financial impact and timeline for a possible new Port Orchard branch location
- Explore opportunities for updates to the Sylvan Way branch
- Assess current facility needs of all locations and begin a capital facilities plan

### Align services with identified community needs:

- Pilot a new Family Outreach Service and evaluate its impact
- Continue to develop relevant collections that reflect community need, working to reduce wait times in popular collection areas
- Increase speed and reliability of data line services in our spaces
- Build on the success of the Student Card pilot project by expanding to include an additional Kitsap school district

### Support a “culture of we” in the workplace:

- Improve internal communication to support sharing ideas, and increase transparency and alignment
- Partner with our union to build a strong, productive and cooperative relationship, identifying needs and creating goals together
- Strengthen competencies and strategic focus of Leadership Team through the Path Forward Stewards Program

### Contributions from Kitsap Regional Library Foundation:

- Launch a Silverdale Community Campaign in support of the completion the Silverdale Capital Campaign

# areas of impact

## Information & Inclusion

Kitsap Regional Library is a place where you belong. We are the center for community connection, a safe and welcoming gathering place where people come as individuals and collaborators to dream, learn, do and thrive.

### LOOKS LIKE

- Providing spaces and collections—physical and digital—that are inclusive, accessible and open to all
- Identifying and removing barriers to assure free, equitable and confidential access to resources and services
- Offering a full range of information resources that meets the diverse educational, informational, cultural and recreational needs of our community
- Providing information coaches, mentors and guides to assist in information navigation helping to make sense of it all

## Strategic Goals

- Our spaces—physical and digital—are inclusive and reflect our community, creating experiences that are welcoming, open and accessible to all.
- Our ability to provide equitable access to information and services is informed by community voice, creating a deep understanding of the unique needs of the diverse audiences that make up Kitsap.

## Stewardship

Entrusted to us by our community, we are stewards of the spaces, collections and ideas that create Kitsap Regional Library, and of the culture we create to realize its mission.

### LOOKS LIKE

- Sustainably developing and preserving buildings, resources and budget to meet our current needs and the needs of future generations
- Communicating what we offer and how resources are managed with clarity, honesty and transparency
- Fostering a workplace of learning, responsibility, productivity and respect, and supporting the sharing of creative ideas and information
- Providing employees with support, direction and resources which allow them to accomplish the responsibilities of their jobs and reach their goals
- Partnering with Friends groups, the Kitsap Regional Library Foundation and building owners to achieving more for our community than we can with public funding alone

## Strategic Goals

- Our community understands the fundamental value of the Library and what it contributes to the community, and individuals are informed of what is available for them personally.
- We are the employer of choice in Kitsap with a rewarding, inclusive workplace environment that represents the communities we serve and attracts and retains superior employees.
- Our financial stability allows us to adapt to changing needs, while also planning for the long-term development and growth of our resources to support future generations.

## Community Vibrancy

Kitsap Regional Library is a cornerstone of our communities, an anchor for economic development and civic engagement and a catalyst for positive change.

### LOOKS LIKE

- Providing resources and support for career readiness and workforce development
- Supporting local business development with resources and assistants for entrepreneurs and non-profits
- Inspiring community and an active, informed citizenship
- Being a connector and convener and bringing together community and partners around critical topics
- Gathering and sharing highly local community knowledge
- Aligning with community goals by working collaboratively with our economic, civic, social and cultural institutions to achieve collective impact through interconnected services

### Strategic Goals

- We have an informed citizenry and people are empowered to be agents of change, working together on community challenges.
- We are the gateway for community services. Our strategic partnerships connect patrons with relevant, complementary services, amplifying the impact of our work and the work of our partners.
- We are an anchor for economic vitality, spurring and supporting area revitalization and creating opportunities and connections that allow people to live and work here.

## Lifelong Learning

Kitsap Regional Library connects people and ideas, fostering continuous curiosity and personal productivity at every age.

### LOOKS LIKE

- Inspiring interest-based education and self-improvement and opening our community to new ideas
- Actively partnering with educators and caregivers to prepare children for kindergarten success through free early literacy learning opportunities
- Bridging the gap in K-12 education with free afterschool and STEM learning opportunities for kids and teens, developing critical 21st century skills
- Creating equitable opportunities for community to build competency in digital, health, financial and information literacy
- Aligning with community goals by collaborating with our educational institutions to achieve collective impact through interconnected services

### Strategic Goals

- The Library is #1 place in Kitsap people think of when they want to learn something new.
- We are a community leader in closing the digital divide, providing access to quality, current technology and education and training in digital literacy.

# 2019 Impact

## Information & Inclusion

- Additional hours were added to the Silverdale, Bainbridge Island, Poulsbo, Sylvan Way and Manchester locations
- Process improvements have decreased the average turn around for new materials from 13 days to 6.5 days
- The Poulsbo branch launched a new online meeting room reservation system, allowing the community to easily see what is available and reserve a space

## Stewardship

- Patrons can now subscribe to weekly emails showcasing the hundreds of books, movies and music that are new each week
- Kitsap Regional Library Foundation secured \$1.65M from the State of Washington Capital Budget for the new Silverdale branch
- The Sylvan Way branch campus was transformed through an extensive landscape project, using predominately native, drought resistant plants to create a more accessible experience for patrons and staff
- The Downtown Bremerton branch received a refresh, now enjoying new carpet and new public furniture
- The Kitsap Public Facilities District has approved funding for a new community center in Port Orchard which includes a 9,000 sq. ft. library
- Staff workstations were updated to increase efficiency through access to current technology

## Lifelong Learning

- More than 20,000 people participated in Summer Learning by reading and tracking summer learning goals and participating in Library programs
- More than 40,000 people participated in 2,366 classes and events for kids, teens and adults
- 25 youth ages 16-25 applied for ten community learning internships, seven of which completed the 100-hour program in 2019-2020 \*

## Community Vibrancy

- Located in the Poulsbo branch and supported by City of Poulsbo, Kitsap Credit Union, Kitsap Bank and First Federal, Western Washington University's Small Business Development Center is now offering free business development resources and coaching to all of Kitsap
- Peninsula Community Health Services Mobile Units began regular stops at the Port Orchard and Sylvan Way branches, providing access to nearly all of the same primary care services available in the health center's permanent clinics
- Through a partnership with Bremerton School District, all Bremerton student IDs now double as a library card ID
- More than 2,000 people checked out the One Book, One Community title "Behold the Dreamers," inspiring more than 170 people to join the conversation by attending the main event with author Imbolo Mbue and several community partners

\*Correction: 3/20

# Equity, a Culture of We and the User Experience are Essential to our Mission

## Equity

We are committed to ensuring that everyone has access to the resources they need to flourish. We recognize that we don't all start from the same place; systemic barriers to education and opportunity exist. We will strive to remove barriers and to continually align our policies, practices and resources to create the best possible opportunity for all people to grow, contribute and thrive.

## Culture of We

We are better together. We will build meaningful relationships, continually seeking out diverse perspectives and ideas, and working collectively to understand the needs and aspirations of all of our citizens. The diversity of our community will be reflected in our staff and spaces, the services we offer, and the collections we create.

## User Experience

We are dedicated to creating experience that are useful, accessible, credible and valuable in environments where every person can feel welcome, safe and respected. We recognize that the needs of each individual are unique, and we will always strive to deliver excellence to the individual while balancing our responsibility to serve our whole community.

**“Inspiring our community to dream more,  
learn more, do more and be more.”**

Kitsap Regional Library Mission

## 2020 Annual Strategic Plan Data Sources & Contributors

- Kitsap Regional Library Staff
- Kitsap Regional Library Board of Trustees
- Kitsap Regional Library Foundation
- Kitsap Regional Library Reports:
  - Vision 2020 Strategic Plan
  - 2017 Levy Campaign Data
  - 2016 Community Assessment
  - 2015-2019 Statistical Data
- The Aspen Institute Re-Envisioning Public Libraries
- KEDA Economic Health Profile
- 2017 KICC Community Assessment
- 2018 KPHD Public Health Indicators
- 2017 KPHD Populations with Functional Access Needs
- 2018 Washington State School District Summaries
- 2017 KCR Community Action Needs Assessment
- Us Census Bureau