



# King County Library System

960 Newport Way NW  
Issaquah, WA 98027

**October 25, 2021**

## **REQUEST FOR PROPOSALS**

**FOR**

**RFP #21-04 Community  
Demographics Analyst & Research  
Consultant**

**Proposals Due:**

**November 12, 2021 5pm (Pacific Time)**

## **SECTION ONE: PURPOSE AND BACKGROUND**

### **Purpose**

The King County Rural Library District, (dba King County Library System), is seeking proposals from data analysts experienced in complex community demographics and languages analysis centering racially, ethnically, and linguistically diverse people and communities who are marginalized due to race, citizenship status, nationality, indigeneity, ethnicity, religious identity, sexual orientation, gender identity and expression, disability, age, size, and class.

Led by the Diversity Equity and Inclusion (DEI) Director and Department, KCLS is currently collecting data for a robust and comprehensive 2021-22 DEI Assessment process to acquire a holistic view of KCLS through a DEI lens via both internal and external scans to serve as the cornerstone for data-informed and community-led programs and services, authentic community partnerships, and integration of KCLS' DEI values within its strategic framework. Data collected will inform decision making for equitable service to the community, underpin alignment with community needs and assets, and align our DEI values and strategy with the KCLS Strategic Framework.

The community demographics and languages analysis portion of the project will help forecast and benchmark which communities surround each of the 50 KCLS libraries, as well as the languages and dialects spoken in those areas. This information will serve as a benchmark and guide for the community needs assessment and community asset mapping for each library location.

### **Service Area**

King County Library System (KCLS) is one of the largest and busiest library systems in the country, serving 1.49 million residents through 50 community libraries including an institutional library at King County Youth Detention Center, an administrative Service Center in Issaquah, distribution center in Preston, and 17 mobile service vehicles. The KCLS service area encompasses 2,300 square miles of rural, suburban, and urban King County surrounding but not including the city of Seattle, Hunts Point, or Yarrow Point, serving 36 municipalities and 20 school districts. Some small areas of Pierce and Snohomish Counties are served by KCLS due to parts of Auburn and Bothell being in those respective counties. KCLS employs over 1,000 full-time and part-time staff, and circulated 20.4 million print, media, and electronic items in past years. It is a central community resource for a wide variety of programs and activities for people of all ages.

The City of Seattle is in King County but is served by its own city library system, Seattle Public Libraries. Although it is a separate institution, each library's patrons can use either library system for free through a reciprocal borrowing agreement.

Established in 1942, KCLS is a special purpose government and independent taxing district that is governed by a seven-member Board of Trustees and operates under the constitution and laws of the State of Washington.

## **DIVERSITY, EQUITY AND INCLUSION**

### **Diversity**

We value and embrace Diversity as a wide representation of people with varied and intersecting identities, perspectives and experiences; drawing strength from differences and centering people who are marginalized due to race, citizenship status, nationality, indigeneity, ethnicity, sexual orientation, gender identity and expression, ability, age, size, and class.

## **Equity**

Removing barriers to opportunity; we value and foster equity as the lens we use to reimagine policies, practices and power dynamics at all levels in order to redistribute resources and create opportunities; countering injustice and inequality and removing barriers so all can reach their potential.

## **Inclusion**

Fostering connection community and belonging; we value authentically welcoming, engaging and valuing individuals and communities; especially the underrepresented, marginalized or excluded from participation. We practice inclusion by creating meaningful connections, examining our own biases and prejudices to eliminate discrimination within our organization and communities.

## **SECTION TWO: SCOPE OF SERVICES**

The DEI Director and Department are currently engaged in a 2021-22 DEI Assessment. A Project Team of 29 staff members from across diverse departments, library regions, and backgrounds are employing internal and external scan methodologies.

A critical component to this assessment is equipping each community library with accurate information about the unique communities they serve. Demographic data will inform the development of relationships, collections, programs and services that are responsive to the cultural and linguistic diversity of their surrounding area. There is a particular need for disaggregate data on race, ethnicity, and languages spoken among residents.

**Working with the KCLS DEI Director as the primary point person, and secondarily with the Project Team, the demographics analyst and consultant will provide the following deliverables:**

Identifying and gathering multiple data sources from existing tools and resources, generate a detailed report of demographic and languages analysis for each of the 50 KCLS libraries. The report will describe the demographic make-up of the surrounding communities and neighborhoods of each library location. Report to include the following:

- Detailed racial demographic information disaggregated by unique cultural, ethnic, linguistic, and nationality groups and communities.
- Languages and dialects spoken within each of the KCLS library communities and neighborhoods, including (as available) context around reading/writing proficiencies, levels of English language proficiency, and potential community need for language supports and resources.
- Intersectional community demographics and context (as available) within the identity areas of disability, citizenship status, religious identity, sexual orientation, gender identity and expression, age, education level, and income.

## **SECTION THREE: PROPOSAL REQUIREMENTS**

Proposals should be prepared simply and economically. Proposals must be clear, unambiguous, and capable of being understood without reference to other documentation. Respondents shall address each and every requirement contained in this section of the RFP, as well as all other sections as required. KCLS relies on the respondent as the expert to identify in the proposal the approach which is believed to be the most effective to produce the required services.

**Intent to Respond.** Respondents are asked to indicate the intent to respond to this RFP as early as possible by sending an email message to [purchasing@kcls.org](mailto:purchasing@kcls.org).

**Specific Requirements.** Respondents are requested to submit the following information. Responses to each part should appear in the same order as in this RFP and should designate by heading and paragraph the item to which the response applies.

Part 1: Executive Summary

Respondents will provide an executive summary which presents key points of the proposal.

Part 2: Proposed Work Plan

Respondents will provide a detailed description of the planned approach to be taken to achieve KCLS's interests. Include the methodologies to be used, a draft project timeline with key milestones, stakeholders proposed to be engaged, and methods for obtaining stakeholder buy-in.

Part 3: Cost of Services

Respondents will provide a comprehensive and detailed budget listing separate line items for all costs and fees that will be incurred as part of the respondent's work.

Part 4: Organizational Qualifications

Respondents will provide a brief overview of their consultancy description, purpose and history, qualifications, and experience in working with complex demographic and linguistic data sets. Because we are being intentional about seeking input from underserved racial, ethnic, and cultural communities, respondents will need to have direct experience with multi-cultural and multi-lingual BIPOC populations, particularly in an environment that has potentially seen significant resource and population shifts due to Covid-19.

Part 5: Staff Qualifications

Respondents will provide an overview of consultancy principals in charge as well as key project members with names, roles, and resumes. Please provide contact information for the person to whom KCLS should direct correspondence including full name, phone number, email address and physical mailing address.

Part 6: References

Respondents will list at least three clients for which similar work is or has been conducted and give the name, title, and telephone number of persons who may be contacted for reference concerning the services provided.

## **SECTION FOUR: SUBMISSION REQUIREMENTS**

**Submission Date and Delivery.** One executed original proposal clearly marked on the cover and one digital copy in PDF form by EMAIL of the proposal shall be submitted.

Email should be addressed to Purchasing, [purchasing@kcls.org](mailto:purchasing@kcls.org) with the words "**RFP #21-04 Community Demographics & Languages Consultant**" in the EMAIL Subject line.

The proposal shall be clearly marked on the outside of the transmittal package with the following information:

**Your Organization's Name**  
**RFP #21-04 Community Demographics & Languages Consultant**

The proposal must be received no later than 5pm Pacific Time on November 12, 2021 at:

King County Library System  
Attn: Purchasing  
960 Newport Way NW  
Issaquah, WA 98027

Proposals received by KCLS after 5:00pm (Pacific Time), November 12, 2021 will not be considered. Proposals received before the due date will be held in a secured area until the time of opening.

**Disqualification.** Failure to comply with any of the requirements of this RFP may result in disqualification.

**Modification.** Respondents may withdraw or modify their proposal in writing at any time prior to the RFP deadline for submission.

## **SECTION FIVE: REQUESTS FOR CLARIFICATION**

Questions and requests for clarification may be submitted in writing no later than November 5, 2021 at 5pm Pacific Time to Purchasing at [purchasing@kcls.org](mailto:purchasing@kcls.org). Please include the phrase "**RFP #21-04 Community Demographics & Languages Consultant Proposal Inquiry**" in the subject line.

All questions and replies will be made available to all RFP respondents who have identified themselves via email. The source of the inquiry will not be identified. KCLS shall in no way be responsible for any errors or ambiguities in the RFP and any information provided after distribution of the RFP is for clarification only and not binding on KCLS.

## **SECTION SIX: EVALUATION**

KCLS intends to select the proposal that is most advantageous to itself. The responses to this RFP will be evaluated by a small Selection Committee to be established for such purpose. In evaluating proposals, price will not be the sole factor. The Selection Committee may consider any factors it deems necessary, including but not limited to: quality of response to RFP, experience, appropriateness to the King County Library System, price, quality of service, references and reputation. KCLS reserves the right to reject any and all proposals for any reason.

KCLS may invite one or more representatives from any consultancy to meet or talk with KCLS representatives for the purpose of clarification of the consultancy's proposal.

KCLS may at its sole discretion waive any irregularity or informality in a proposal submitted by any organization.

Upon completion of the evaluation process, one respondent will be selected by the DEI Director for negotiation of an agreement. Consultants/consulting firms not selected will be notified by email.

KCLS reserves the right to accept other than the lowest priced proposal and to negotiate with any organization when the best interests of the Library System are served by so doing.

# SECTION SEVEN: SCHEDULE

KCLS has set the following tentative schedule for the selection process:

DATE	ACTION
October 25, 2021	RFP issued
November 5, 2021 5pm	Deadline for requests for clarification
November 12, 2021 5pm	Deadline for receipt of proposals
Nov 13-20, 2021	Respondent questioning period as necessary
November 29, 2021	Consultant selected and notified

# SECTION EIGHT: SPECIAL CONDITIONS

**Reservation of Rights.** This RFP does not commit the Library to award a contract or pay any costs incurred in the preparation and submission of a proposal. The Library reserves the right to cancel the project at any time prior to the execution of the contract by both parties. Respondents bear sole risk and responsibility for costs incurred in the preparation and mailing of the proposal. The Library reserves the right to ask for clarification of the proposal if the need arises.

**RFP Revisions.** Any revisions to this RFP or additional relevant information will be provided to all organizations receiving the original RFP.

**Alternate Organization Selection.** If KCLS fails to negotiate a contract with the organization of first choice, KCLS shall reserve the right to enter into new contract negotiations with an alternate organization(s).

**Payment Schedule.** KCLS payments, subject to negotiations, shall be made to the organization not more than forty-five (45) days after KCLS receives the consultancy's invoice for goods/services received as specified in the contract between KCLS and the organization selected.

**Wages.** The organization shall be required to pay any wages or salary required by the laws or regulations of any government entity having jurisdiction.

**News Release.** Mention of KCLS, staff, or programs in advertising, customer lists, photographs, or articles in the professional literature pertaining to an award resulting from proposals made in response to this RFP shall not be made by any organization without prior written approval from the KCLS administration

# SECTION NINE: CONTRACT REQUIREMENTS

**Written Contract.** KCLS and the selected organization shall negotiate a contract and nothing shall be binding on either party until the contract is in writing and fully executed/signed by both parties, except the organization is obligated to keep its proposal in effect for period specified in this RFP.

**Delivery of Goods.** The organization shall be required to assume responsibility for delivery of goods and/or services as defined in the contract.

**Rights to Developed Materials.** The contract awarded will provide that any material designed specifically to meet the Library's needs or any modifications to existing materials will become the property of the Library over which it shall have exclusive property rights.

## SECTION TEN: PROTESTS TO AWARD

Protests concerning the award of this RFP shall be submitted in writing to:

King County Library System  
Attn: Director of Finance  
960 Newport Way NW  
Issaquah, WA 98027

**Protest to Award RFP #21-04 Community Demographics & Languages Consultant**

Organizations should clearly state the grounds for their protest and the requested action.

**Deadline.** Letters of protest must be received by KCLS no more than one week after RFP award has been announced.

**Response to Protest.** Written response to protest letters will be composed jointly by the Selection Committee and the Director of Finance. Responses will be available within approximately two weeks of receipt of protest. Written responses are mailed via certified mail to the protesting organization.

## SECTION ELEVEN: ADDITIONAL INFORMATION

Please find attached to this RFP the following documents:

KCLS DEI Assessment Timeline  
KCLS 2020 Annual Report–Year in Review  
KCLS Final Budget 2020

General information about the Library System is available through the library's web site at <http://www.kcls.org>.

Specific questions regarding this RFP should be directed to [purchasing@kcls.org](mailto:purchasing@kcls.org).





# ANNUAL REPORT 2020





***“I just want to thank and commend all of you for the incredible job you have done during the coronavirus pandemic. It has made a huge difference in my life and in so many others’ lives to have the library make materials easily available. I always think the library is amazing, but to see what you have done during this pandemic to support the community is so inspirational. Thank you all.”***

***- KCLS Patron***

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# Executive Director's Message

## 2020: KCLS Plays an Important and Positive Role

The year 2020 was unlike any other. A global pandemic reshaped society, its impacts broadly and deeply felt.

The King County Library System was uniquely positioned to help, providing information, resources and inspiration in meaningful ways. KCLS never closed; instead, we were busier than ever as we reinvented services to address needs and create opportunities, while adhering to public health mandates and remaining focused on strong stewardship of taxpayer dollars.

When the coronavirus caused libraries to close in March 2020, there was no way anyone could have predicted its toll. Yet KCLS anticipated what loomed ahead and immediately increased digital funding for online programs and resources to ensure patrons remained connected to their libraries.



# Executive Director's Message

As everyone became more reliant on the internet, KCLS transformed its services—and the response was amazing. Patron engagement increased across the board, including a rise in website and social media activity, Wi-Fi connections, and demand for other information services. By year's end, the number of library cardholders reached **1.1 million**, including a **226%** increase in eCard registrations.



The year included several national honors. Library Journal rated KCLS a five-Star Library for overall excellence. KCLS also broke its own record for digital circulation with patrons downloading a total **7.4 million** items. It was an increase of more than **2 million** over the previous year and earned KCLS a ranking of second in the U.S. and third in the world for digital lending from Rakuten/OverDrive. We ended 2020 with a total circulation of **14.6 million** physical and digital items.

# Executive Director's Message



KCLS stayed connected with patrons “offline” as well. We provided contactless Curbside to Go service, as well as lockers for 24/7 holds pickup. Our mobile outreach efforts ensured that kids, older adults and those experiencing homelessness received contactless library delivery service. Demand was robust. Including those served by mobile outreach delivery, patrons borrowed **3.8 million** items from July through December. Of those, **2.6 million** holds were picked up at a Curbside to Go location.

And with a focus on leveraging resources, KCLS partnered with King County to assist in the effort to distribute **5 million** face masks and **20,000** bottles of hand sanitizer to control the pandemic's spread.





# Executive Director's Message

Numbers like these, along with comments from our patrons, are strong indicators that our efforts were appreciated.

King County Library System has always played a positive role in residents' lives.

The coronavirus did not change this.

The **2020 Annual Report** highlights the ways KCLS rose to the challenges of an unprecedented year while remaining a vital part of the communities we serve.

*Lisa G. Rosenblum*

Lisa G. Rosenblum, Executive Director





# How the Year Progressed

The King County Library System began the year with great expectations, having launched significant initiatives and programs for its 50 libraries, many of them new and remodeled thanks to a voter-approved **Capital Bond** measure.

But then, like everyone else, we faced the unexpected. Drawing on the strengths and creativity of staff, we adapted to the ever-changing demands of a global pandemic.

The following highlights show the many proactive and innovative steps KCLS took to continue serving the public throughout the entire year while adhering to health and safety guidelines.



# January and February: Best-Laid Plans

KCLS began the year with budgeted projects and in-building programs that aligned with our **Strategic Initiatives**. These priorities included reducing barriers to access, promoting economic empowerment, supporting social and health services, STEM learning, and embracing diversity, racial equity and inclusion.



## **Strategic Initiatives**

### **Economic Empowerment**

Career counseling, small business and teen programs (21st century job skills)

### **Green Initiative**

Public programs, vended services, and other organizational efforts focused on reducing paper and plastic waste

### **Social and Health Services**

Community health programs; immigrant and refugee services; social work services in libraries; expanded services to people experiencing homelessness

### **Reducing Barriers to Library Access**

Adjusted fines and fees

### **Diversity, Equity and Inclusion (DEI) Engagement**

Organizational assessment; training; workforce diversification plan

### **STEM (Science, Technology, Engineering, Math) Learning**

ideaX Makerspace expansion; digital media artist-in-residence

### **Technology**

Improve/upgrade existing systems; explore Artificial Intelligence applications

# January and February: Best-Laid Plans

**Welcoming Centers** for new arrivals to the U.S. and King County were open at two KCLS locations. Outreach expanded to those experiencing homelessness, social and health information services were available at libraries, and economic empowerment classes supporting low-income patrons were all underway as part of our goal to build communities of inclusion and belonging.



**425** total Ambassador hours

**193** students helped by ESL



A second **ideaX Makerspace** was ready to open at the Federal Way Library to enhance STEM learning, the Green Initiative was in progress, and many System-wide improvements, from technology and planning to communication, were taking shape.

**Then the coronavirus hit close to home, with the first U.S. case reported in the region.**



# March through June: A Time of Reinvention

Early on, KCLS monitored the coronavirus outbreak in King County, anticipating and proactively planning for potential impacts on our communities. When state public health mandates led to library and other countywide closures on **March 13**, KCLS was positioned to pivot quickly, providing virtual connections with patrons of all ages, implementing safety and budget measures and developing contactless services. With the coronavirus' duration unknown, the Library System planned for various scenarios to address public needs as the economic toll rose and pandemic realities set in.

With essential workers still in buildings, KCLS sanitized libraries and workspaces, installed new air filters and maintained heating, ventilation and air conditioning (HVAC) systems, critical to healthy air quality. As the year progressed, **other upgrade projects** were completed, including installing plexiglass screens in libraries. Such measures and essential ongoing maintenance protected KCLS' buildings as outlined in KCLS' Capital Investment Program (CIP).



## CIP Projects Completed in 2020

### **Bellevue Library**

Elevator modernization including new motors and greater energy efficiency; two new boilers

### **Burien Library**

Roof protective coating

### **Covington Library**

Partial roof repair

### **Des Moines Library**

Remodeled restrooms

### **Kirkland Library**

Remodeled restrooms

### **Redmond Library**

Carpet replacement

### **Shoreline Library**

HVAC replacement

### **Woodinville Library**

Roof replacement

**Facilities** Replacement of four maintenance vehicles

# March through June: A Time of Reinvention



**28,120** telephone calls

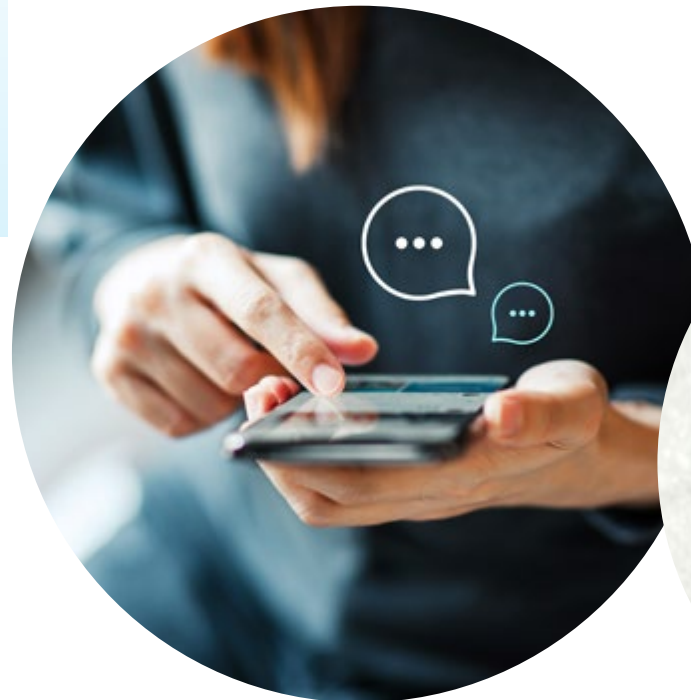
**13,979** live chat sessions

**10,729** email questions

**48%** growth in overall use

Within a week of closing libraries to indoor use, the **Ask KCLS** information service was in high demand, answering questions from the public via phone, chat and email.

Recognizing the financial hardships faced by many, KCLS announced that no late fees would be charged in 2020 during closures. We also extended the return dates for all materials currently checked out.



# March through June: A Time of Reinvention

Staff worked remotely, re-tooling previously planned on-site events and programs to **virtual programming and services**, updating the website with COVID-19 information and resources, and communicating with the public about the Library System's efforts to provide support.

**52,935** people of all ages attended virtual programs

KCLS brought people together to learn and share in virtual spaces through reconfigured online book groups, author visits, Story Times, favorite programs like Reading with Rover, and new ones like Space Launch.

*"At a time when the world seemed like it was falling apart, it was a way for people to connect. The (book) group was really fun, and reminded me that there's still life during a pandemic."  
- KCLS Patron*





# March through June: A Time of Reinvention

KCLS also created and expanded its offerings to older adults, with online programs ranging from Wisdom Cafes to caregiving. Patrons let us know in many ways how much they appreciated our efforts, including a **122%** increase in social media engagement. Users visited the KCLS **Website** over **12.9 million** times in 2020.

KCLS immediately increased its spending on **digital resources** and invested heavily over and above what was allocated, so patrons could continue to connect with their libraries online. **Instant library cards** for full digital access were offered to eligible residents and students.

*"So thankful for the investment in digital content! I have read dozens of great books during this time thanks to KCLS!"*  
- KCLS Patron



# March through June: A Time of Reinvention

KCLS also prioritized information assistance to people coping with lost jobs and wages. A new program initiative, **Invest in Yourself**, was developed to help small businesses struggling with COVID's impacts. KCLS also collaborated with other regional library systems to provide **Your Next Job**, a free, personalized job-search service, to help workers recover from COVID-related unemployment and loss of income. Offered in 11 languages, the service helped 300 people, including those living with a disability, who had limited English language or work skills, and/or who lacked digital proficiency.

KCLS also offered business, technology and digital literacy **certification programs** and resources to help people pursue career goals.



*"I'm currently working on getting Adobe InDesign certified. I also have to shout out access to Chilton online manuals, Consumer Reports and Lynda.com. I ❤️ my library!"  
- KCLS Patron*

**223** people accessed assistance through Invest in Yourself.

# March through June: A Time of Reinvention

As the months passed and summer loomed, it was clear that we needed to transform the annual **Summer Reading Program** into an online slate of educational and literacy programs to help offset the “summer slide.” Summer Reading, which ran June through August, kept all ages engaged through classes, activities and reading challenges.

In total **3.7 million** minutes were read. KCLS, helped by the KCLS Foundation, distributed books to more than **100** sites, including community centers, food banks, health centers, childcare centers and summer camps.





# March through June: A Time of Reinvention

By June, after several months of planning and preparation, KCLS reached a major turning point. Staff returned to buildings to begin processing early returns, set up book quarantine areas, learn new technologies and organize library materials for the launch of a new contactless service, **Curbside to Go**.

*"Have I said lately how much I ADORE my library @KCLS? They are now offering Curbside To Go pickups of holds. They have hours of operation like 10am to 7pm. During a pandemic! Such selfless, hardworking, innovative people making their patrons' lives easier."*  
- KCLS Patron



# July through September: KCLS Delivers Essential Services

As the pandemic showed no sign of abating, KCLS continued to develop services and programs within health guidelines. Contactless Curbside to Go brought physical items back into the hands of patrons. The **Library System** also obtained grants to expand resources for Mobile Services and to help those hard hit by COVID. In the heat of summer, KCLS also created ways to nurture health and keep up civic spirits through online education, entertainment and outdoor programs.



**Curbside to Go**, called a “lifesaver” by many patrons, enabled residents to pick up holds in pre-packed bags outside library buildings. In the first week, patrons placed nearly **138,000** new holds. Surprise Bags were distributed and additional book drops opened. Curbside to Go continued to expand through the rest of the year, as did the gratitude from patrons. By the end of December, Curbside to Go was underway at **41** locations, with **39** of those also providing Curbside printing pickup.



# July through September: KCLS Delivers Essential Services

**Mobile Services** outreach also restarted with contactless visits to child cares, assisted living facilities, retirement and nursing homes and homeless shelters. Providing library materials, and in some cases Wi-Fi hot spots, to vulnerable populations was an invaluable service, providing connections particularly for older adults in isolation.

Mobile Services served a total **38,502** patrons at **2,220** sites.  
There were **304** Wi-Fi hot spots loaned, serving **4,560** people.



*"Thank you  
for the work you  
and your staff do in  
keeping KCLS running  
and relevant. If this was a  
Yelp review, I'd give you all*



*- KCLS Patron*





# July through September: KCLS Delivers Essential Services

As summer progressed, face masks, social distancing and other safety measures were still mandated by the state. KCLS partnered with the King County Executive's Office (KCEO) and other local organizations to be part of a countywide effort to ensure wide distribution of **Personal Protective Equipment** (PPE). Eight KCLS libraries took receipt of **5 million** masks and **20,000** bottles of hand sanitizer and made them available to representatives from 650 faith- and community-based organizations.

*"The people we see have really been impacted by COVID. Many are just overwhelmed, so we're trying to focus on making connections to help them. Making PPE more widely available is one way to do that, while also helping to stop the virus from spreading. It's really great that the county and library are doing this."  
- KCLS Patron*

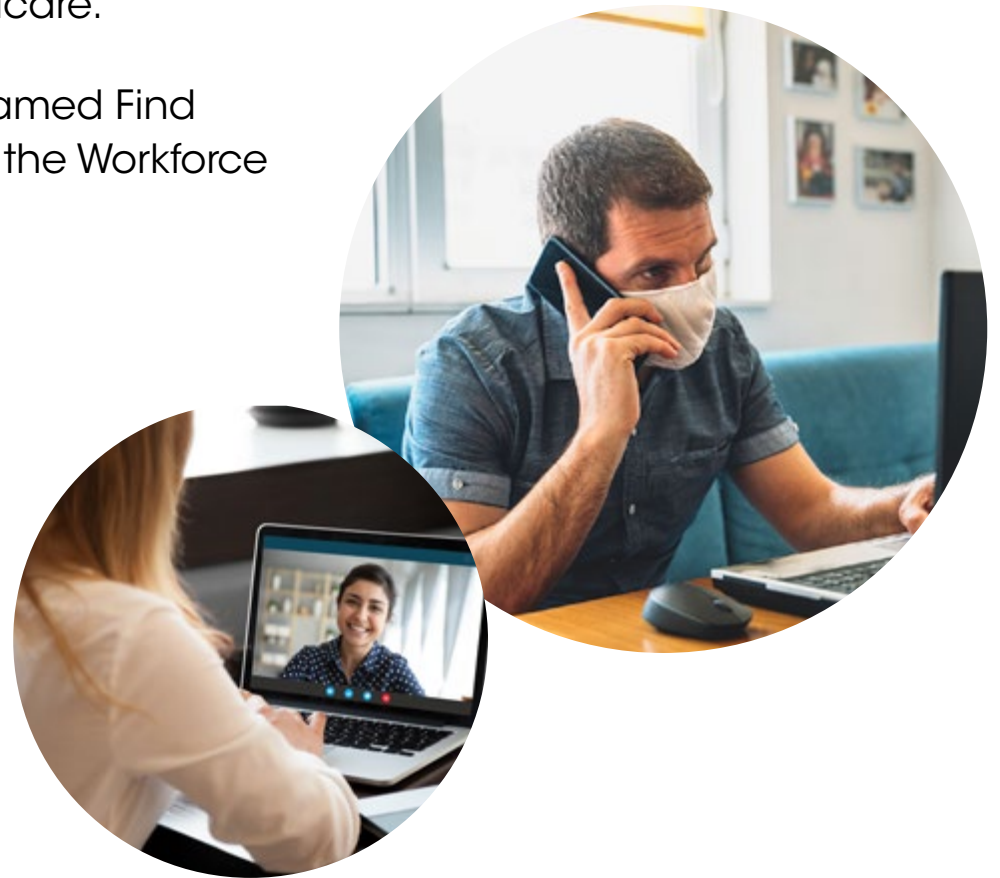


# July through September: KCLS Delivers Essential Services

As county unemployment and business losses mounted, KCLS unveiled **Find Financial Assistance**, a grant program that helped 253 people cope with the economic impacts of the pandemic.

The service, offered in English and Spanish, connected patrons with KCLS staff “navigators,” who provided information and resources to address issues ranging from unemployment, rental assistance and job-hunting to food and childcare.

The national Urban Libraries Council (ULC) named Find Financial Assistance a 2020 **Top Innovator** in the Workforce and Economic Development category.



# July through September: KCLS Delivers Essential Services

September began not with back-to-school excitement, but with ongoing school closures.

KCLS stepped up to support the educational needs of students, parents and teachers still relying on distance learning. The Library System promoted its **extensive online resources** and research aids, offering homework help, test preparation, career coaching and virtual programs.

**Student eCard accounts**, in partnership with school districts and colleges, provided full access to our digital collections. The popular Study Zone program was refashioned into **Study Zone Plus**, offering students one-on-one online tutoring using Zoom and other technologies. Opportunities to connect with other students were offered through Reading Buddies, Teen Talk Time, Recharge Rooms and other activities.

**STUDY  
ZONE  
PLUS**

Connect to homework help  
and resources online!

Student resources used  
**127,315** times

**1,100** students served by  
Study Zone Plus





# July through September: KCLS Delivers Essential Services



Essential as online connections were, KCLS also recognized that health and well-being were important during the pandemic. A partnership with the local Pop-Up **StoryWalks**<sup>®</sup> nonprofit ensured a break from computers, inspiring families and people of all ages to read while strolling outdoors in their own communities, following trails with posted pages from children's picture books. StoryWalks were featured at seven sites, with more planned in 2021.

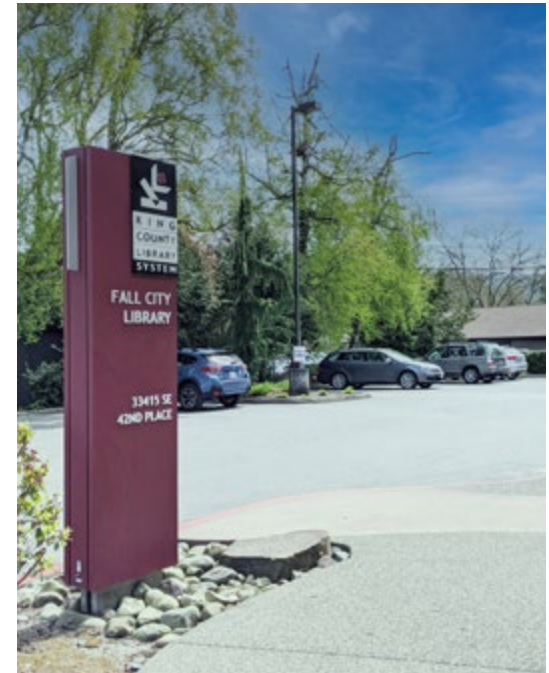
*"The coronavirus has created a challenge for everyone, especially educating at home. We love the library and are constantly checking out books for the boys (ages 4 and 6). With StoryWalks, we are taking our time; it teaches them patience. We've also discovered things, like the sculpture garden at Redmond Library."*

**- KCLS Patron**

# October through December: KCLS Keeps Patrons Informed and Connected

As the year came to a close, the Library System explored, found and created solutions to expand resources and digital access, while continuing contactless services.

To increase digital access for patrons, KCLS secured a grant from the Washington State Broadband Office and NoaNet to install booster antennas to **extend public Wi-Fi** signals beyond KCLS buildings to library parking lots. Subsequently through a federal CARES Act grant, KCLS expanded the installation to a total of **44** locations.



In total, **1,238,991** wireless connections were made using KCLS' Wi-Fi.



# October through December: KCLS Keeps Patrons Informed and Connected



**216,047 total ballots were returned to 21 KCLS Ballot Drop Box Locations—23% of all ballots returned (909,916).**

KCLS' role as a trustworthy information provider took on new meaning during an election year.

For years, KCLS has hosted election ballot drop boxes at libraries, and this year was no exception. With an eye to the November general election, our partnership with King County Elections expanded the number of drop box locations to **21** libraries, providing greater access and convenience to voters.

The **Library System** also offered non-partisan, voter-education materials in multiple languages, as well as online programs about candidates, ballot measures, election integrity and protecting democracy from misinformation.





# October through December: KCLS Keeps Patrons Informed and Connected



For KCLS, broader access and inclusion also meant acting on a chief strategic objective and commitment to diversity. The Library System created a new department of **Diversity, Equity and Inclusion** (DEI). KCLS strives to ensure that public libraries are places for community and belonging, welcoming all people.

The new department will provide a check and balance, making sure all forms of accessibility are honored, and that all voices are heard, regardless of race, ethnicity, gender, ability or socioeconomic situation.



# October through December: KCLS Keeps Patrons Informed and Connected



By late in the year, KCLS' innovative spirit was strong.

Thanks to a grant from the KCLS Foundation, KCLS became one of the first large library systems in the U.S. to install state-of-the-art **outdoor lockers** for contactless pickup of library materials.

Installed at Bothell and Covington Libraries, they provide 24/7 access and yet another safe way for patrons to pick up holds.



# October through December: KCLS Keeps Patrons Informed and Connected

By the end of a busy and unprecedented year, the Library System was named a **five-Star Library** by Library Journal. The honor recognizes overall excellence and is based on several measures including overall circulation, digital circulation, library visits, programs and attendance, public computer use, Wi-Fi sessions and more. The ranking is based on 2018 survey data, with KCLS in the category of libraries with annual expenditures of \$30,000,000 or more.

KCLS also broke its own record for patron checkouts of digital titles—**7,408,428**—ranking it second in the U.S. and third in the world for **digital circulation**, according to Rakuten OverDrive, which compiles the data. The number of checkouts was an increase of **30.5%** over 2019.

*"We'd like to thank @kingcountylibrary for how they have stepped up during quarantine to provide online resources to students and families while we all #stayhomestayhealthy. Thank you!"  
- Instagram Post*

The number of checkouts increased **30.5%** over 2019.



# Financial Information

In 2020, revenue decreased 1.0% over the prior year primarily due to the system-wide library closure in response to the COVID-19 pandemic. Prudent financial management held spending to 84.2% of **budget** and allowed KCLS to maintain a strong financial position while continuing to invest in the services and resources that have the greatest impact on our communities.

Within the Finance Department, the implementation of a new Human Capital Management system in 2020 improved payroll automation and integrated the payroll process with other financial and human resources tasks.

As events in 2020 progressed, KCLS leadership implemented controlled hiring and elimination of substitute shifts when it became clear that the pandemic was escalating and that it was not safe to reopen to the public. This resulted in personnel savings of approximately 10.1% from the original budgeted amount.

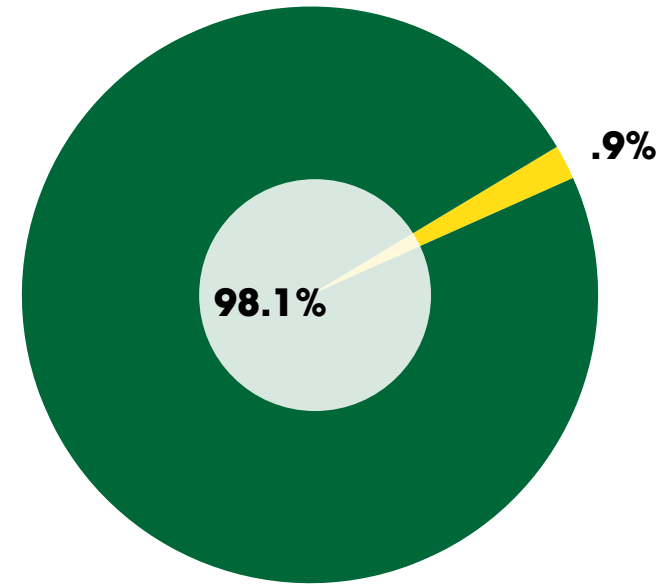
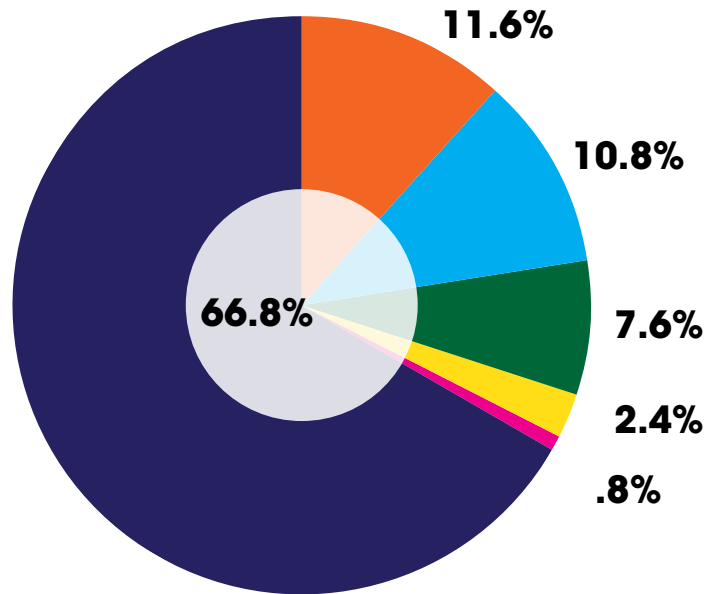
Restrictions on travel, training, and other discretionary expenditures further reduced actual costs in non-personnel spending by approximately 24.8%, and in the **Capital Investment Program** by 30.6%.

Each year, the Washington State Auditor conducts both a Financial Statements Audit and Accountability Audit. The Financial Statements Audit examines whether KCLS has properly presented its financial statements with no material misstatements. The Accountability Audit assesses areas of risk specific to KCLS or topic areas identified for all state agencies.

KCLS has received clean audits (“no findings”) every year since 1994.



# 2020 Expenditures and Revenues



<b>EXPENDITURES</b>	<b>\$111,445,750</b>
<span style="color: #1a2b5a;">●</span> Salaries & Benefits	\$74,488,008
<span style="color: #e67e22;">●</span> Building Related	\$12,932,312
<span style="color: #00a0e3;">●</span> Books & Other Materials	\$12,047,628
<span style="color: #006d4c;">●</span> Other Operating Expenditures	\$8,471,298
<span style="color: #f1c232;">●</span> Facilities-CIP	\$2,653,485
<span style="color: #e91e63;">●</span> ITS-CIP	\$853,019

<b>REVENUES</b>	<b>\$126,566,741</b>
<span style="color: #006d4c;">●</span> Local Property Taxes	\$124,174,801
<span style="color: #f1c232;">●</span> All Other Sources	\$2,391,939
Investment Interest	\$625,293
Federal (eRate)	\$500,905
Other Taxes	\$398,676
Miscellaneous	\$335,714
Fines & Fees	\$239,832
Contracts	\$176,799
KCLS Foundation	\$114,719

# King County Library System Foundation

Ken Ryals, Executive Director, KCLS Foundation



As KCLS' nonprofit, 501(c)(3) fundraising organization, the **King County Library System Foundation** (KCLSF) obtains grants and donations to supplement public funding, making possible additional and vital programs, services, outreach and innovations.

The Foundation's mission is to advance literacy, learning and libraries for everyone. Yet, during the pandemic, its financial support also helped address challenges such as isolation, online learning, financial insecurity and homelessness. In 2020, the generosity of donors, private foundations, companies and public grants provided more than **\$1.5 million** to fund social impact and outreach programs.



**Foundation Funded: Extending Services to People Experiencing Homelessness**

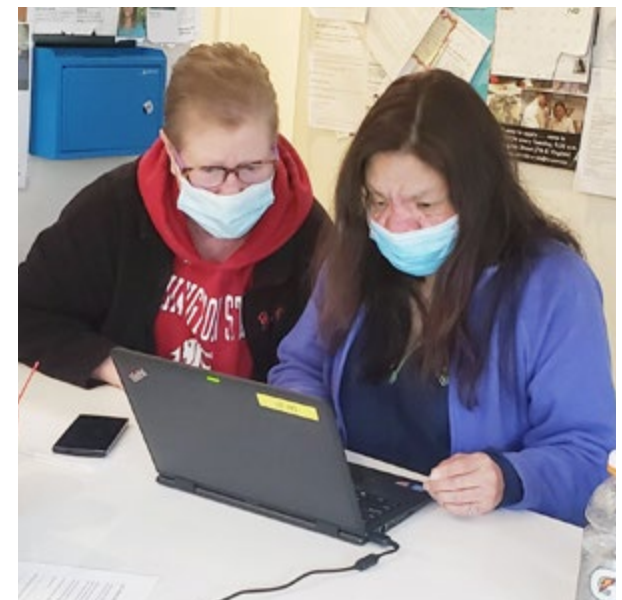
# King County Library System Foundation

The Foundation funded economic empowerment programs to help adults experiencing joblessness, underemployment and financial insecurity, as well as outreach services delivering library resources to transitional housing programs and those experiencing homelessness.

Donor funding also enabled critical online literacy and STEM learning programs for students, and community partnerships that enabled outreach to at-risk youth, including at food banks and the King County Children and Family Justice Center.

Because nearly one in seven King County households lack broadband internet access, the Foundation also focused on digital inclusion, providing internet hot spots and computers to vulnerable populations.

Lastly, the Foundation funded library innovation. In October, KCLS began piloting contactless locker systems at two library locations that provide patrons a safe means to obtain materials. We hope to scale this program to more locations in 2021. Also, the Foundation funded the application of Artificial Intelligence (AI) that will allow KCLS to deliver improved digital experiences.



# Governance

The King County Library System (KCLS) is governed by the seven-member **Board of Trustees** in accordance with **RCW 27.12.192**. Board members are appointed by the King County Executive and confirmed by the King County Council. Trustees serve for no more than two consecutive five-year terms. In 2020, the Board welcomed two new members, Harish Kulkarni and Srini Raghavan.

## Board of Trustees



Pamela Grad  
President



Ron Higgs



Harish Kulkarni



Robin McClelland



Srini Raghavan



Anne Repass



Lalita Uppala



# Administration



Lisa G. Rosenblum  
KCLS Executive Director

Julie Acteson  
Director of Community Relations  
and Marketing

Angelina Benedetti  
Interim Director of Library Outreach,  
Programs and Services

Jenny Engstrom  
Director of Library Operations

Nicholas Lee  
Director of Finance

Cynthia McNabb  
Deputy Director

Jed Moffitt  
Director of Technology Services

Dominica Myers  
Director of Diversity, Equity and Inclusion

Danielle Perry  
Director of Human Resources

Greg Smith  
Director of Facilities Management Services



kcls.org

EXHIBIT A  
**GENERAL FUND**  
**Summary**

Description	Actual 2018	Budget 2019	Budget 2020	Variance \$	Variance %
General Fund Beginning Balance	60,815,149	60,433,800	59,186,671	-1,247,129	-2.1%
Revenues	124,511,757	125,427,688	129,689,965	4,262,277	3.4%
50000 Expenditures					
51000 Library Operations					
51100 Salaries	53,705,206	57,550,884	58,245,468	694,584	1.2%
51200 Substitute Salaries	1,413,747	1,400,000	1,403,919	3,919	0.3%
51300 Personnel Benefits	20,851,584	22,396,507	23,224,318	827,811	3.7%
51400 Supplies	3,923,665	4,676,900	2,574,065	2,102,835-	-45.0%
51600 Staff Development	748,813	883,600	952,185	68,585	7.8%
51700 Professional Services	4,547,993	4,796,200	4,129,891	666,309-	-13.9%
51800 Communications	1,147,906	1,329,000	1,265,864	63,136-	-4.8%
51900 Travel	167,833	185,300	199,870	14,570	7.9%
52000 Advertising	349,665	394,600	414,700	20,100	5.1%
52100 Operating Leases	2,416,843	2,687,330	2,778,000	90,670	3.4%
52200 Insurance	807,167	800,000	840,700	40,700	5.1%
52300 Utilities	2,130,976	2,330,000	2,420,000	90,000	3.9%
52400 Repair and Maintenance	14,410,647	11,188,450	12,105,042	916,592	8.2%
52600 Reserves		300,000	300,000		
52700 Miscellaneous	332,022	393,200	412,690	19,490	5.0%
52800 Intergovernmental Services	60,454	63,000	2,170,000	2,107,000	3344.4%
52900 Other Operations Expenditures	15,227	17,000	17,000		
53100 Library Materials -Non capital	3,257,828	2,955,800	3,441,300	485,500	16.4%
54100 Facilities - CIP		3,940,000	3,690,000	250,000-	-6.3%
54200 ITS-CIP			1,359,693	1,359,693	
51000 Library Operations	110,287,576	118,287,771	121,944,705	3,656,934	3.1%
60000 Capital Outlay					
60300 Furniture and Equipment	295,430	118,300		118,300-	82.2%
60330 Automated Materials Handling	16,500				
60400 Materials	10,689,687	11,314,300	10,464,200	850,100-	-7.5%
60600 Other Capital Outlay Expend.		16,000		16,000-	-100.0%
60000 Capital Outlay	11,001,617	11,448,600	10,464,200	984,400-	-8.6%
80000 Other Financing Uses					
80100 Transfers - Out	2,500,000	600,000		600,000-	-100.0%
80000 Other Financing Uses	2,500,000	600,000		600,000-	-100.0%
50000 Expenditures	123,789,193	130,336,371	132,408,905	2,072,534	1.6%
General Fund Ending Balance	61,537,713	55,525,117	56,467,731	942,614	1.7%