

NEH Application Cover sheet (CLI-293570)

Climate Smart Humanities Organizations

PROJECT DIRECTOR

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INSTITUTION

K C Rural Library District
Issaquah, WA 98027-2702

APPLICATION INFORMATION

Title: *King County Library System Climate Action Plan Project*

Grant period: From 2023-08-01 to 2025-09-30

Project field(s): Interdisciplinary Studies, Other; Communications

Description of project: With funding from the NEH, King County Library System (KCLS) will build on the current and ongoing climate action work it's been doing for the past 15 years. With this funding we will be able to hire a consultant who will help us do assessments of all our buildings, identify our carbon footprint, help us identify mitigation and adaption activities, and publish a CAP. We will share this work and the process of our work with our community stakeholders and other identified stakeholders.

BUDGET

Outright request	0.00	Cost sharing	133,252.80
Matching request	133,252.80	Total budget	266,505.60
Total NEH request	133,252.80		

GRANT ADMINISTRATOR

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King County Library System (KCLS) Narrative

Humanities significance and impact

The King County Library System's (KCLS) mission is to inspire the people of King County through ideas, interaction, and information. Our vision is a world where knowledge allows diverse communities to prosper and grow. We are guided by six core values: Knowledge, Intellectual Freedom, Diversity/Equity/Inclusion, Professional Ethics, Stewardship, and Service Mindset.

Established by voters in 1942 to serve the predominantly rural communities that did not have access to city libraries, KCLS now serves approximately 1.4 million patrons in 50 libraries across King County, excluding Seattle. King County is the largest and most diverse county in Washington State. The Library System features rural, suburban, and urban libraries that span a broad geographic area, and which serve communities that are linguistically, racially, and culturally diverse. KCLS is one of the largest library systems in the country.

KCLS is governed by a seven-member Board of Trustees appointed by the King County Executive and confirmed by the King County Council.

Of the more than 1.5 million residents within our service area, almost 50 percent identify as Black, Indigenous or People of Color (BIPOC). Roughly one-third of our communities speak a language other than English as their first language. About one-third of the patrons in our service area are 50 years or older. King County includes the ancestral lands of the Coastal Salish People.

KCLS is a humanities organization with a vast physical and digital collection and research collection. Our libraries are places where people go for learning and exploration; communal spaces for making social connections amid a diversity of cultures, languages, and people; educational partners addressing academic disparities and providing opportunities for enrichment; centers for active citizenship; and sources of entertainment for all ages. Libraries are the only humanities organizations that are completely open to all people offering services at no cost.

In 2021-2022, to better serve our increasingly diverse population, KCLS undertook an extensive and holistic review of the current state of diversity, equity, and inclusion of the Library System. As part of the DEI Assessment, we conducted an intensive demographic analysis for every one of the libraries in our system providing us with a detailed portrait of the diversity of each community we serve. This data allows us to be "hyperlocal" in our approach addressing the unique needs and wants of each community and developing community-led programs and services that reflect our patrons.

Examples of our collections and programs that reflect our commitment to advancing humanities in King County include:

- *When the coronavirus caused libraries to close in March 2020, KCLS immediately increased digital funding for online programs and resources to ensure patrons remained connected to their libraries. Patron engagement increased across the board, including a rise in our website and social media activity, Wi-Fi connections, and demand for other information services. By the end of 2020, the number of library cardholders reached 1.1 million, including a 226% increase in eCard registrations. We also broke our record for digital circulation with patrons downloading 7.4 million items, an increase of more than 2 million over the previous year and earning KCLS a ranking of second in the U.S. and third in the world for digital lending from Rakuten/Overdrive. [Link here to visit our online library.](#)*

- *As schools and communities begin to recover from the COVID-19 pandemic, we continue to expand youth programs that address disparities in literacy and STEM learning among children and youth. Our robust child/youth programming includes StudyZonePlus, which provides k-12 grade students with after-school tutoring and homework help. This is a free program accessible online or by phone. [Link here to see more about this program.](#)*
- *King County is a welcoming gateway for immigrants and refugees. To address the growing needs of this community, KCLS introduced The Welcoming Centers at three of our libraries where patrons can connect with multilingual ambassadors. The Welcoming Center Ambassadors are immigrants and refugees with a shared history, language, and/or culture with the patrons they help to find basic needs and services, finding employment, English language learning, assistance finding legal resources, and navigating new and unfamiliar systems like healthcare and education.*

As the largest library system in the state of Washington with 50 buildings operating collectively on 775,007 square feet, our proposed climate smart planning will have a measurable impact on our organization and the communities we serve.

Having a Climate Smart Plan (CAP) will allow us to address the most pressing climate change concerns for our region, establish a benchmark of our current carbon footprint, and greater understanding of the impact our current climate strategies have had on lowering our carbon footprint. A CAP will allow us to develop mitigation and adaptation strategies and target dates to implement those strategies along with accountability measures to ensure we are meeting our short and long-term goals. Our CAP will also address the disproportionate impacts of climate change on low-income communities and communities of color served by the Library System and that will be incorporate into our ongoing Diversity, Equity, and Inclusion workplans that are currently being implemented across the Library System.

Additionally, we will become a resource for other regional libraries, humanities organizations and non-humanities organizations, and public institutions by providing a template based on research and best practices for organizations to use in developing their own Climate Action Plans. We also plan to present our work to the public in presentations.

A CAP will contribute to the long-term sustainability of our libraries by having buildings and lands that are energy efficient and are better able to withstand the effects of extreme weather including heat and cold waves, flooding, dam breaks, potential tsunamis, and forest fires that affect our region. We will also be able to better serve our communities by being a resource for knowledge, education, and discussion about climate change and ways to mitigate climate change, as well as being a safe place for patrons to gather in times of extreme weather conditions or emergencies when appropriate.

Strategic goals and institutional commitment

KCLS' 50 libraries are scattered across a diverse geographic area that includes coastal and intermountain regions. We have libraries located along rivers and tributaries, and one library that spans a river. Our library buildings, land, and patrons are impacted by flooding, dam breaks, forest fires, and extreme heat and cold. According to the most recent [National Climate Assessment \(NSA\)](#), the Pacific Northwest has warmed nearly 2% since 1900, partially due to human-caused greenhouse gas emissions. Our gradually warming winters have led and will continue to lead to reduced snowpack increasing wildfire risk and affecting waterflow that provides water for communities that sustain agriculture, feed our rivers, and enrich our soil. Additionally, warmer ocean temperatures have led to shifts in the marine

ecosystems leading to challenges for the salmon population that provide food and livelihood to many communities in our region. As the salmon populations change, whale populations are affected resulting in the near extinction of some whale pods.

As a humanities organization with a vision for a world where knowledge allows for diverse communities to prosper and grow, and an organization with 50 buildings, some located on publicly entrusted lands, doing our part to decrease our carbon footprint is core to our mission and survival as a humanities organization. As an organization that provides free and free access to all, we also serve as places where people come to learn about climate change and to engage in thoughtful dialogue about ways to address our changing climate. Additionally, we, like many other humanities organizations, have had to take on the additional role of filling gaps in access to basic human resources, changing the scope of our work and altering the way our library buildings and remote libraries are used.

We anticipate upgrading our buildings to make them more energy efficient and more accessible to the needs of our patrons. KCLS has been incorporating green building practices into library renovations and new construction for the past 15 years. Reducing our carbon footprint and making changes to our buildings is included in our 2022 Strategic Framework. Our Capital Investment Program (CIP) aims to move us closer to compliance with the Washington State Climate Commitment Act and the WA State Strategic Action Plan. In fact, KCLS was already doing this work before Washington State implemented a formal plan. Various projects that we have implemented or are in the process of implementing focus on reducing Energy Use Intensity (EUI) of our largest facilities and meeting King County's goal of reducing greenhouse gas emissions (GHG) by 50% by 2025 as compared to 2007 levels.

These sustainable practices and system upgrades use less energy and cost less to maintain and operate. As part of this work, we have installed state-of-the-art software to measure and control building energy use; energy-efficient fluorescent and L.E.D lights; low-flow plumbing fixtures for toilets, sinks, and showers. In 2019, KCLS kickstarted our Green Initiative by implementing a printing policy reducing the number of free copies available to patrons; printing fewer marketing materials, using paperless invoices, and utilizing technology to decrease our reliance on printing internal documents.

Additionally, KCLS is enrolled in two of Puget Sound Energy's renewable energy programs, creating a partnership that allows us to power libraries with electricity generated with 100% renewable energy and match natural gas usage with carbon offsets.

During the COVID-19 pandemic, our Green Initiative was paused so we could focus on continuing to provide vital library services to our patrons and community. Since then, our staffing has shifted, and we have not been able to move forward as intentionally or in as timely a fashion as we had previously anticipated. While we have continued with making upgrades to our buildings including replacing old boilers with new energy-efficient boilers as funding becomes available, we have not been able to engage in the process of drafting a formal Climate Action Plan.

Funding from the NEH (National Endowment for the Humanities) Climate Smart Humanities Grant will allow us to build upon the work we have done resulting in a formal Climate Action Plan.

Project outline and methodology

KCLS will develop a CAP that addresses both mitigation and adaptation utilizing existing pre-planning documents, current available data for buildings/sites while using standards set by the State of Washington, and best practices and assessment types. We will hire a climate strategy consultant who will

help us identify best-practices and models for creating our CAP, conduct assessments, and identify strategies for implementation of identified activities.

Currently, we are working with community partners such as Puget Sound Energy (PSE) to identify and implement ways to increase energy efficiency. We will continue this currently budgeted work while developing a framework for a CAP.

We will use the following methodology to develop our Climate Action Plan:

- Determine our Climate Action goals that reflect our mission and support our strategic initiatives; are aligned with federal, state, and county climate action plans; and infrastructure spending.*
- We will use existing climate policy research that is specific to our region and the unique climate change conditions we face in the Pacific Northwest, and climate policy research that is specific to humanities and libraries.*
- We will utilize available CAP templates as a framework for our Climate Action Plan*
- We will utilize available climate assessment tools*
- We will continue to work with partner agencies like PSE and state and local government agencies to inform and guide our work*
- We will hire a consultant to lead us in the development of our Climate Action Plan*
- We will work with communities that are disproportionately impacted by climate change to identify mitigation and adaptation climate change strategies through a thorough community listening sessions.*

The Mitigation activities that we plan to include:

- 1. We plan to undertake a comprehensive energy audit for each of our 50 library buildings and land, and our Service Center, as well as our mobile library vehicles.*
- 2. We plan to calculate our carbon footprint for each of the above-mentioned sites and what we contribute across the Library System.*
- 3. We will evaluate alternative energy sources such as solar, water capture, converting natural gas to electric, energy efficient vehicles, and charging stations for staff and patrons.*
- 4. We will continue to identify building improvements that will result in increased operation efficiencies and lower energy use. Currently, we are updating our HVAC at some of our locations and will continue to do so as funding becomes available for these projects.*
- 5. Evaluate water utility usage and identify opportunities to incorporate storm water capture and release for landscape and irrigation and non-potable needs.*
- 6. We plan to look at landscape improvements that require fewer resources to maintain and that reflect the native landscape to lower carbon footprint*

The Adaptation activities that we plan to include:

- 1. We will assess our current Business Continuity Plan that includes a Pandemic Response Plan, Flood Response Plan. To this we plan to include a Forest Fire Plan, and Extreme Weather Plan.*
- 2. We will also use tools designed for our area to assess future risks.*
- 3. Will plan to evaluate how changing environmental conditions affects our programs and our patrons.*
- 4. We will look at landscape improvements that could include community gardens, and seed banks and that could also provide learning and enrichment programs.*

In preparing our methodology, we looked at the current pre-planning documents compiled by KCLS staff, Washington State's Climate Commitment Act and the Strategic Action Plan, input from the Washington State Department of Ecology, the UN Climate Report, the National Climate Assessment, resources and information listed on the Sustainable Libraries Initiative website, and resources listed on the American Library Association website including their Sustainability in Libraries: A Call to Action report.

Work plan and budget

Our Work Plan is broken down by our three planned Climate Action Plan (CAP) deliverables:

- *Deliverable 1: Climate Action Plan (CAP)*
- *Deliverable 2: Fundraising Match*
- *Deliverable 3: Publication Materials & Presentations*

Deliverable 1: Climate Action Plan

From August 1, 2023 – August 30, 2023, we will establish a Climate Action Plan Team (CAPT) comprised of staff, local climate change experts, and community members who will work with the Project Director (PD) and the Consultant to implement the planning activities. During this time, we will also develop a list of consultants to interview. We will hire our Consultant by October 2023. Stakeholders involved: King County Library Leadership Team (KLT) who will establish the CAPT, interview final candidates for consultant role and hire consultant; the Project Director (PD) who will oversee the CAPT and will work with them to develop a shortlist of candidates for the consultant role.

From October 2023 through March of 2024, we will formalize our CAP goals, identify federal, regional, state, county, and city climate goals that align with the KCLS CAP goals, assess planning tools, templates, and frameworks that we might use, assess existing KCLS pre-planning documents, and compile research and data on climate change specific to our region and that affect our libraries and patrons. Stakeholders involved: KLT will approve CAP goals; PD and Consultant will work together to align those goals with federal, regional, state, county climate goals, and other initial planning activities; CAPT to assist with activities and provide input.

From October 2023 through September 2025, we will build on existing community partnerships, establish new community partnerships, and conduct community learning sessions in each of our nine regions. Stakeholders involved: PD will oversee these activities; the KCLS Diversity, Equity, and Inclusion (DEI) department will assist the CAPT in conducting community learning sessions; Consultant will advise and oversee activities.

From February 2024 through April 2025, we will conduct an energy audit of each of each of our buildings/sites resulting in us calculating our current Carbon Footprint. In addition, we will identify landscape improvements to help us lower our carbon footprint and assess our current Continuation of Operations Plan. We will compile research and assess potential risks for our region and for each library. Stakeholders involved: Consultant will conduct all audits; PD will coordinate activities and work with CAPT as directed by the Consultant.

Between August 2023 and April 2025, we will continue to identify building improvements and implement those as funding becomes available. These improvements are not included in this proposed budget and are funded by other sources. Also, during this time, we will identify improvements like community gardens, seed banks and other community-driven initiatives. Stakeholders involved: Consultant and PD

will work with CAPT and local libraries to identify improvements and other initiatives for future implementation.

We will draft our CAP between May 2025 and July 2025 and will have a Climate Action Plan approved by the King County Leadership Team and the Board of Trustees by August 19, 2025. Stakeholders involved: Consultant will author the CAP; PD will coordinate activities and assist with the final presentation of the CAP to the KLT and Board of Trustees.

Deliverable 2: Fundraising Match

Between December 2022 and December 2023, we will identify potential grant funders and other sources of fundraising revenue. Stakeholders involved: Grants Administrator will work with the King County Library System Foundation (KCLS) to identify grants and other fundraising activities to meet the 1:1 match.

Beginning in January of 2023 through December 2024, we will apply for grant funding and assess if additional fundraising campaigns are necessary. Stakeholders involved: Grants Administrator will apply for grants and KCLS Executive Director and development staff will fundraise as needed.

We will secure our fundraising match by July 31, 2024.

Deliverable 3: Publication Materials and Presentations

The Consultant will handle the publication of our CAP. Our internal graphics department will prepare presentation materials. The Executive Director will write about the process and the final plan on our website and blog. Our marketing and communications department will create a public relations campaign to share the process of work and findings with the community. We will have a CAP published by September 2025.

We will author white papers summarizing our planning process, findings and other pertinent information resulting from this work and make those writings available to the public through press releases and direct media outreach. This will be done by our Marketing and Communications department.

We will present our work to other local and regional libraries and humanities organizations and to local businesses, and the community.

Budget Summary

We have conducted initial research assessing the type of consultant we will hire and what we can expect from a consultant, including the scope of work that would be included. We have budgeted \$80,000 for a consultant. Included in this scope of work are all assessments, identifying our carbon footprint, authoring, and publishing a CAP.

Key Staff Time: 744 hours for a total of \$71,736.11

Staff Travel (to and from assessments, meetings, community learning sessions, presentations) - \$3500

Additional Budget Items:

- CAP Draft (work will be done by Consultant) and publication - \$60,000*
- Additional publication costs (KCLS communications and marketing development of presentation materials, white paper, and public relations campaign) - \$10,000*

- *Stipends for 4 non-staff community stakeholders who will serve on the CAPT - \$3000/annually for three years for a total of \$36,000*
- *Travel associated with conducting community learning sessions for CAPT - \$2500*
- *Subsistence for CAPT - \$2500*

We are budgeting a total of \$266,236.11

Fundraising plan

KCLS' three primary sources of revenue are property taxes; other revenue including eRate, and intergovernmental revenue, such as Washington State timber tax.

The King County Library System Foundation (KCLSF) is our 501c3 partner that was established to support innovative and transformative library programs and services not covered in the KCLS budget. The KCLS Foundation raises money through individual and corporate donations, grants, and a yearly fundraising gala. KCLS Foundation funds KCLS through an annual grantmaking process in which programs are funded for the following year and through special funds that are held for emerging needs and special projects that take place during the current fiscal year.

KCLS Foundation has \$1.4 million dollars available funding (non-federal) for 2023 granting to the King County Library System. These are not guaranteed funds, but funds that library staff can apply for through a competitive application process. Applicants must submit a proposal that includes a narrative, intended outcomes, outputs, and impact, and budget for consideration. A short list of applicants is invited to present their proposed programs to the Foundation Board of Directors who make a final selection of awarded programs. Funds are allocated to selected grantees at the beginning of the following calendar year. The Program Director would apply for funds for this program in 2023 and if selected would be awarded funds in January of 2024.

The Foundation will fundraise via grants that support capacity building and environmental initiatives and programs. Additionally, the fund development team will raise funds through individual and corporate appeals. The Foundation has a successful history of grant funding. They do not anticipate having problems raising the matching funds. Last year, the Foundation raised \$250,000 in grant funding. Additionally, they raised close to \$800,000 from their annual Literary Lions Gala. The KCLSF has strong ties to corporate and individual donors in the Seattle area and an active board of directors.

The Grants Administrator will apply for grant funding that is not restricted to 501(c)3 organizations. We have begun researching potential grants, per the workplan and will begin applying for grants to support this program in early 2023. We anticipate having no problem meeting the funding match earlier than the July 31, 2024, deadline. We will use the early funds we raise to cover the upfront costs needed to hire a Consultant.

Project and fundraising teams

KCLS has been working on addressing climate change for the past 15 years through strategic initiatives designed to lower our greenhouse gas emissions through strategic upgrades to library buildings. We are also assessing our Continuation of Operations Plan to better deal with weather, pandemic, and other emergencies.

We have the internal framework in place to begin work on developing a Climate Action Plan as soon as we secure the funding that would include hiring a consultant for this project. Additionally, we have established community partnerships and are currently doing work with Puget Sound Energy, King County Department of Natural Resources and Parks Director's Office, and others that will enable us to begin this work immediately upon receiving funding.

This project will require hiring an outside consultant as we do not have the staff capacity nor the budget to hire a full-time staff member to conduct the planning work. We do have staff in place who will be able to assist in that planning work and who will be able to implement the activities proposed in the final CAP.

Key KCLS and KCLSF Project and Fundraising Team members include:

King County Library System, Executive Director, Lisa Rosenblum

King County Library System, Deputy Director of Public Services, Angie Miraflor

King County Library System, Director of Human Resources, Danielle Perry

King County Library System, Interim Director of Finance, Donna Zirkle

King County Library System, Director of Diversity, Equity and Inclusion, Dominica Myers

King County Library System, Director of Communications and Marketing, currently vacant

King County Library System, Government Relations Manager, John Sheller (Project Director)

King County Library System, Facilities & Construction Manager, currently unfilled budgeted position

King County Library System, Construction Project Manager, I-Chin Yi

King County Library System, Organizational Performance Project Manager, Lisa Fraser

King County Library System, Grants Administrator, Nicole Adamson-Wood

King County Library System Foundation, Interim Executive Director, Cindy Sharek

Deliverables, dissemination, and next steps

KCLS expects a Climate Action Plan approved by our Board of Trustees upon completion of the performance period, September 30, 2025.

As part of that plan, workplans for Mitigation and Adaptation strategies will be outlined with timelines, and measurable outcomes, outputs and expected impacts to the library and for the communities we serve. Additionally, KLT (King County Library System Leadership Team) will identify a plan for budgeting activities. We will meet with the Foundation to determine which activities will need to be funded outside of the KCLS budget and identify how many years the CAP will take to implement.

We will continue to identify funding opportunities that will allow us to implement climate action strategies.

KCLS will develop a communication plan for disseminating the CAP. Those activities could include things like sharing our CAP publicly via our website and on our blog and distributed to local media through press releases.

We plan to write a series of white papers discussing the planning process including the research and best practices we used, how we identified a consultant to work with, the tools we used to assess and measure, and other activities will be detailed in these white papers. We will also share the activities we will undertake and how we will measure our successes. We will also monitor and share with the public our carbon footprint and how and if that changes as we begin to implement the proposed activities.

These are the steps we are taking now, or plan to take between now and the end of this year (per the workplan):

- *Researching and applying for grants to support the 1:1 match. We have already begun researching grants and have a list of foundations and corporate grants that support this type of project. We will begin applying for grants in January/February of 2023.*
- *The Project Director will apply for funding through the KCLS Foundation to support the 1:1 match. The applications for this grant are due in April. Notice of funding is made in July.*
- *We will begin a year-long assessment of our 50 libraries to determine their accessibility (this is not related to this grant project but does indicate that we are assessing our buildings and our lead on that assessment will also be part of the CAPT team, I-Chin Yi. The accessibility project is fully funded. Portions of that assessment may aid in the mitigation and adaptation assessments outlined in this proposal).*
- *By the end of August 2023, we will have established our Climate Action Planning Team (CAPT) that includes staff and community stakeholders. They will begin meeting to develop a shortlist of consultants.*
- *We plan to interview candidates in September and to have hired a consultant by early October 2023.*
- *Once we have a consultant hired, they will work with the PD and CAPT to establish our climate action plan goals and will begin looking at planning frameworks; assessing local, federal, state, and regional climate goals and how those align with our climate action goals; assess current KCLS climate action documents, activities and planned activities; and begin compiling research on climate change and data for our geographic region.*
- *Beginning in October of this year, we will continue to work with our community partners and identify and establish new community partnerships to engage in this work together.*

King County Library System (KCLS) Climate Action Plan Workplan

Deliverable 1: Climate Action Plan

Name	Key Staff	Category	Timeline-Start	Timeline-End
Establish Climate Action Plan Team (CAPT) and recruit members	KLT/PD	Planning	8/1/23	8/31/23
Milestone – CAPT Formed	PD	Milestone		9/1/23
Develop short list of consultants	PD/CAPT	Planning	9/4/23	9/15/23
Interview Consultants	KLT/PD	Planning	9/18/23	10/2/23
Milestone – Hire Consultant	KLT	Milestone		10/3/23
Formalize CAP goals	Consultant/PD/CAPT	Planning	10/4/23	10/20/23
Identify federal, regional, state, county, and city climate goals that align with KCLS CAP goals	Consultant/PD	Research	10/24/23	11/6/23
Assess planning tools, templates, frameworks	Consultant/PD	Planning	10/24/23	11/6/23
Asses existing KCLS pre-planning documents	Consultant/PD	Planning	10/24/2023	11/6/23
Compile research and data on climate change specific to our region/build planning framework	Consultant/PD	Research	10/24/23	3/29/24
Build community partnerships	Consultant/PD/CAPT	Adaptation Activity	10/24/23	9/30/25
Conduct community learning sessions	Consultant/PD/CAPT	Adaptation Activity	3/1/24	9/30/24
Conduct energy audit	Consultant/Facilities	Mitigation Activity	2/1/24	2/4/25
Milestone – Calculate Carbon Footprint	Consultant	Milestone		2/18/25
Evaluate Alternate energy sources	Consultant/PD	Mitigation Activity	2/1/24	2/4/25
Continue to identify building improvements and implement (not requested funding in this grant)	Consultant/Facilities	Mitigation Activity	8/1/23	4/1/25
Identify landscape improvements to lower carbon footprint	Consultant/PD/CAPT	Mitigation Activity	2/1/24	2/4/25
Assess current Continuation of Operations Plan	Consultant/Facilities	Adaptation Activity	2/1/24	3/29/24
Compile research and assess potential climate risks for our region and for each library	Consultant/PD	Adaptation Activity	2/1/24	2/4/25
Identify improvements like community gardens, seed banks, and other community-driven initiatives	Consultant/PD/CAPT	Adaptation Activity	2/5/25	4/30/25
Draft CAP	Consultant	Draft	5/1/25	7/22/25

Milestone – CAP Approved	KLT	Milestone		8/19/25

Deliverable 2: Fundraising Match

Identify potential grant funders and other sources of fundraising revenue	KCLSF/Grants Admin	Fundraising	12/20/22	12/29/23
Apply for grants funding	Grants Admin	Fundraising	1/3/23	12/31/24
Milestone-Matching funds secured	KCLSF	Milestone		7/23/24

Deliverable 3: Publication Materials

Approved CAP Printed	Consultant	Publication	8/30/25	9/26/25
Drafting white papers	Consultant/PD/Communications	Publication	5/1/25	11/1/25
Develop Presentation Materials	Communications	Publication	9/26/25	10/1/25
Milestone -Published CAP	Consultant	Publication		9/23/25
Schedule presentations	Executive Director/PD	Presentation	1/1/25	12/31/25

King County Library System (KCLS) Institutional Profile

[King County Library System \(kcls.org\)](http://kcls.org)

1. Relevant facts and statistics about the institution or organization:

King County Library System (KCLS) was established by voters in 1942 to serve the predominantly rural communities that did not have access to city libraries. Over the next 80 years, KCLS has expanded to 50 libraries serving most of King County, excluding Seattle.

The mission of the King County Library System is to inspire the people of King County through ideas, interaction, and information. Our vision is a world where knowledge allows diverse communities to prosper and grow. We are guided by six core values: knowledge, intellectual freedom, diversity/equity/inclusion, professional ethics, stewardship, and a service mindset.

KCLS is governed by a 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. Board meetings are held on the last Wednesday of every month at the KCLS Service Center. Meetings are open to the public in accordance with the Open Public Meetings Act. Agendas are posted no later than 24 hours before each meeting. Public comment is heard during the first 30 minutes of each meeting.

KCLS owns and operates 50 library facilities, 10% of which are leased.

KCLS staff is composed of administrative staff that manages day-to-day operations including collections, finance, facilities, communications, human resources, diversity/equity/inclusion, programming, IT, library operations. Our library system is broken down into 9 regions, each managed by a regional manager. Each library is staffed by an operations manager, public service assistants, library and information services manager, librarians, and assistants. As a humanities organization 100% of our staff work in the humanities.

f. 100% of our collections are in the humanities.

2. Data on recent humanities activities:

a. Our programs, events, exhibitions don't require enrollment as those are all available at no cost to the public. We do track participants for some of our programs. One example is our Summer Reading Program, offered between June 1 through August 31 with literacy activities for people of all ages, and meant to prevent loss in literacy for youth over the summer months. Last year this program featured musical performances, author events, magic shows, and other activities. As part of this program, we offer a reading challenge that brings families together as they select books they want to read. Participants ages five and older can sign up to track their reading. In 2021, the program tallied 4,156,325 total minutes read and we distributed 24,650 books.

b. In 2022, 65.5% (4575 out of 6980) of the programs we offered were humanities focused. We did not collect this specific data before 2021. Humanities programs are offered at all our libraries year-round.

c. Total library traffic in 2022 was 3,614,630. We measure this by people counters at the entrances of all our libraries. That total is limited to entries during open hours, to exclude maintenance, janitorial, or other work that may occur during closed hours. In 2021, our libraries were not fully open per Washington State and federal COVID-19 guidelines. We did offer online programming and had a robust online circulation during this time period as noted in the proposal narrative.

d. All our programming, library memberships, and other services offered are offered at no cost to participants.

e. For 2022, overall, 89% of post-program survey respondents agreed/strongly agreed that they learned something new as a result of attending the program. The overall results show that 73% agreed/strongly agreed that they felt a sense of connection to others or the library as a result of attending the program. These outcomes align with the KCLS' value of knowledge, and our strategic focus, "creating opportunities through meaningful connection." In the same time period, as measured by Net Promotor Score was 78, which is above the average for all industries (there is no published average for public libraries). We did not measure this data before 2022. We do have anecdotal evidence and stories of success for our programs where this data is not available. For example, one parent said after she and her child participated in our Ready, Set, Kindergarten program, "We're parents, we're not teachers, so we don't have training to know what to teach and how to prepare for each grade. It helps my son. He's learning things, he's having fun. It helps us parents to not be so overwhelmed and really provide success for our children." After participating in this program, 100% of caregivers reported that the program increased their child's confidence and readiness for kindergarten.

[2021 Annual Report](#)

SUMMARY OF QUALIFICATIONS

- Facilities management leadership decision-making and task-oriented project management skills address a variety stakeholder needs and manages assigned specific project/ program budget and deadlines
- Program management and facilities planning experiences in development, implementation, and execution of design criteria and facilities construction standards for capital project improvement, tenant improvement, facilities planning, space planning
- Exceptional management skills with strong leadership, excellent communication skill and knowledge in multi level city and state regulatory business processes, procedures, building code (IBC), Energy Benchmarking, ADA compliances able to coordinate with contractors, engineers, building officials to work effectively to achieve goal

PROFESSIONAL EXPERIENCE

Seattle Public Utilities (SPU), Seattle, Washington **2/ 2016 – Present**

Sr. Facilities Management Planner/ Sr. Capital Project Coordinator

- Developed a facilities management master plan and centralizing maintenance program for SPU's regional and inter-city operation facilities including 241 building structures, and evaluated facilities, buildings and service yard conditions and developed recommendations for SPU's 6 year Facilities Capital Improvement Program
- Responsible for annual facilities budget of \$15 million for capital improvement project (CIP) and \$700,000 for operation and maintenance, and prepared and monitored spending plan rate and cash flow of projects and programs monthly and making adjustment in work tasks and resource commitment
- Procured and managed consulting contract in property management and lease agreement executing property maintenance includes inspecting for safety hazards, inspecting for code violations and identifying property repair needs

Chateau at Bothell Landing, Bothell, Washington **9/ 2014 – 11/ 2015**

Environmental Service Director/ Owner's Representative

- Developed a facilities management system, policies, procedures, standards and practices, and maintain data, analysis and reporting required for facilities operating and maintenance standards
- Planned and managed capital improvement projects processes from budget request preparation to construction management, contract writing, vendor and contractor selection, and project coordination including change orders, field directives, and contingency management
- Instill a culture of personal accountability and continual improvement and developing long-term building maintenance and planning initiatives. Conducted regular reviews and audits for organizational and facility operational improvement

Crossroads Retirement Center, Bellevue, Washington **10/ 2011 – 7/ 2014**

Facilities Director/ Construction Administrator

- Responsible for management and administration of facility operation and maintenance including engineer and contractor services, contracts for building improvement, recommend for building system
- Inspection and evaluation of utilities consumption to implement energy efficient program, and developed preventative maintenance programs for mechanical, electrical, HVAC, plumbing, fire and life-safety systems and handle all aspects of building maintenance

EL-LEO Group, Kirkland, Washington

1/ 2009 – 10/ 2011

General Contractor/ Owner:

- Oversees daily general contractor operations managing for administrative, negotiating, completing and submission of all contracts with sub contractors and insurance companies. Post all charges and payments for sub contractors and suppliers including transmissions of all completed works to clients.
- Coordinate the efforts of multi-disciplinary, multi-agency project teams including design reviews at appropriate project milestones with various building officials utilizing skills and experiences in project management service

Callison Architects, Seattle, Washington

1/ 2008 – 12/ 2008

Project Manager/ Project Designer

- Originates design concept, conducted design, production of Early Design Guideline package, consultant selection, primary point of contact with client and consultants.
- Coordinated directly with contractors to implement program requirements within project budget, and to ensure design creativity and on time completion of project.
- Responsible for planning and construction of fast track projects, and participate in project development, roles include pre-construction meetings, progress updates for construction, letters to contractors and close-out procedures.

Ankrom Moisan Associate Architects, Seattle, WA

1/ 2007 – 12/ 2007

Project Manager/ Project Architect

- Conducted construction administration included participating weekly construction meeting, site report, bid document creation, construction scheduling, construction cost estimate
- Conducted weekly Owner-Architect-Consultant meeting, managed and reviewed consultant selection, team performance and coordinated with client to develop budgets, schedules, and delivery system.
- Coordinated directly with building owner and contractors to implement program requirements within project budget, and to ensure design creativity and on time completion of project.

Group West Companies, Seattle, Washington

1/ 2000 – 12/ 2005

Project Architect/ Designer:

- Coordinated with owner and contractor from early design through construction completion in experience with both Fast Track and Design Build, able to achieve owner and client satisfaction through creative design and construction solution.
- Reviewed the drawings and construction documents for their adequacy and compliance by evaluating building materials, equipment, shop drawings and installation method by contractor.

PROFESSIONAL TRAINING & SKILL

- **Registered Architect** – State of Washington, License number: **12588**
- Certified by **NCARB** (National Council of Architectural Registration Boards)
- **LEED** (Leadership in Energy and Environmental Design) Associate – **May 2018**
- **BOC II** (Certified Building Operator Level II) – **June 2017**
- Outlook, Word, Excel, Power Point, Microsoft Project, Autocad, Revit Architecture
- Member of AIA (American Institute of Architects) Seattle

EDUCATION

May 1999

Bachelor of Architecture, Washington State University, Pullman, Washington

June 1995

Bachelor of Science in Architecture, University of Minnesota, Minneapolis, Minnesota



Job Description – Climate Consultant

This is not the formal job description that KCLS uses when hiring a staff or consultant position. We will develop a full job description when we are ready to hire this role.

King County Library System (KCLS) seeks a Climate Consultant to work with our Climate Action Plan Project Director, Climate Action Plan Team, and King County Library Leadership Team and other identified stakeholders to lead our organization in developing a multi-year Climate Action Plan.

The Climate Consultant will work with the leadership team, project director, and Climate Action Plan Team to determine our climate action and mitigation goals. They will assess KCLS' current climate initiatives and previous assessments, conduct mitigation and adaptation assessments for each of our 50 libraries and Service Center, conduct a peer assessment, and work with staff and community to conduct community engagement sessions.

Following these assessments, the Climate Consultant will provide KCLS with their carbon footprint and utility usage, and work with staff and other stakeholders to identify climate strategy activities that we can take to reach our Climate Action Goals.

The Climate Consultant will draft a Climate Action Plan (CAP) that includes designing and creating a publication-ready, KCLS branded report.

This is a grant-funded, 24-month contract. This position reports directly to the Climate Action Plan Project Director and the King County Library Leadership Team.

Donna Zirkle, C.M.A.

Phone: (b) (6)

www.linkedin.com/in/donnazirkle

(b) (6)

Controller

A proven result oriented leader in orchestrating operations in governmental accounting and multi corporations in several industries exceeding organizational expectations. Skilled in developing teams and driving financial and strategic policies ensuring compliance and transparency, creating and improving policies and procedures using Lean tools, increasing efficiency, and insight to executive leadership, and spear-heads high volume tasks with quality and precision. Dedicated mentor creates positive environments enabling employee/peer growth which aligns individual and organizational goals.

AREAS OF EXPERTISE

Local Governmental Accounting • Financial Statements and Analysis • Budgeting and Forecasting for Operations and Capital • Public Works Procurement Oversight • Motivating Teams and Mentoring Staff through Change
SAO Audit Process Improvement • Policy Review and GAAP Practices

PROFESSIONAL EXPERIENCE

King County Library System (KCLS) – Service Center Issaquah, WA

2019-Current

(One of the busiest Library Systems in the country serving the residents of King County, with \$138M in revenues, 800 employees)

Interim Director of Finance and Facilities

- Provides overall management and leadership of business operations, including strategic vision, direction, and policy development. Is a member of KCLS senior leadership and plays the primary role in representing KCLS on financial matters with the Board of Trustees, Washington State Auditor's office, and other regulatory agencies.
- Plans and directs financial and facilities operations. Develops, recommends, implements, and evaluates departmental goals and priorities, policies and procedures, structure and staffing needs, budget, and systems to achieve department and system-wide outcomes.
- Participates on the KCLS Leadership Team (KLT) and Fiscal Oversight Committee to set KCLS policy, determine the organization's strategic vision and direction, and to provide general leadership for the library system.
- Creates and maintains appropriate policies, procedures and accounting systems for the organization's financial activities.
- Establishes the KCLS budget process, including setting schedules; collecting, analyzing and consolidating financial information; and leading development of a system-wide long-range financial plan.
- Oversees assessment and strategic planning of KCLS locations for safety, accessibility, quality and brand standards, and construction design and compliance.
- Leads the development of and system-wide adherence to KCLS Facilities Standards for design and facility use (e.g., signage and wayfinding, furnishing and fixture selection).
- Ensures long-range plan for facilities maintenance, renovation, and construction and provides budget oversight for the Capital Improvement Plan.
- Ensures that accurate and timely financial information is reported to various internal and external contacts, including the Board of Trustees, Executive Director, KLT members, State Auditors, regulatory agencies, and other county and library departments. Reviews, analyzes, and reports on legislation and related documents from State and Federal governments, which impact KCLS fiscal procedures and operations.

Controller

Provides extensive, high-level financial analysis, evaluation, recommendation, and decision-making services regarding accounting and process improvement activities.

- Directs multiple functions that are responsible for system-wide accounting, financial reporting, procurement, and financial services; serves as an authority on the interpretation of financial reporting policies and practices.
- Coordinates, oversees, and monitors work with other accounting staff, ensuring integrity of financial operations; provides advice and direction and reviews the propriety of significant transactions.
- Formulates, implements, and enforces accounting policies, procedures, and internal controls; ensures the integrity of financial operations and compliance with governmental standards and requirements.
- Conducts internal audits and oversees the annual audit. Reduced number of exit recommendations and overall time to complete a successful State audit.
- Implements KCLS long-term technology strategies and objectives by integrating of technology systems and business processes for financial-related services.
 - Accomplished a successful integration of a new Human Capital Management system (HCM) from ADP to Ceridian-DayForce, working with interdepartmental staff to implement, which significantly improved the confidence and payroll experience for KCLS staff.
 - Led software optimization project with ERP One to better utilize KCLS use of JD Edwards software, improving purchase order functionality and tracking grant funds.
 - Currently working on a Procure-to-Pay project with Esker to automate paperless invoice payment and contract development.
- Procurement oversight from RFP to Contract for public works, purchased services, and professional services; performs cost control to assure sound fiscal management.
- Promotes a positive, inclusive work environment that supports consistency and strives to develop staff and their enjoyment of working for KCLS.
- As needed represents the Finance team in meetings with elected and appointed officials, and serves as a representative and fosters collaborative relationships.

HealthPoint – Renton, WA**2016-2019**

(Health Care Centers providing medical, dental, and pharmacy services, \$105M in revenues, 900 employees)

Director of Finance

Spearheaded the development, implementation, and maintenance of management information and reporting systems creating successful delivery of organizational financial, accounting, and payroll functions in accordance with GAAP.

- Assisted the CFO with the financial and strategic planning and administration for the organization including implementation of financial plans, policies, and systems that meet the organization's financial needs.
- Coordinated and directed the preparation of the organization budget for 66 business units in collaboration with the Site leaders and the CFO. Turned around resistive participation with positive motivation, clear guidelines, and effective communication, which resulted in reduced completion time by six weeks. Developed and led a series of budget workshops creating a collaborative and interactive relationship with Directors and Program Managers.
- Oversaw the annual audit, and all accounting functions for internal and external reporting.
- Responsible for annual reporting to Centers for Medicare and Medicaid (CMS), and have lead completion of Prospective Cost Reports to increase per visit rate of payment.
- Responsible for all regulatory Federal and State reporting.
- Advanced technology by implementing new applications. Business process improvements included updating and streamlining an antiquated accounts payable processes by employing an advanced paperless process with AvidXchange which accelerated approvals, reduced processing costs, and virtually eliminated paper with more transparency into, and control over spending. Implemented and standardized report creation in DrillPoint (Excel add-on program allows managers to drill down into real-time financial reports), and rolled out to budget managers improving the timeliness of financial information.
- Implementing payment solutions with Comdata virtual credit card eliminating 60% of paper vendor checks.

- Collaborated with Human Resources to establish a new 403(B) plan, and improved processing time for 401(K) Plan audit, and Form 990 Tax Return.
- Achieved Advanced Lean Training Certification and Experienced Based Design through Virginia Mason, and used these skills to standardize workflow and mistake-proof processes. Worked on projects to improve the employee work experience.
- Supervised and coordinated grant requirements to ensure continued grant funding to the organization.
- Led and supervised Finance staff members to ensure work exceeded goals and performance objectives. Such duties include hiring, Lean training, managing and conducting performance evaluations of Finance Department staff.

THE BUSH SCHOOL– Seattle, WA
(Independent K-12 School)

2014-2016

Controller

Direct and coordinate all accounting functions for internal and external reporting.

- Streamlined the preparation and reconciliation of monthly financial statements for the Resource Management and Audit Committee and Board of Trustees by reducing rework and redundancy.
- Ensured tax compliance by completing corporate 990 tax returns, and oversee all statutory Federal, State, and City tax filings.
- Led all of the external annual audits, which includes the financial statements, and the 403(b) audit with external auditors, including footnote and financial statement preparation.
- Monitored endowment funds and coordinate transfers to and from long-term investment funds for restricted gifts received and corresponding expenditures.
- Supervise and train accounts payable, accounts receivable, payroll and general accounting support staff.

NORTHWEST CENTER – Seattle, WA

2009-2014

(\$40 Million in revenue/850 employees, eleven entities including Early Childhood Education, Hospitality, Assembly and Packaging, Commercial Laundry, and Manufacturing Businesses)

Manager of Accounting

Oversee the development and oversight of the company's financial policies, its system of internal controls, maintenance of its fiscal records, and the preparation of financial reports according to GAAP.

- Achieved a clean audit by improving preparation for external audit which reduced the number of disclosures from ten to zero.
- Prepared 990 tax return, military/government contract accounting, and administration, and streamlined responsibilities through planning, training, assigning, and directing work to meet critical deadlines.
- Managed six staff members for accurate and timely processing of payroll, employee benefits including 401K, 403B, and 457 Plan, improved inventory reconciliation, accounts payable, receivables, fixed assets, and cash management.

Senior Accountant

- Accelerated production of financial statements improving monthly closing time by 50%.
- Reduced staff as a result of efficiencies in Payroll, General Ledger, Accounts Receivable and Accounts Payable.
- Developed multi-entity corporate overhead allocation methodology for tax reporting.
- Promoted from Senior Account to Manager of Accounting, 2010

SHOES-n-FEET, LLC – Bellevue, WA (7 stores retail franchise)

2007-2009

Staff Accountant

Responsible for overall financial direction and reporting for a multiple store franchise retail chain.

- Improved and standardized accounting procedures to streamline accounting processes for income recognition.
 - Improved inventory and cash position, revenue recognition, budget and forecasting, account reconciliation, accounts payable/receivable, and payroll, including multi-state employee withholdings.
-
-

Education

EDUCATION: University of Colorado - B.S. Business Administration

CERTIFICATION: C.M.A. – Certificate in Management Accounting
CPFO Candidate
GFOA Advanced Governmental Accounting and BARS Training
Advanced Lean Training – Certificate, Virginia Mason
Experienced Based Design – Certificate, Virginia Mason

SOFTWARE: JD Edwards, Esker, Abila/MIP, Great Plains, Raiser’s Edge, MS Excel (advanced)

VOLUNTEER: North Bend Art & Industry, Board Member-Vice President
100 Women Who Care, Member

Jo Anderson, she/her

(b) (6)

SUMMARY

I have progressively advanced my skills as a trusted partner and leader of organizational initiatives. My joy is engaging with diverse communities, co-creating inspiring services, and supporting my colleagues in advancing social impact and racial equity.

SKILLS

- Effective partnership and relationship building with King County's diverse populations
- Experienced social justice educator and practitioner
- Coordinating successful and sustainable services for adults seeking economic self-sufficiency

EXPERIENCE

King County Library System

April 2009 – Present

Social Impact Coordinator, Diversity, Equity, and Inclusion Department (title as of October 2020)

KCLS is an expansive organization, including 1,218 staff and 50 libraries spanning 36 cities.

- Align Diversity, Equity, and Inclusion (DEI) value to system initiatives, including developing external strategies for community-centered partnerships, programs, and services.
- Work across departments to integrate DEI principles and practices in system initiatives, such as hiring and training and responsive service development.
- Supervise a Spanish Language Services Specialist and (pre-pandemic) a cadre of over 100 adult education volunteers providing services to English language learners and immigrants.
- Chair and/or advise organizational committees and work groups, including the Race and Social Justice Advisory Committee, Pride (LGBTQIA+) Committee, DEI Organizational Assessment Project Team, and the Economic Empowerment Team.
- Created Welcoming Centers serving immigrants, refugees, and new arrivals at the Bellevue, Kent, and Tukwila Libraries. Expanding to three additional library locations in 2023.
- Active member of external coalitions, including Governing for Racial Equity and Inclusion (GREI) and the Welcome Enterprise Group. The former is a coalition of government representatives in the Puget Sound region and the latter gathers entrepreneurs and non-profit agencies serving East King County.

South Seattle College

April 2006 – March 2009

Director, Diversity and Retention

- Developed and delivered social and academic retention strategies for BIPOC students.
- Managed the daily operation of a campus Cultural Center and Women's Center, including staff supervision, cultural programming, and academic success services.
- Led student development efforts for BIPOC students, including training, mentoring, and advising.
- Provided DEI professional development opportunities to college employees.
- Co-taught an American Ethnic Studies Diversity and Social Justice course.
- Led engagement and partnership efforts with BIPOC community groups, including the Asian American and Pacific Islander and Latino Community councils.
- Active member of campus committees and statewide councils to create interdepartmental and cross-campus initiatives, including an annual Student of Color Conference.

Jo Anderson, she/her

(b) (6)

University of Washington

September 2001 – March 2006

*Associate Director, Women's Center and
Program Manger, Making Connections*

- Managed the daily operations of the Women's Center, including continuing education programs and student advising.
- Led the transformation of *Making Connections*, a high school engagement and mentoring program to increase college readiness and STEM career paths among BIPOC youth, primarily girls and first-generation college students. The program recently celebrated its 20-year anniversary.
- Managed mentoring relationships among 100 youth and 100 mentors.
- Coordinated campus visits and STEM workshops for 100 youth through partnerships with UW STEM departments, Amgen, Fred Hutchinson, Microsoft, and the Museum of Flight.
- Contributed to fundraising through event planning and grant-writing efforts on issues such as human trafficking and STEM education.

Seattle University

August 1998 – August 2001

Advisor, Office of Multicultural Student Affairs (OMSA)

Interim Director, Office of Multicultural Student Affairs June - September 2000

- Developed and delivered social and academic retention strategies for most impacted students.
- Managed OMSA's daily operations, including staff supervision and academic advising.
- Advised and provided training to thirteen ethnic student clubs on issues such as effective team building and leadership, event coordinating, conflict resolution, and university policy.
- Coordinated campus cultural events, such as the Martin Luther King, Jr. Celebration and the Graduate of Color Brunch.

EDUCATION AND TRAINING

A cadre of trainings offered by KCLS' Learning and Development Department, including but not limited to: Systems Thinking, Leading for DEI, Unpacking the System of Racial Oppression, Reteaching Gender and Sexuality: A workshop on gender justice leadership, Disability Awareness and Inclusion: We all have a role.

Adaptive Leadership Principles, 2013 – 2014 Cohort
Leadership Eastside, Redmond, WA

Master of Public Administration, 2001
Seattle University, Seattle, WA

Bachelor of Arts in Political Science/Public Administration, 1997
Western Washington University, Bellingham, WA


Nicole Adamson-Wood



Contact

 (b) (6)

 (b) (6)

 <https://www.linkedin.com/in/nicole-adamson-wood-707a9a4b/>

Profile

Experienced fund development & marketing professional, and entrepreneur with a demonstrated ability to grow brands, build relationships with donors and create effective and inspired teams. My professional goal is to work with a mission-driven organization committed to building community and breaking barriers that preclude social, economic, and political equity.

Education

BS, Political Philosophy
University of Utah
1989-1994

Certification, grant writing
Western Washington University
2020-2021

Certification, Media Writing
The New School x Rolling Stone

Skills

Strategic planning

Brand development

Media relations

Community outreach

Team building

Research

Grant writing

Grant Management

Fund raising

CRM Management

Experience

GRANTS ADMINISTRATOR

KING COUNTY LIBRARY SYSTEM | AUGUST 2022 - PRESENT

- Manage and write federal, state, city and other public grants, private and family foundation grants, and corporate grants
- Research new grant opportunities
- Cultivate and steward relationships with institutional funders

GRANTS MANAGER

REFUGEE WOMEN'S ALLIANCE | JANUARY 2022 - PRESENT

- Manage and write current federal, state, city and other public grants, private and family foundation grants
- Created policies, procedures and processes for grants department
- To date, responsible for obtaining \$1.2 million in federal, state, and private grants
- Research new grant opportunities
- Cultivate and steward relationships with institutional funders
- Advise on foundation and grant giving and develop policies and procedures for grant management

DEVELOPMENT STRATEGY CONSULTANT

TERRAIN | OCTOBER 2021 - MARCH 2022

- Advise and develop a fundraising strategy
- Update and manage CRM
- Increase engagement with individual and corporate donors
- Advise on foundation and grant giving and develop policies and procedures for grant management

Community

Executive Committee
Spokane NAACP
2020-October 2021

Spokane Public Schools Diversity
Advisory Council
2019-September 2021

Story Theatre
advisory board
2019-2021

DEVELOPMENT DIRECTOR

SPARK CENTRAL | NOVEMBER 2019 - NOVEMBER 2021

- Doubled corporate sponsorships of annual fundraising event
- Raised over \$10,000 in individual giving over a two-day period in March 2020 for COVID "Creative Care Packages" for youth members
- Responsible for 90% retention rate of donors in 2020
- Wrote and won \$78,000 in grants in 2020
- Co-wrote and managed a \$100,000 grant from OSPI (Washington Office of Superintendent of Public Instruction)

INTERIM EXECUTIVE DIRECTOR

SPARK CENTRAL | MAY - SEPTEMBER 2021

- Facilitated the annual board retreat & led monthly board meetings
- Managed the financials & other day-to-day operations
- Laid the groundwork for an additional Spark Central community outreach center

MARKETING & DEVELOPMENT DIRECTOR

GIRL SCOUTS OF EASTERN WA & NORTHERN ID | 2017-2019

- Led creation and staffing of new department within the organization
- Led a rebranding effort within the organization
- Increased media coverage
- Increased grant funding by 10%
- Created a mentoring event involving 30 community partners with over 200 attendees from across the state of Washington

FOUNDER & PRESIDENT

FEMME VELO | 2014-2019

- Started a women's cycling apparel company
- Wrote business plan and secured funding
- Designed full product line for two seasons
- Developed and sold to retail shops in and held pop-up shops
- Cultivated 13 brand ambassadors from the U.S, Australia, South Africa, Thailand, and other high-visibility markets
- Created a women's recreational bike race



Director of Communications & Marketing

ORGANIZATION OVERVIEW

KCLS has a vision of a world where knowledge allows diverse communities to prosper and grow. In order to support this vision we create opportunities through meaningful connections by acting as the knowledge sharing center for over 1.5 million diverse patrons.

Approximately 1,000 engaged and passionate staff provide service in 50 library locations and in community engagement using direct outreach and virtual assistance. Our service area includes the cities, towns, tribal lands, and unincorporated districts of King County, with the exception of the city of Seattle.

From a comprehensive Diversity, Equity, and Inclusion (DEI) Assessment Demographics and Language Report (2022), of the more than 1.5 million residents who live within the KCLS service area, almost half identify as Black, Indigenous, or People of Color (BIPOC). Moreover, roughly one-third of the KCLS community speaks a language other than English as their first language.

The King County Library System values diverse perspectives, lived experiences, and cultures. KCLS encourages people of all backgrounds to apply, including BIPOC, immigrants, refugees, women, LGBTQIA+, individuals with disabilities and veterans. KCLS is committed to the full inclusion of all qualified individuals. As part of this commitment, KCLS provides reasonable accommodations for persons with disabilities to participate in the job application or interview process and/or to perform the essential functions of the position. For more information please go to kcls.org

ROLE OVERVIEW

Directs the development and implementation of communications, marketing and public relations products and strategies to advance information and broad-based community awareness of KCLS. Oversees execution of digital, print, social, video, advertising and other media communications and promotional campaigns. Creates brand management strategy and ensures continuity of image. Leads organization in communication approaches that foster service to internal and external audiences. Promotes and reflects Library values and tells KCLS' story across diverse communities and audiences. Reporting to the Executive Director, this role has seven direct reports and a total of 13 team members.

KEY PRIORITIES

- Seek fresh, creative, innovative ways to increase KCLS' media presence.
- Support promotional efforts to increase the use of community libraries.
- Serve as an active partner with colleagues on the Executive Leadership Team supporting KCLS' mission.
- Lead effective communication of KCLS' DEI goals to the community.
- Ensure the social media presence of KCLS is consistent and effective and timely.
- Create an internal communication plan and oversee the work of the Communication Coordinator.



KEY RESPONSIBILITIES

- Develop and implement an overall communication strategy that aligns internal and external communications with the goals of delivering consistent, timely messaging that is targeted to specific audiences. Monitor effectiveness and make changes to improve performance.
- Produce and promote public information materials and campaigns that contribute to staff and community awareness of Library programs, services, and events to enhance utilization and public opinion of KCLS.
- Create and manage brand identity strategy, anticipate and prepare response to controversial issues, and address media relations challenges.
- Lead social media strategy and marketing team in managing new and emerging media communications and platforms, in addition to traditional and established platforms.
- Sponsor coordination of internal communication in partnership with inter-departmental leadership to create best practices and standards in planning, developing, and maintaining orderly and effective communication patterns.
- Direct the development, copywriting, and production of system marketing materials, including management of KCLS digital newsletters.
- Prepare or supervise the preparation of press releases. Serve as Public Information Officer for media inquiries and crisis communication.
- Expand and maintain positive working partnerships with community leaders, organizations, and groups, elected officials, local news media and other media outlets.
- Lead organization in communication production. Serve as subject matter expert for inclusive and accessible internal and external communications in all forms of media.
- Design and maintain organizational communication standards, style guides, and staff tools and related training.
- Coordinate response to public inquiries with attention to brand and messaging of organizational values.
- Support leadership communications for the Executive Director by providing content, talking points, and serving as final editor for executive materials and messaging.
- Support the work of the Finance Department by assisting in the writing and editing of the annual budget.
- Select, direct, motivate and evaluate the work of communications, marketing, graphics, and government relations staff.
- Develop and manage the department operating and personnel budget.
- Coordinate media buys to leverage external messaging needs within available budget.

Secondary Duties

- Proofread and edit materials.
- Participate in, chair and/or sponsor various committees.



CORE COMPETENCIES

Valuing Diversity

Manages relationships with all kinds and classes of people inclusively and equitably; respects, values, and encourages the unique dimension each employee adds to the organization and each member of the community brings to the whole. Seeks opportunities to learn about differences.

Customer Focus

Primarily focused on customer needs, able to deliver high quality, value added services. Constantly strives to find new ways to increase customer satisfaction and understanding, foster equitable services, and forge meaningful connections.

Ethics, Values and Judgement

Exercises best judgment, trustworthiness, and professional standards of conduct; consistently demonstrates organization's values, moral principles, and accountability through behavior, character, and action. Defends intellectual freedom and confidentiality.

Professional and Technical Knowledge

Demonstrates proficiency in professional and technical skills and/or knowledge in position-related areas; purposely keeps up with current developments and trends in areas of expertise, in order to better foster personal success and connections for others.

Coaching and Counseling

Facilitates the development of other's knowledge, abilities, and skills to fulfill job and role responsibilities more effectively. Provides timely feedback, guidance, and encouragement to help others achieve better performance and goals; builds confidence of others.

Managerial Courage

Tactfully provides direct and actionable feedback in a timely manner, is open and direct but not intimidating; deals head-on with people and problems even in the most difficult situations.

Decision Quality

Makes decisions and solves problems, can deal adeptly with varied levels of complexity, ambiguity, and risk; takes responsibility and accepts ownership for decisions regardless of outcome. Responds promptly and appropriately in crises situations.

Vision and Strategic Thinking

Supports, promotes, and ensures alignment with the organization's vision, mission, and values; holds big picture view while setting priorities, often uses breakthrough strategies to find the way forward.

Drive for Results

Focuses on results and desired outcomes and how best to achieve them; does not confuse effort with results. Gets the job done.

Accountability

Holds self, direct reports, and others accountable for achieving intended outcomes; follows up and monitors progress to ensure that things stay on track; models organizational values and norms.

Managing Change

Embraces organizational changes and their rationale, models behavior needed during improvements in organization's effectiveness, competitiveness, and public service delivery; manages own reactions and supports others in the process.

IDEAL CANDIDATE PROFILE

The ideal candidate will be an inclusive, transparent, leader, who remains dedicated to the mission of KCLS. Working closely and effectively with the Executive Director of KCLS, the Executive Leadership Team, the KCLS Board of Trustees and Staff, they must be committed to organizational growth through teamwork. The successful candidate will be a responsive, strategic, and forward-thinking culture-builder with a track record of forming strong professional relationships. They should be politically savvy without being political.

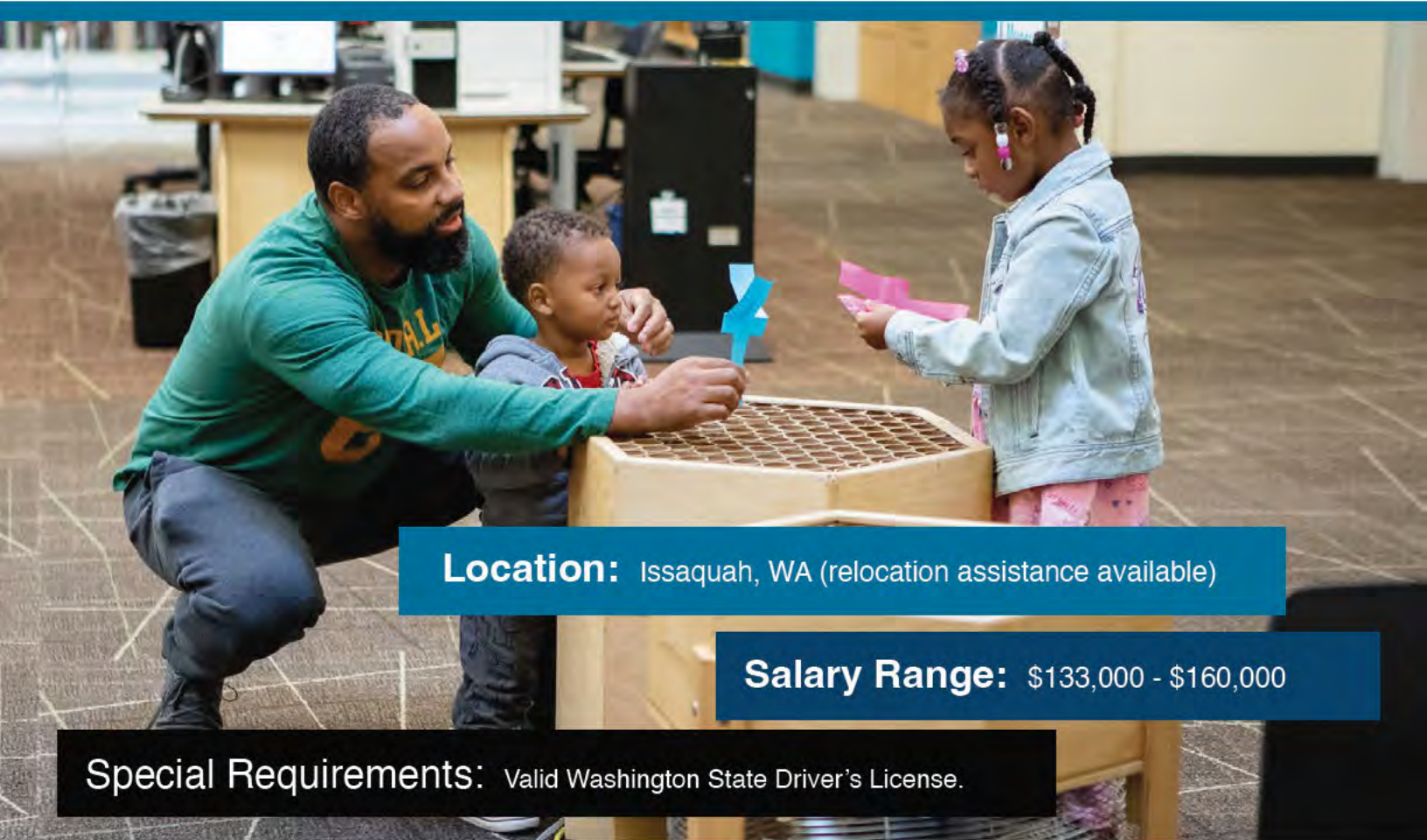
The ideal candidate must also have a collaborative approach, with unquestioned personal integrity and professionalism. They will have strong presentation and communication skills with an outgoing, personable and positive management style. The ideal candidate will foster a workplace culture and environment where all staff look forward to coming to work. The ability to communicate with clarity and motivate people is a critical requirement. The capacity to connect with people at all levels, the humility to accept shortcomings, and the desire for ongoing growth and professional development are also needed.

The ideal candidate will have solid executive presence and be a charismatic, gifted, and engaging communicator when speaking one-on-one, in front of a large audience, and to the media. The desired candidate will possess a genuine, visible, and infectious passion for advancing the impact and reach of KCLS.



EDUCATION AND EXPERIENCE

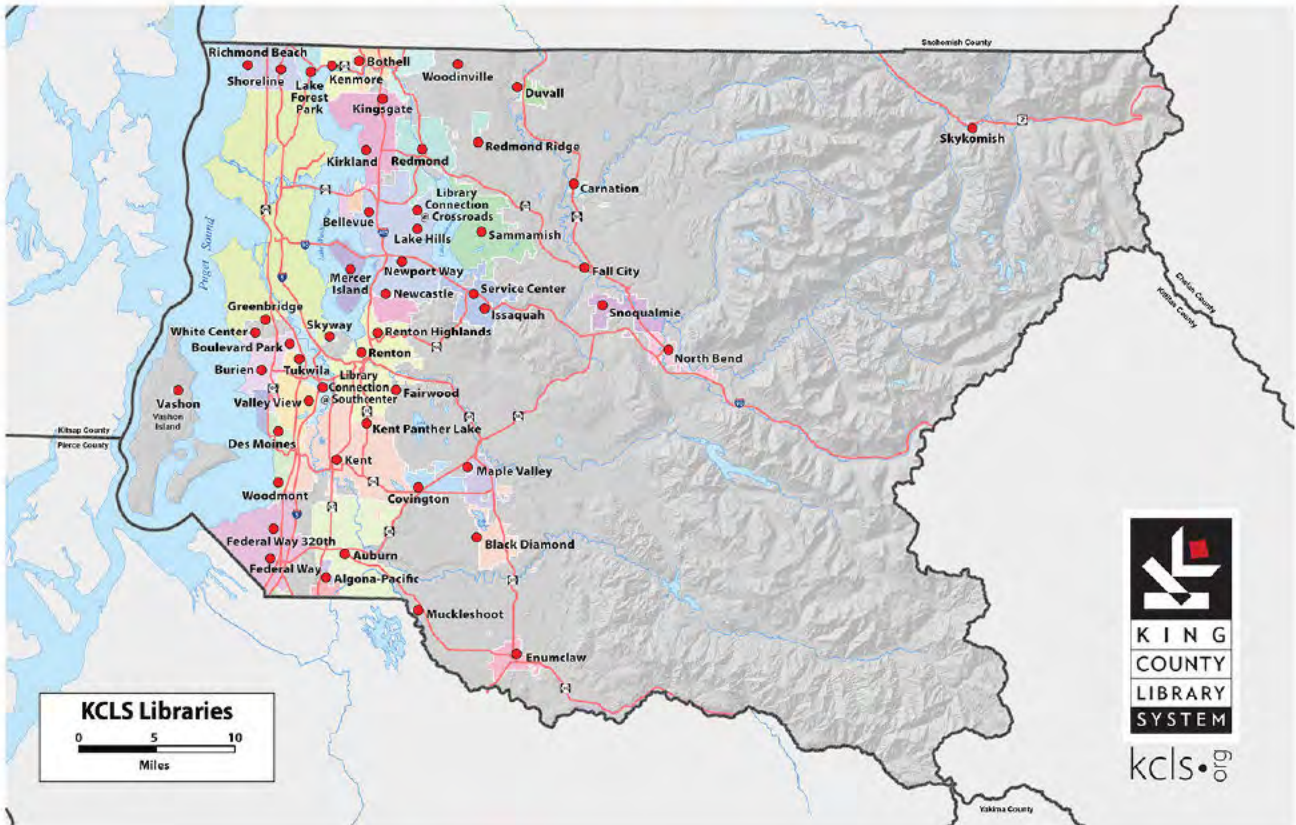
- Bachelor's degree in communications, public relations, marketing, education, or a related field;
- Experience in marketing and communications approaches serving diverse audiences, using asset-based language, storytelling and accessibility practices, and managing world language communication;
- Six to eight years' progressively responsible experience in community or public relations, public information, digital marketing, or a related field, with at least 2 years in a supervisory or administrative role; or
- An equivalent combination of related training and leadership experience combined with a commitment to innovation and the value of DEI in effective communications and marketing.



Location: Issaquah, WA (relocation assistance available)

Salary Range: \$133,000 - \$160,000

Special Requirements: Valid Washington State Driver's License.



For confidential inquiries and more information, please contact:
Fred Pabst, Partner | Fred@HerdFreedHartz.com | (206) 713-6677

LISA G. ROSENBLUM

(b) (6)

(b) (6)

EXPERIENCE

EXECUTIVE DIRECTOR, KING COUNTY LIBRARY SYSTEM

King County, Washington (2018-

The **King County Library System (KCLS)** is a [library](#) system serving the residents of [King County, Washington, United States](#). KCLS is one of the busiest library systems in the United States, and currently leads the nation with more than 7million digital titles circulated per year and an overall circulation of 20 million items and 10 million visitors. It consists of 50 libraries, as well as 16 mobile libraries. The current budget for the library is \$127 million. As the Executive Director I lead a library of almost 1400 employees and a governing board of 7.

LECTURER, INFORMATION SCHOOL, UNIVERSITY OF WASHINGTON

I have been a visiting lecturer for a variety of classes at the Information School. Topics include the management of change, resiliency and the future of libraries.

DIRECTOR AND CHIEF LIBRARIAN, BROOKLYN PUBLIC LIBRARY

Brooklyn, NY (2015-2018)

Brooklyn Public is the fifth-largest library system in the nation (independent from the New York Public Library and Queens Library systems) whose assets include the historic Central Library, the Business and Career Library and 58 branches located throughout the borough. As Director and Chief Librarian, I am responsible for planning, developing, directing, and leading all operations and activities of the Brooklyn Public Library. I oversee all services and programs including customer experience and the adult education and youth education departments The Library's governing body is the Board of Trustees, consisting of 38 members all serving in non-salaried positions. As Director and Chief

Librarian I am also Executive Vice President in charge of public services and responsible for our 59 branches and Central Library and for coordinating the efforts of more than 2,000 volunteers who give their time, talent and energy to support BPL's programs and operations each year, and the seventeen "Friends Groups" that engage in advocacy and fundraising initiatives.

With a budget of over \$120 million and a staff of 1200, Brooklyn Public provides a broad range of programs and services to the 2.6 million residents of Kings County, New York that support the needs of its many culturally diverse neighborhoods. The Library engages with residents of all ages and backgrounds from story times and afterschool homework help to "English for Speakers of Other Languages" and digital literacy workshops for older adults. In addition, Brooklyn Public draws on the region's rich cultural resources to deliver world-class literary and artistic events.

Brooklyn Public's materials collection includes 3.4 million print items and more than 70,000 eBooks. Digital materials (including eBooks, audiobooks and videos) are available 24 hours a day, 7 days a week and can be accessed on devices provided through BPL's tablet-lending system, while patron-driven opt-in programs like MyLibraryNYC and the online readers' advisory service further increase the Library's value to Brooklyn communities. In 2016 the library won a National Medal for Museum and Library Services from the Institute of Library and Museum Services (IMLS).

Noteworthy programs and initiatives for which I was responsible include the following:

- Opened all 58 branches to 6 day a week service, based upon increased funding by the City of New York.
- Developed a training and development program that included extensive training to more than 70 librarians hired in 2015/2016 as well as management training for all public services supervisors.
- Developed new staffing model for the Central Library.
- Implemented Pratt Institute School of Information Internship Program at the library.
- Partnering with Pratt University, received an innovative Laura Bush 21st Century Librarian Program grant for the Librarians of Tomorrow Internship Program, \$494,223 from IMLS
- Established new position, Customer Experience Director, to address extensive operational service issues.
- Created the new position of Library Social Worker to address high incidences of homelessness in branches and to educate staff in providing services to at risk populations.
- Supported the Brooklyn Incubator, an IMLS funded innovative staffing model that encourages new ideas and programs from librarians.

- Working with Government Affairs gained support for a Techmobile from the Borough President.
- Increased services to homeless population by bringing storytimes and programs to homeless shelters
- Increased services for elderly Alzheimers population by augmenting programming at centers.
- Partnering with Google instituted CS Coding afterschool coding camps, the first library in the USA to do so.
- Increased HotSpot lending program to local schools
- Funded Cisco software to extend Televisit, an online video service that links the prison population to families via children's storytime and play.
- Increased funding for children's services.
- Worked on project team with architects to design external and interior spaces for the following libraries: Brooklyn Heights, Central Library, Greenpoint, Eastern Parkway, Park Slope, Red Hook and East Flatbush. Brooklyn Heights won an AIA award, Interior Architecture Category. Greenpoint Library, a Public Design Commission award for Excellence in Design.
- Worked with Mayors Office to implement the first ever Gracie Book Club and One City One New book discussion city wide.
- Participated in the review and development of various IMLS grants.
- Represented the CEO at various events and programs.
- Established partnership with the National Book Foundation to distribute books at NYCA Housing in East New York.

VISITING ASSISTANT PROFESSOR, PRATT SCHOOL OF INFORMATION

Pratt Institute, Brooklyn NY (2017-2018)

I taught a semester long class, "Strategic Leadership" for graduate students at the School of Information that I have specifically developed for Pratt.

DIRECTOR OF LIBRARY AND COMMUNITY SERVICES

City of Sunnyvale, California (2009-2015)

With an annual department budget in excess of \$17 million the **Department of Library and Community Services** is the third largest department in the City of Sunnyvale, the second biggest city in Santa Clara County (population 144,000). As Director of Libraries

and Community Services I was responsible for planning, budgeting, organizing and directing operations for the **Sunnyvale Public Library and Patent Library (3.7 million annual circulation)** as well as Sunnyvale's many community and recreation services. These include the **Sunnyvale Senior Center**, a 200-seat **Community Theatre**, a low income **Social Services Center** (funded in partnership with the Sunnyvale School District) and a wide variety of sports and recreation facilities and programs. To this end I am responsible for managing agendas and outcomes of three boards: the Board of Library Trustees, the Arts Commission, and the Parks and Recreation Commission. As a City Director I was also a member of Sunnyvale's **Executive Leadership Team** where I collaborated on a broad range of issues related to city management and I served as staff liaison to a number of Council Committees including Accessibility, Senior Advisory, Columbia Neighborhood, Childcare Advisory, Cultural Diversity, Community Grants and State of the City.

Noteworthy programs and initiatives for which I have been responsible include the following:

- Planned and developed revenue sources with community groups and the city council to fund a new Sunnyvale Branch Library. Currently choosing an architect to start the design process.
- Helped major high tech corporations locating and expanding in Sunnyvale focus their contributions to the library to provide meaningful support for community programs and partnered with local and national nonprofits to increase services in the areas of literacy, legal assistance and nutritional services.
- Successfully implemented merger of Library and Community Services departments and directed cross-functional teams to identify opportunities to leverage skills and resources of combined department providing educational, social, cultural and information services.
- Implemented proactive grant seeking. Examples of grant funds solicited and received include Kaiser Family Foundation, NASA for STEM programming, LSTA (Library Services Technology Act), AMD (Advance Micro Devices), Target, Sunnyvale Rotary, California Center for the Book as well as established partnerships with the Sunnyvale Historical Museum, Sunnyvale School District and other local non profits.
- Remodeled and expanded the Columbia Neighborhood Center to provide augmented social services including state of the art medical clinic and counseling to the community.
- Reviewed department functions and set up "innovation teams" to streamline operations improve and enhance services in both the Library and Community Services Divisions.
- Reduced by 50% the time to return library materials to circulation by implementing radio frequency identification (RFID) system. Increased self checkout to an average of

94% from 50% of all checkout. Increased overall circulation material 17% from 2007/2008 . Increased circulation of children's materials 48% over same time period.

- Reconfigured library space to enhance customer experience by adopting best practices in retail design.
- Implemented innovative technology to enhance library services, including mobile apps, book vending machine, 3D printing, Microsoft Surface computing platform, QR codes, icell technology, ebook lending, and augmented ebook collections.

LECTURER, SCHOOL OF LIBRARY AND INFORMATION SCIENCE

San Jose State University (2008-2015)

Taught organizational theory, management concepts and strategic planning for the core course "Information Organizations and Management" at the San Jose State University School of Library and Information Science.

DIRECTOR OF LIBRARY AND NEIGHBORHOOD SERVICES

City of Hayward, California (2005-2009)

I directed planning and managed operations for a new department combining the Public Library and the Neighborhood Services departments for the City of Hayward (population 146,398). With a combined annual budget of \$10 million per year and 70 employees, the new department was responsible for both the main and branch libraries as well as a variety of social services including community preservation, community outreach and code enforcement. In addition, I was responsible for developing and implementing the city's Community Development Block Grant (CDBG) funding program as well as its numerous strategic neighborhood initiatives. As Director of Library and Neighborhood Services I also served as staff liaison to a number of public boards and commissions including the Library Commission, Citizen Advisory Commission, Human Services Commission, Youth Commission and two 501(c)3 non-profit organizations, the Friends of the Hayward Public Library and the Literacy Council.

Noteworthy programs and initiatives for which I was responsible include the following:

- Developed an interdisciplinary team of 70 employees to provide integrated neighborhood services.
- Managed and allocated federal Community Development Block Grant (CDBG) funds and designed Neighborhood Partnership Program to help neighborhoods develop the internal structure to identify and address community issues.

- Organized and led newly formed Innovations Taskforce to improve delivery of City services in all areas from public safety to public works.
- Represented city management in labor negotiations and served on a variety of interdepartmental teams (e.g. Technology Governance Group)
- Remodeled both Hayward Main Library and Weekes Branch Library, implemented customer-focused services and increased circulation by 25%.
- Modernized and automated all aspects of library operations including self-check and pre-processing, and organized library staff for more effective service delivery.
- Directed building program to construct new main library, including procurement of architectural services and development of community support.
- Managed key relationships with three community groups, the Library Commission, the Friends of the Library and the Literacy Council and obtained grants to increase access to technology and to augment services to children, including administering a federally funded earmark to provide bilingual homework services to children.

DIVISION MANAGER, DR. MARTIN LUTHER KING JR. MAIN LIBRARY

City of San Jose, California (2002-2005); Senior Librarian, Librarian (1986-2002)

As Division Manager for the City of San Jose's Main Library (475,000 sq ft) I was responsible for developing and implementing the consolidation and operating the jointly-managed San Jose Public and San Jose State University Library, with 155 full-time employees (FTE) and over 1.5 million volumes. In that capacity I was also responsible for managing an annual materials budget of \$3.1 million for the main library and all 18 branches. In 2004 the City of San José library system received the Gale/Library Journal Library of the Year award.

Noteworthy programs and initiatives for which I was responsible include the following:

- Implemented a strategic plan to ensure efficient and innovative delivery of "seamless service" in a merged main library environment as well as innovative service delivery for 18 diverse branches.
- Participated in successful community-wide campaign to pass \$62 million library bond to provide funding for 71% of all new library materials over 10 years.
- Responsible for the performance of 25 work teams charged with developing policies, procedures and implementation strategies for all aspects of customer service in the merged library.
- Managed development and implementation of a merged City/University website which serves as the public portal to the library's collections and services.

Prior to directing the main library, as Manager of Reference, Periodicals and eBranch Services and Adult Services and Training Manager I was responsible for delivering reference and internet services including system-wide web-based “eBranch” services. In that capacity I developed staff and public training programs for the library system on webbased applications and managed periodicals and local history collection (California Room), the only comprehensive historical archive of the Silicon Valley area.

EDUCATION AND TRAINING

MLS, San Jose State University (San Jose, CA)

BA, St. Johns College (Annapolis MD)

- Fellow, Urban Libraries Council Executive Leadership Institute
- 3M/Public Library Association Leadership Institute
- California Library Institute on 21st Century Librarianship, Stanford University

PROFESSIONAL ACTIVITIES

I am active professionally, and have written and presented on subjects important to library management both statewide and nationally. My professional emphasis is both on library design to attract diverse customers and improve the customer experience, and on the advantages in partnering with other city agencies and non profits for expanded city services. I have also presented on the topics of leadership, collection development and the assessment of reference services. (See **Publications and Presentations** below for recent and past examples.) I currently serve on the Metropolitan New York Library Council Board of Directors and the Pratt School of Information Board of Advisors. I have also served on Executive Board of the California Library Association, the Pacific Library Partnership and the Executive Board of Link Plus Resource Sharing Consortium and on the El Camino Hospital Community Benefit Board that allocates funding for community wide wellness programs and services.

PROFESSIONAL MEMBERSHIPS, OFFICES AND AWARDS

Washington State Digital and Broadband Advisory Board (2020-

Center for the Future of Libraries Advisory Board (2018-

Urban Libraries Council, Digital Citizenship and Artificial Intelligence Advisory Group
(2019)

LYRASIS Leaders Circle (2018-

MLIS Library Board, University of Washington Information School (2018-

Urban Libraries Council, Race and Social Equity Working Group (2017)

2009 Library Journal's Movers and Shakers Award

<http://www.libraryjournal.com/article/CA6642689.html>

Metropolitan New York Library Council Board of Directors (2015-2018)

New York City Public Design Commission Annual Award for Design in Excellence, Greenpoint Library 2017

Pratt School of Information Board of Advisors (2015—present)

Book Ops Board Member—a collaboration of shared technical services between New York Public Library and Brooklyn Public Library(2015-2018)

New York Library Association, member

Public Librarians Professional Certificate, State of New York

California Library Association, Legislation Committee

(<https://ischool.uw.edu/about/leadership/mlis-board?nav=3>2014-2015); *Executive Board* (2008-2011); *President, Public Libraries Section* (2007-2008)

Public Library Association, Membership committee (2007-2010)

American Library Association, member

California Parks and Recreation Association, member

PLP (Pacific Library Partnership) Executive Board (2005-2013)

Link Plus/Inn Reach Executive Committee (2009-2013)

Phi Beta Mu, International Library and Information Studies Honor Society

San Francisco Public Library Peer Reviewer Consultant on the design of new libraries for the Presidio and Park branches. (2009)

2009 San Jose State University "Distinguished Alumna" Award for the College of Applied Sciences and Arts, School of Library and Information Science

COMMUNITY ACTIVITIES

Bellevue Rotary Club (2018-2020)

El Camino Hospital Community Benefit Advisory Council (2013-2015)

San Jose State University Management and Leadership Program Advisory Committee (2011-2013)

Sunnyvale Rotary Club Programming Chair (2009-2015)

Sunnyvale Leadership (Class of 2009-2010)

Hayward Rotary Club, Chair Community Grants Program (2005-2009)

Kehillah High School Library Advisory Board (2002 – 2005)

Campus Community Association, Board Member (1997-2000)

Jewish Community Relations Council Board Member (1996-2000)

San Jose Unified School District, Gifted and Talented Advisory Board (1995-1998)
Olinder Elementary School PTA Treasurer, (1994-1995)

PUBLICATIONS AND PRESENTATIONS

“Undivided Attention: Getting Real About Uniting DEI In Your Organizational Framework”
Public Library Association Conference (March 2022)

“Digital Books: Where Do We Go from Here?” **Public Library Association Conference**
(March 2022)

BISG (Book Industry Study Group) Panel: Library-Publisher Relationship (May 2021)

Library Journal Summit Panelist: Building the Next Normal (Winter 2021)

“Rising to the 2020 Challenge” **ALA Midwinter** (January 2021)

PW Panelist: What’s Next for Library E-books and Digital Content? (October 2020)

Book Expo 2020, Public Libraries and the Pandemic (May 2020)

American Libraries Live Panelist: Coping in the Time of Pandemic (March 2020)

Libraries and E-Materials Lending, **WLA Virtual Conference** (January 2020)

What Happens Next? **A Free PLA Webinar on Ebooks for all**, (December 2019)

Artificial Intelligence and the Public Library, **Urban Libraries Annual Forum**, Salt Lake City, Utah (October 2019)

“User Data and Online Privacy: What Are You Missing and Possibly Messing Up?” **Lyrasis Members Summit**, Nashville, Tennessee (October 2018)

“Leadership for the Future of Libraries” **ALA Midwinter**, Seattle Washington (January 2018)

Rosenblum, L. (2018) Strategic Planning. In S Hirsh (Ed.), *Information Services Today: An Introduction* (pp 231-245)

“I STILL Don't Want to Talk About It” **New York Library Association Conference, Saratoga Springs NY** (November 2017)

“Public Knowledge: Re-imagining the Public Library” Panelist, **Gensler Research Project NY**, New York (September 2017)

"I STILL Don't Want to Talk About It" New York Library Association Conference, Saratoga Springs NY (November 2016)

"Good Policies Make Good Patrons" New York Library Association Conference, Saratoga Springs NY (November 2016)

"What Skills Will Get You a Job, or, How Trends in Libraries Will Affect Employment and Professional Development." Metropolitan New York Library Council, NY, New York (May 2016)

"Why High Tech Loves Libraries: Partnering for Success in the Age of Social Media." California Library Association Conference, Oakland, CA (November 2014)

"When Worlds Collide: Charting the New Normal of Shared Service Models." California Library Association Conference, San Jose, CA (November 2012)

"Library Services for Today and Tomorrow" California League of Cities Conference, San Francisco, CA (Sept 2011)

Rosenblum, Lisa , **"Sunnyvale's investment increases efficiency and improves library services." Western City, 86(11), 7-8 (2010, November)**

"Why We Borrow 2010 Edition: Redesign Your Library by Using Market Research Analysis" Public Library Association Conference, Portland, OR (March 2010)

Rosenblum, Lisa. **"How to Thrive By Design In Tough Times" American Libraries Vol 41, Issue 1 & 2 (Jan/Feb 2010)**

"Leadership At Every Level" California Library Association Conference, Pasadena CA (October 2009)

"Why We Borrow 2009 Edition: Redesign Your Library by Using Market Research Analysis" California Library Association Conference, Pasadena CA (October 2009)

"California Libraries—Your City's Best Economic Stimulus Package" California League of Cities Conference, San Jose, CA (September 2009)

Meserve Harry C, Belanger, Sandra E, Bowlby, Joan, Rosenblum, Lisa. **"Developing a Model for Reference Research Statistics" Reference & User Services Quarterly (RUSQ) Volume 48, Number 4 (Summer 2009). Selected for the Reference Research Review for 2009 as an "item of importance" in the field of study.**

Fisher, William and Rosenblum, Lisa. "Now What Do We Do? Some Reflections on Becoming a First Time Library Director" **Library Administration and Management** Vol 22, Issue 1 (Winter 2008).

Kaupila, Paul, Belanger, Sandra and Rosenblum, Lisa. "Merge Everything it Makes Sense to Merge: The History and Philosophy of the Merged Reference Collection at the Dr Martin Luther King Jr Main Library" **Collection Management** (Fall 2007)

"Why We Borrow"--Adapting Retail Concepts to Library Design, **Public Library Association Conference**, Minneapolis (March 2008)

"Why We Borrow," **California Library Association Annual Conference** , Long Beach, CA (October 2007)

"Developing Retail Concepts for Library Design" **Worldwide Envirosell Science of Shopping Conference**, Atlanta 2007.

"The Future of Libraries, Part III: Embracing the Invisible Customer" panelist, **Annual Workshop for Bay Area Libraries**, San Francisco, CA (September 2007)

"How Does Your Garden Grow: Developing New Directors for Your Library and the Profession at Large" **California Library Association Annual Conference**, Sacramento CA (November 2006)

IMLS Study on the Future of the Library Workforce (nationwide panel to address significant issues to be faced by libraries in the next ten years) 2005-2006—Position Paper on Urban Public Libraries

"Lessons Learned from the Executive Leadership Institute," **California Library Association Annual Conference** , San Jose, CA (November 2004)

"Mergers and Partnerships" Invited presenter at **Urban Libraries Council Librarians for America's Neighborhoods**, Chicago IL (October 2004)

"A More Perfect Union: The Strategic Partnering of a City and University Library," **Living the Future 5**, Tucson, AZ (April 2004)

"Instructional Partnerships" **American Library Association Annual Conference**, San Francisco (June 2001)

REFERENCES

Available on request.

John Sheller
jsheller@kcls.org

CURRENT POSITION

Government Relations Manager / Public Records Officer, King County Library System

Responsible for the King County Library System's comprehensive government relations program, focusing on ongoing positive relations with federal, state, county and city elected officials and leadership.

Facilitate dialog exploring partnership opportunities, interlocal and joint use agreements, letters of support and memorandums of understanding to benefit our shared constituents.

Lead and guide formal and informal reporting to governing bodies.

EDUCATION

Master of Public Administration; Seattle University, Seattle, WA
Finance for the Nonfinancial Executive; Foster School of Business, UW Seattle
Master of Arts, Librarianship; University of Washington, Seattle, WA
Bachelor of Arts, English; University of Washington, Seattle
Associate of Arts, Journalism; Spokane Community College, Spokane

KCLS MANAGEMENT POSITIONS

Regional Library Manager 2011 - 2016
Community Library Branch Manager 1997 - 2011

PROFESSIONAL ASSOCIATIONS

Washington Association of Public Records Officers
Washington Library Association
American Library Association

COMMUNITY CONNECTIONS

Rotary Club of Maple Valley

MILITARY SERVICE

United States Air Force Veteran



King County

Dow Constantine
King County Executive

401 Fifth Avenue, Suite 800
Seattle, WA 98104

206-296-9600 Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

January 10, 2023

National Endowment for the Humanities
Office of Challenge Programs
400 Seventh St.
Washington, DC 20506

To Whom It May Concern:

I write today in support of the King County Library System's application for a National Endowment for the Humanities Climate Smart Humanities Organization grant.

The King County Library System (KCLS) is not directly affiliated with King County, but is an unincorporated area library system established under Washington state law (RCW 27.12) that operates 50 library branches and serves more than 836,000 active cardholders in various King County rural and urban communities, as well as in many smaller cities.

KCLS is seeking to align with federal, state, county, and local climate goals, including King County's Strategic Climate Action Plan. If the grant is awarded, these funds will be used to incorporate climate projects into the system's Capital Improvement Plan. KCLS already purchases renewable energy through Puget Sound Energy's Green Power Program, and launched a Green Initiative in 2018 to reduce paper and toner usage.

King County looks forward to working with KLCS, providing technical assistance as the system develops its climate change adaptation and mitigation plans.

Sincerely,

Dow Constantine
King County Executive

State of
Washington
House of
Representatives



3 January 2023

National Endowment for the Humanities
Office of Challenge Programs
400 7th Street
Washington DC 20506

To Whom It May Concern,

I am writing to express my support for King County Library System's Climate Smart Humanities Organizations grant application.

King County Library System (KCLS) is an independent taxing district that is seeking to align with federal, state, county and local climate goals, including the 2020 King County Strategic Climate Action Plan.

KCLS participates in the Puget Sound Energy's Green Power Program by purchasing renewable energy, and adopts Washington State energy efficiency guidelines for public buildings. The Library launched a Green Initiative in 2018 to reduce its environmental impact by reducing paper and toner usage; and has a Capital Improvement Plan that incorporates energy efficiency into building maintenance and facility upgrades.

KCLS is applying for the NEH Climate Smart Humanities Organizations grant to access external technical planning expertise to develop climate change adaptation and mitigation projects into its Capital Improvement Plan, and to prioritize actions that align with neighbor agencies to benefit our shared communities.

Sincerely,

A handwritten signature in black ink that reads "Joe Fitzgibbon".

Rep. Joe Fitzgibbon
House Majority Leader
34th Legislative District

RESEARCH & RELATED BUDGET - Budget Period 1

OMB Number: 4040-0001
Expiration Date: 12/31/2022

UEI: (b) (4)

Enter name of Organization: K C Rural Library District

Budget Type: Project Subaward/Consortium

Budget Period: 1 Start Date: 08/01/2023 End Date: 09/30/2025

A. Senior/Key Person

Prefix	First	Middle	Last	Suffix	Base Salary (\$)	Months			Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)
						Cal.	Acad.	Sum.			
	John		Sheller		(b) (6)	24.00			(b) (6)	(b) (6)	(b) (6)
Project Role: PD/PI											
	Lisa		Rosenblum		(b) (6)	1.00			(b) (6)	(b) (6)	(b) (6)
Project Role: Executive Director											
	Vacant		Position		(b) (6)	1.00			(b) (6)	(b) (6)	(b) (6)
Project Role: Director of Community Relations & Marketing											
	Donna		Zirkle		(b) (6)	2.00			(b) (6)	(b) (6)	(b) (6)
Project Role: Director - Finance and Facilities											
	I-Chin		YI		(b) (6)	6.00			(b) (6)	(b) (6)	(b) (6)
Project Role: Facilities & Construction Management & CAPT Member											
	Nicole		Kurfman		(b) (6)	4.00			(b) (6)	(b) (6)	(b) (6)
Project Role: Grants Administrator											
	Jo		Anderson		(b) (6)	3.00			(b) (6)	(b) (6)	(b) (6)
Project Role: Social Impact Coordinator - CAPT Team											

Additional Senior Key Persons:

[Add Attachment](#) [Delete Attachment](#) [View Attachment](#)

Total Funds requested for all Senior Key Persons in the attached file

Total Senior/Key Person 53,255.96

B. Other Personnel

Number of Personnel	Project Role	Months			Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)
		Cal.	Acad.	Sum.			
<input type="text"/>	Post Doctoral Associates	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	Graduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	Undergraduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	Secretarial/Clerical	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
5	Directors (serve on Leadership Team)	2.50	<input type="text"/>	<input type="text"/>	(b) (6)	(b) (6)	(b) (6)
1	Staff Accountant	0.50	<input type="text"/>	<input type="text"/>	(b) (6)	(b) (6)	(b) (6)
1	HR Analyst	0.50	<input type="text"/>	<input type="text"/>	(b) (6)	(b) (6)	(b) (6)
1	Organizational Performance Manager	1.00	<input type="text"/>	<input type="text"/>	(b) (6)	(b) (6)	(b) (6)
1	Deputy Director	0.50	<input type="text"/>	<input type="text"/>	(b) (6)	(b) (6)	(b) (6)
1	KCLS Foundation Director	3.00	<input type="text"/>	<input type="text"/>	(b) (6)	(b) (6)	(b) (6)
10	Total Number Other Personnel					Total Other Personnel	18,749.64
						Total Salary, Wages and Fringe Benefits (A+B)	72,005.60

C. Equipment Description

List items and dollar amount for each item exceeding \$5,000

Equipment item	Funds Requested (\$)
No Equipment Costs	0.00

Additional Equipment:

Add Attachment

Delete Attachment

View Attachment

Total funds requested for all equipment listed in the attached file

Total Equipment

<input type="text"/>
0.00

D. Travel

	Funds Requested (\$)
1. Domestic Travel Costs (Incl. Canada, Mexico and U.S. Possessions)	3,500.00
2. Foreign Travel Costs	<input type="text"/>
Total Travel Cost	3,500.00

E. Participant/Trainee Support Costs

	Funds Requested (\$)
1. Tuition/Fees/Health Insurance	<input type="text"/>
2. Stipends	36,000.00
3. Travel	2,500.00
4. Subsistence	2,500.00
5. Other <input type="text"/>	<input type="text"/>
<input type="text"/> Number of Participants/Trainees	<input type="text"/>
Total Participant/Trainee Support Costs	41,000.00

F. Other Direct Costs**Funds Requested (\$)**

1. Materials and Supplies	
2. Publication Costs	70,000.00
3. Consultant Services	80,000.00
4. ADP/Computer Services	0.00
5. Subawards/Consortium/Contractual Costs	
6. Equipment or Facility Rental/User Fees	
7. Alterations and Renovations	
8. <input type="text"/>	
9. <input type="text"/>	
10. <input type="text"/>	
11. <input type="text"/>	
12. <input type="text"/>	
13. <input type="text"/>	
14. <input type="text"/>	
15. <input type="text"/>	
16. <input type="text"/>	
17. <input type="text"/>	
Total Other Direct Costs	150,000.00

G. Direct Costs**Funds Requested (\$)****Total Direct Costs (A thru F)** 266,505.60**H. Indirect Costs**

Indirect Cost Type	Indirect Cost Rate (%)	Indirect Cost Base (\$)	Funds Requested (\$)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total Indirect Costs			<input type="text"/>

Cognizant Federal Agency
 (Agency Name, POC Name, and
 POC Phone Number)

I. Total Direct and Indirect Costs**Funds Requested (\$)****Total Direct and Indirect Institutional Costs (G + H)** 266,505.60**J. Fee****Funds Requested (\$)****K. Total Costs and Fee****Funds Requested (\$)****Total Costs and Fee (I + J)** 266,505.60**L. Budget Justification**

(Only attach one file.)

RESEARCH & RELATED BUDGET - Cumulative Budget

		Totals (\$)
Section A, Senior/Key Person		53,255.96
Section B, Other Personnel		18,749.64
Total Number Other Personnel	10	
Total Salary, Wages and Fringe Benefits (A+B)		72,005.60
Section C, Equipment		0.00
Section D, Travel		3,500.00
1. Domestic	3,500.00	
2. Foreign		
Section E, Participant/Trainee Support Costs		41,000.00
1. Tuition/Fees/Health Insurance		
2. Stipends	36,000.00	
3. Travel	2,500.00	
4. Subsistence	2,500.00	
5. Other		
6. Number of Participants/Trainees		
Section F, Other Direct Costs		150,000.00
1. Materials and Supplies		
2. Publication Costs	70,000.00	
3. Consultant Services	80,000.00	
4. ADP/Computer Services	0.00	
5. Subawards/Consortium/Contractual Costs		
6. Equipment or Facility Rental/User Fees		
7. Alterations and Renovations		
8. Other 1		
9. Other 2		
10. Other 3		
11. Other 4		
12. Other 5		
13. Other 6		
14. Other 7		
15. Other 8		
16. Other 9		
17. Other 10		

Section G, Direct Costs (A thru F)

266,505.60

Section H, Indirect Costs

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Section I, Total Direct and Indirect Costs (G + H)

266,505.60

Section J, Fee

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Section K, Total Costs and Fee (I + J)

266,505.60

A. PERSONNEL / B. Other Staff

Count	Position	2023										2024										2025										Total Salaries	Total Benefits	Estimated Total Salaries & Benefits	Total Hours	Total Months																													
		Hours per Month			Number of Months			total salary			Hourly Benefits			Hours per Month			Number of Months			total salary			Hourly Benefits			Hours per Month			Number of Months								total salary			Hourly Benefits																									
		Hourly Salary	Month	Months	total salary	Hourly Benefits	Hours per Month	Months	total benefits	Estimated Salary & Benefits Cost	Hourly Salary	Month	Months	total salary	Hourly Benefits	Hours per Month	Months	total benefits	Estimated Salary & Benefits Cost	Hourly Salary	Month	Months	total salary	Hourly Benefits	Hours per Month	Months	total benefits	Estimated Salary & Benefits Cost	Hourly Salary	Month	Months						total salary	Hourly Benefits	Hours per Month	Months	total benefits	Estimated Salary & Benefits Cost																							
1	Government Relations Manager (John Sheller)	\$ 97.00		8	4	\$ 3,880.00	\$ 472.50		8	4	\$ 3,880.00	\$ 472.50		8	4	\$ 3,880.00	\$ 472.50		8	4	\$ 3,880.00	\$ 472.50		8	4	\$ 3,880.00	\$ 472.50		8	4	\$ 3,880.00	\$ 472.50		8	4	\$ 3,880.00	\$ 472.50		192	8																									
1	Executive Director (Lisa Rosenblum)	\$ 97.00		4	1	\$ 3,880.00	\$ 472.50		1	4	\$ 3,880.00	\$ 472.50		1	12	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		24	1																									
1	Director-Community Relations & Marketing (vacant)	\$ 97.00		4	1	\$ 3,880.00	\$ 472.50		1	4	\$ 3,880.00	\$ 472.50		1	12	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		24	1																									
1	Director - Finance and Facilities (Donna Zirkle)	\$ 97.00		2	4	\$ 7,760.00	\$ 945.00		2	4	\$ 7,760.00	\$ 945.00		2	12	\$ 7,760.00	\$ 945.00		2	8	\$ 7,760.00	\$ 945.00		2	8	\$ 7,760.00	\$ 945.00		2	8	\$ 7,760.00	\$ 945.00		2	8	\$ 7,760.00	\$ 945.00		48	2																									
1	Facilities and Construction Manager (I-Chin Yi)	\$ 97.00		3	4	\$ 11,640.00	\$ 1,432.50		3	4	\$ 11,640.00	\$ 1,432.50		3	12	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		72	3																									
1	Grants Administrator (Nicole Adamson-Wood)	\$ 97.00		4	4	\$ 15,520.00	\$ 1,915.00		4	4	\$ 15,520.00	\$ 1,915.00		4	12	\$ 15,520.00	\$ 1,915.00		4	8	\$ 15,520.00	\$ 1,915.00		4	8	\$ 15,520.00	\$ 1,915.00		4	8	\$ 15,520.00	\$ 1,915.00		4	8	\$ 15,520.00	\$ 1,915.00		96	4																									
1	Facilities and Construction Manager (CAPT Member - I-Chin Yi)	\$ 97.00		3	4	\$ 11,640.00	\$ 1,432.50		3	4	\$ 11,640.00	\$ 1,432.50		3	12	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		72	3																									
1	Social Impact Coordinator (CAPT Member - Jo Anderson)	\$ 97.00		3	4	\$ 11,640.00	\$ 1,432.50		3	4	\$ 11,640.00	\$ 1,432.50		3	12	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		72	3																									
1	Staff Accountant	\$ 97.00		0.5	4	\$ 3,880.00	\$ 472.50		0.5	4	\$ 3,880.00	\$ 472.50		0.5	12	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		12	0.5																									
5	Directors (KLT Leadership Team - Review and Approve)	\$ 97.00		0.5	4	\$ 15,520.00	\$ 1,915.00		0.5	4	\$ 15,520.00	\$ 1,915.00		0.5	12	\$ 15,520.00	\$ 1,915.00		0.5	8	\$ 15,520.00	\$ 1,915.00		0.5	8	\$ 15,520.00	\$ 1,915.00		0.5	8	\$ 15,520.00	\$ 1,915.00		0.5	8	\$ 15,520.00	\$ 1,915.00		60	2.5																									
1	HR Analyst	\$ 97.00		0.5	4	\$ 3,880.00	\$ 472.50		0.5	4	\$ 3,880.00	\$ 472.50		0.5	12	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		12	0.5																									
1	Organizational Performance Project Manager (Lisa Fraser)	\$ 97.00		1	4	\$ 3,880.00	\$ 472.50		1	4	\$ 3,880.00	\$ 472.50		1	12	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		1	8	\$ 3,880.00	\$ 472.50		24	1																									
1	Deputy Director (Angie Mirafior)	\$ 97.00		0.5	4	\$ 3,880.00	\$ 472.50		0.5	4	\$ 3,880.00	\$ 472.50		0.5	12	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		0.5	8	\$ 3,880.00	\$ 472.50		12	0.5																									
1	Foundation Executive Director (vacant)	\$ 97.00		3	4	\$ 11,640.00	\$ 1,432.50		3	4	\$ 11,640.00	\$ 1,432.50		3	12	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		3	8	\$ 11,640.00	\$ 1,432.50		72	3																									
Total						\$ 8,572.18						\$ 2,959.60						\$ 11,531.78						\$ 26,745.24						\$ 8,794.74						\$ 35,539.98				\$ 18,543.96				\$ 6,389.88				\$ 24,933.84				\$ 53,861.38				\$ 18,144.22				\$ 72,005.60				792	33

Total STAFF (from AG19)	\$ 72,005.60
D. Travel	
Domestic Travel Costs	\$ 3,500.00
E. Participant/Trainee Support Costs	
Stipends	\$ 36,000.00
Subsistence	\$ 2,500.00
Travel	\$ 2,500.00
F. Other Direct Costs	
Publication Costs	\$ 70,000.00
Consultant Services	\$ 80,000.00
Total	\$ 266,505.60

Budget Narrative
Staff Salary Assumptions:
 4% inflation increase of Salaries YoY, based on 4% COLA cap
 9% inflation increase of Benefits YoY, based on blended rate increase from 2022 to 2023 budgeted benefits

D. Travis is for staff to various sites for assessments, learning sessions, presentations and other travel related to this program. This does not include travel time for Consultant. Their time is included in their flat fee for the project.

E. Participant trainee costs: We plan on paying 4-non KCLS staff a yearly stipend of \$3000/year

F. Other Direct Costs
 Publication costs: \$60,000 is based on estimates for what a consultant would charge us to draft and design a branded CAP. We are adding an additional \$10,000 in publication costs for KCLS in-house design team to develop presentation materials (slide decks, town halls, white papers). This also includes any promotion during the project, i.e., flyers promoting community learning sessions, press releases, and other related promotion.
 Consultant Services: This is based on preliminary research and one conversation with an environmental consulting firm on "on what they would likely charge for a project of this scope"

Key Staff

Other Staff