ICMA

Maximize the Potential of Your Public Library

A Report on the Innovative Ways Public Libraries are Addressing Community Priorities

Includes case studies from the nine
ICMA Public Library Innovations grant projects

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Most importantly we thank the numerous library and local government leaders who worked so hard to enhance their communities through these grants. These leaders, at all levels, demonstrated the value of initiative and partnerships in addressing the challenges that face communities. They demonstrated how libraries can further enhance their value to the people they serve.

—Ron Carlee, Chief Operating Officer, ICMA

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ICMA Public Library Innovations

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Introduction

Public libraries play varied and dynamic roles in communities across the country. While their core mission remains information, literacy, and public education, libraries can also serve as a valued asset in meeting a community's strategic goals. This can only happen when leaders of both local government and libraries think broadly and strategically about what libraries can accomplish, and develop partnerships with each other in order to unleash that potential.

ICMA, the International City/County Management Association, recently concluded the Public Library Innovations grant program that served as a catalyst for connecting libraries with other local government and community partners. With funding support from the Bill & Melinda Gates Foundation, ICMA awarded grants to nine jurisdictions so they could engage their public libraries in innovative projects that addressed important community issues of literacy, public safety, environmental sustainability, cultural diversity, and economic development. The nine grant recipients were a diverse group that differed in size, location, priorities, governance structures, and funding sources. The grant period lasted from March 2009 through August 2010.

What We Learned

Six themes emerged from the nine innovation grant projects:

- Library and local government leaders need to connect on community priorities.
- Building partnerships is key to innovation.
- Leadership happens at all levels of an organization.
- Successful partnerships require commitment to the effort.
- Innovation occurs in communities of all sizes.
- Not every effort will be successful.

This report discusses these lessons learned and offers ideas about how they can be put into action by others. First, we begin the report with a discussion on why a rethinking of public libraries is important.

Why Libraries?

A better question might be why not libraries? As communities develop strategies to address important issues and needs, communicating those strategies to the public is essential. And what community program reaches more of the general adult public in a learning environment than the public library? Libraries also reach large numbers of young people when they are not in school, especially in after-school and summer programs. Any community effort that involves public education, communications, and marketing is overlooking an important asset if the library is not included in the plan.

There are over 9,000 library systems in the U.S., many of which support multiple branch facilities, representing an annual operating expenditure of over $10 billion and $36 per capita. Public libraries provide community-based facilities, with knowledgeable staff, that are typically open in evenings and on weekends, generating more than 1.5 billion visits each year.[1]

Today's libraries act as a new type of town square, a place for people of all ages and backgrounds to seek help, connect with others, and get access to the information and services they need. In 2009, 169 million people in the United States visited a public library to find work, apply for college, secure government benefits, learn about critical medical treatments, and enjoy free access to the Internet. A recent study revealed that approximately 40% of library patrons use library computers for career and education needs.[2]

The public library is also a government service that receives very high support from the public. According to a 2010 study, 74 percent of respondents said the library is an important asset for their own computer and Internet use and 84 percent said the library is an important asset for the community. Few government services receive such broad public support.[3]

The credibility public libraries have with citizens provides a strong platform for their expanded roles. They have enormous potential to assist in any strategic initiative. As communities look to do more with less, libraries can provide a greater return on the

investment local governments make in them when libraries become strategically involved in addressing community priorities, whether through their established resources (community-based facilities and knowledgeable staff) or through more innovative approaches and partnerships (e.g. e-services and taking services outside the four walls of library buildings). Libraries represent a significant community asset that is at risk of being underutilized when limited to its traditional roles, notwithstanding the importance of those roles. The traditional work of libraries is important and they can do more.

Barriers to Innovation

Barriers, however, exist to engaging libraries at a broader, strategic level: structural, attitudinal, and financial.

Structural Challenges. Structurally, library systems exist in many configurations. Less than half of library directors report to the chief administrative officer of a local government.[4] Many report to independent or semi-independent boards. Library systems may serve multiple jurisdictions, leading to a situation where if everyone owns the system then no one owns it. As a consequence of structure, the library director and staff may not be integrally connected with the strategic (or even tactical) priorities of a local government. Where the public library is a department of the local government, the challenge is merely one of inclusion and thinking more broadly. Where the public library is outside of the local government structure, there is the more difficult inter-organizational challenge to include library leadership in broader community initiatives. Regardless of structure, most libraries are supported by local taxes which should compel both library and general local government leaders to connect on issues of importance to the community.

Attitude Challenges. Despite strong public support for the ideals libraries represent (e.g. access to information, equity), there can be differences of opinion about whether library services are necessities or amenities. Public libraries are often viewed by local government managers as discretionary because they are not universally associated with core needs such as public safety, health, and economic development. As local governments struggle to balance budgets during tough economic times, services such as fiction books and free DVD loans do not make compelling cases for funding by city and county managers. Ironically, some of the "amenity" services provided by libraries attract

Santa Ana Public Library

Teenagers helping young children learn math skills at the Santa Ana Public Library.

a loyal following among more affluent taxpayers that helps account for the broad popularity of libraries. It is this popularity that can be leveraged for other strategic priorities.[5]

At the same time, libraries can be their own worst enemy. If the leadership of the library is itself focused mostly on collections and circulation, it risks at best being underutilized and at worst being marginalized. If the public library wants to be more engaged with community priorities, the library must adopt these priorities as its own and reach out to local government and community partners. As former CEO of the Urban Libraries Council and the ALA's Public Library Association Eleanor Jo Rodger recently wrote in *American Libraries,* "These hard times invite [librarians] to assume community leadership, not just public library leadership."[6]

Funding Challenges. Funding for public libraries has increasingly come from local sources. Since 1999, local funds increased from $6.94 billion to $9.42 billion in 2008. During that same period, state funding decreased from $1.13 billion to $0.99 billion.[7] With the nation in recession, Americans are visiting their local public libraries more often and taking advantage of the free services they provide with greater frequency. Yet even as the need for services increases, libraries, like other government services, are seeing budget cuts.

The first two challenges—structure and attitude—can be fairly easy to overcome by library and local government leaders connecting on their mutual goals and exploring the ways in which libraries can expand their impact and reach. Budgets are a greater challenge. The U.S. is in an economy where people depend

PROJECT:	SUMMARY:
Buena Vista, Virginia: Training and Call Center	The Rockbridge Regional Library formed a partnership with the City of Buena Vista and the Dabney S. Lancaster Community College to help the region's unemployed and underemployed residents become more competitive for good paying jobs in the in-coming call center industry. The Training and Call Center provided residents with free, basic, or advanced training in PC usage.
Dallas, Texas: Every Child Ready to Read @ Dallas Expansion	The Dallas Public Library partnered with Mayor Tom Leppart to launch Every Child Ready to Read @ Dallas in March 2008, which offers classes to help parents and caregivers teach their children six essential pre-reading skills needed to succeed in school: narrative skills, print motivation, vocabulary, phonological awareness, letter knowledge, and print awareness.
Fairfax County, Virginia: Changing Lives through Literature	The Fairfax County Public Library piloted Changing Lives through Literature, an alternative sentencing program aimed at reducing teenage recidivism, in collaboration with the Fairfax County juvenile and domestic relations court services and the Virginia department of corrections. Guided by a facilitator and joined by a court officer, groups of 10 to 15 teen offenders read and discuss novels, short stories, and poems that illustrate themes of friendship, values, choices, and consequences.
Fayetteville, Arkansas: Solar Test-Bed Library Project	In June 2010, the Fayetteville Public Library became a test bed for new technology in an effort to support local economic development. The purpose of the project is to create solar-generated power to reduce utility bills at the library; position Fayetteville as a leader in sustainability and an incubator for economic development; educate citizens in solar energy; and promote public-private partnerships. The Fayetteville Public Library Solar Test-Bed Project is a partnership between the city of Fayetteville, the University of Arkansas, Arkansas Energy Office, APEI, BP Solar, and others.
Georgetown County, South Carolina: The Hurricane Project	The Georgetown County Library decided to take an active role in preparing the public to survive and recover from inevitable coastal hurricanes. The library teamed up with county and state emergency management personnel to offer traditional public lectures and workshops, as well as disaster game simulations, Web 2.0 communication techniques, oral-history video interviews, digital storytelling, and the creation of a digital collection of historic hurricane photographs.
Iowa City, Iowa: ECO Iowa City	The Iowa City Public Library partnered with the public works department and others to develop ECO Iowa City, an educational program providing residents with demonstration projects and up-to-date information on sustainability, particularly storm water management, local foods and compost, smart waste disposal, and energy efficiency. ECO Iowa City developed partnerships with other city departments, community groups, local businesses, and city council members.
Miami, Oklahoma: Miami Native American Language, Culture, Health Education/Empowerment Center	Miami is the center of government for nine Native American tribes. To honor the heritage of their area and facilitate cross-cultural understanding, the city and the Miami Public Library partnered to provide services to this diverse community. Use of technology centered in the library, from computer literacy classes to workshops about federal and state websites for tribal staff, has been a key component of the partnership.
Pendleton, Oregon: Wired for Safety	The Pendleton Public Library and Police Department formed an innovative partnership, Wired for Safety, that focused on their shared mission to create a safe and productive environment for teens and the community. Using a mix of technology (a citywide wireless network and surveillance equipment) and expanded services (programs for teens and community safety, including self defense, identity theft protection, and Internet safety), Pendleton partnered the strength and security of local law enforcement with the empowering culture of the public library to make the library a comfortable and welcoming community space.
Santa Ana, California: Connect!/Conectate!: Connecting Yourself with Your Future—Conectate con Tu Futuro!	City and library leaders set their sights on providing young people with the basic tools needed to help them advance academically and economically. The program provided teens with opportunities to assist adults who have limited English proficiency develop language and computing skills. Young adults also worked with children ages 5 to 11 on math and literacy skills.

on libraries—especially for training and technology services to seek employment—and which generates fewer resources for local governments. Whatever levels of local funding libraries ultimately receive, it is in the best interest of all to get maximum value from those limited resources.

Lessons Learned

The lessons learned from the ICMA Public Library Innovations grant program provide guidance on how any community can leverage the assets of its public library to address strategic priorities. They illustrate the importance of library systems reaching beyond their four walls of physical space to expand their services. Finally, the projects detailed in this report demonstrate how local funders, foundations, and philanthropists can have an impact on a community priority by serving as a catalyst for bringing different sectors together with modest incentives.

Library and Local Government Leaders Need to Connect on Community Priorities

How effective libraries are in achieving their potential will depend on how connected they are to the needs and opportunities specific to their community. A public library must be aware of the local government's strategic and development plans and work to assist in accomplishing those plans. Likewise, local government leaders need to recognize the potential of the library to support their priorities. This requires a joint assessment of what capabilities it has to contribute to community priorities and how to make the most of those capabilities.

All nine grant recipients addressed issues considered important in their communities:

Fayetteville Public Library

City, library, and community partners at the solar test-bed installation on top of the Fayetteville Public Library.

Learning and Literacy

Literacy is not a new area for libraries. Nonetheless, the issue was approached with innovation by the libraries in this program. With the seventh-highest dropout rate in the country and more than 50 percent of students failing basic skills assessments, Dallas, Texas chose a long-term approach to help young children acquire the pre-literacy skills they need to succeed in school. The library led an effort with partners in city government and in community-based organizations to promote early childhood reading by taking the program (and the books) out to where people are and not waiting to get them into a library. Outreach was a critical part of the program.

Fairfax County, Virginia was also struggling with teens getting into trouble that led to adjudication and incarceration. Their approach was to intervene to break a cycle of recidivism. The Fairfax County Public Library partnered with the courts to introduce the young offenders to self reflection through reading. The program promoted literacy and learning, but also presented youth with positive role models and new outlets to deal with difficult life issues.

While almost all of the nine programs utilized technology as a service delivery method, Santa Ana, California decided to turn to a tech savvy teen population in a community with high poverty and unemployment and create a dedicated, safe space out of which they could explore a range of constructive activities, including using their computer knowledge to help adults learn new employment skills and tutor young children in math and reading literacy.

Public Safety

The Fairfax County project is arguably more about public safety than literacy, revealing how some programs can meet multiple objectives. This was also the case in Pendleton, Oregon where the library partnered with the police department. Funds from the grant went directly into technology for the police department to provide security cameras and communications systems while simultaneously providing enhanced broadband access for the library. The technology, however, was secondary. What emerged from the project was joint programming by the police and library departments to

create a safe and non-threatening environment where teens and the police could interact. Teens became engaged in numerous constructive activities to build self-confidence, including reading and literacy.

In Georgetown County, South Carolina, the focus was on emergency management. Georgetown County is at high risk for hurricanes, illustrated by the devastation from Hurricane Hugo 20 years ago. Memories fade, however, and people can become complacent. As part of a preparedness and public education strategy, the library partnered with the emergency management agency to promote awareness in a fun-oriented event and through a variety of communication strategies.

Environmental Sustainability

Environmental issues loom large for a number of communities; some are concerned about the effects from climate change; others just want to reduce energy to save money. In Iowa City, Iowa, the public works department wanted to promote recycling and environmental stewardship. In this partnership, the public library provided effective marketing and communication support, attracting people to engage in environmental activities as varied as using rain barrels and properly disposing of prescription drugs.

Fayetteville, Arkansas has a goal of being a leader in green technology. In their project, 60 solar panels were installed on the roof of the library to test new solar technology while reducing the library's carbon footprint and reducing energy costs.

Economic Development

The Fayetteville project also served dual purposes. The solar array installed on the roof of the Fayetteville Public Library was an effort to support emerging local business. In the course of this ongoing project, the library will test and help develop a market for a highly efficient state-of-the-art silicon carbide inverter developed by Arkansas Power Electronics International, a local company.

Buena Vista, Virginia also had a vision of using the library for economic development. In this case, the goal was to improve the relatively low wage structure in this economically challenged area by training unemployed and underemployed residents to staff call centers. Information literacy—introducing the use of technology to those who had not yet ventured into the world of computers for any purpose, let alone as a means to a better career—was a key component of the Buena Vista project.

Pendleton Public Library

Pendleton's Wired for Safety Project helped police officers engage teenagers in discussions about public safety at the library.

City officials in Miami, Oklahoma were are also looking to explore joint economic development ventures with the Native American tribes in their areas. Such conversations are now possible because of the relationships that have been built as a result of their library grant activities.

Cultural Diversity

In addition to the economic issues in Miami, the city was concerned about building bridges across cultures. The general population of Miami is 15% Native American with their children making up 49% of the school enrollment. While nine Native American tribes are located in Miami, the native cultures are not often fully connected with the broader community. At the same time, the tribes are beginning to lose their language and other parts of their heritage. The Miami Public Library became a leader in connecting the tribes with the local government and providing a mechanism to honor and preserve tribal cultures. This project took advantage of the library's capabilities in language and its reputation as neutral ground to build relationships across cultures.

In addition, both the Dallas and Santa Ana projects honored the diversity of the populations they serve and cultural differences associated with them by making many of their grant programs and services available in Spanish and other languages.

The range of community objectives across the nine projects selected for this program was also reflected in the 515 applications received for an ICMA Public Library Innovations grant:

- 100 applications focused on economic development and workforce development
- 80 proposed technological advances for their community and library
- 65 addressed youth and teen programs
- Other proposals included civic engagement, education and literacy, environment, public safety, health and immigration.

The lesson learned is that libraries can be a partner in just about any area that is important to a community as long as connections are made.

Building Partnerships is Key to Innovation

A key component to the ICMA Public Library Innovations grant program was connecting library directors and city and county managers. A strong relationship between the chief executive and the chief librarian is essential in creating and sustaining change. Top executives within local government can play a critical role in a project's success, either by serving as a champion for the library and the project, or by empowering others.

- In Miami, the city manager was personally committed to building bridges with the tribal communities and preserving their culture. At the time, the city manager was a relatively new manager to Miami, and he had Native American lineage himself. He wanted to build a more inclusive community and saw the library as a key partner in helping achieve that goal.
- In Dallas, the city manager was a knowledgeable ally, having once been library director herself. The mayor became the front person for the library's early literacy program Every Child Ready to Read @ Dallas. He frequently attended library events and personally read to children. The mayor personally championed the program as one strategy for changing the alarming trend of high school drop-outs in his city.
- In Georgetown County, a long-time member of the county council became the senior local official actively engaged in the innovation program. The council chair still remembers Hurricane Hugo and is committed as part of his public service to making Georgetown County a more resilient community for when the next hurricane hits. He, too, embraced the library as a mechanism to accomplish a personal mission.
- Pendleton's city manager worked with a diverse team of executives on the library grant project, including the library director, police chief, city attorney and facilities manager. As a result he states that he has developed a new relationship with the library director, a better understanding about the library, and a greater appreciation for the multiple talents of the members of his team.

Iowa City Public Library

Iowa City Public Library staff members and community partners conduct their first of two expired pharmaceutical collection events. This very successful event netted over 135 pounds of expired or unused pharmaceuticals.

In addition to the top officials of a community, assistants and deputies also play key leadership roles:

- In Fayetteville, the mayor assigned his chief of staff to oversee the city's role in the solar test-bed project.
- In Fairfax County, the deputy county manager was the key contact.
- In Santa Ana, the senior assistant to the city manager played an important communication and guidance role during the library's leadership transition.
- In Iowa City, the public works recycling coordinator and the library information services coordinator initiated the ECO Iowa City program and built the relationships with other community organizations and government departments.

Leadership that builds relationships was the single most important variable in these projects. Library leaders must first have the desire and willingness to work in new areas in new ways and raise awareness among local government officials about what they can do. In turn, leaders at the top of local government need to see the potential for libraries to help address the most pressing needs of a community. They must then provide direct support and/or empower the rest of the organization to think and act creatively and

cooperatively. One way to do this is for managers and mayors to give libraries more visibility by including the library director on the senior executive team or to at least include the library director in strategic discussions even if the immediate connection may not be apparent.

Leadership Happens at All Levels

While support at the top, or very near the top, is highly desirable, these projects prove that leadership happens at all levels within an organization. Major change can occur through peer relationships that also enhance the image of the library and increase its relevance and connection to the larger community. The following new relationships were formed and became essential to the success of the grant projects:

- In Pendleton, the library director and police chief forged a new relationship that neither had previously envisioned which resulted in the hiring of a joint volunteer coordinator and discussion of establishing a youth council that can advise on library, police and other city services.
- In Santa Ana, the director of parks, recreation and community services inherited the library in a reorganization, and made it a priority for the entire department. His first hand experience and knowledge with city management has been an asset in library youth development and other efforts.
- In Buena Vista the key partner was the economic development director.
- The Georgetown County emergency manager was an integral partner in the Hurricane Project.

Program staff members are vital to a project's outcome—they are the ones responsible for actually making the innovative programs work. Success or failure of a program is determined by the quality and effectiveness of the implementation. Some of the program staff that made cross sector connections in these projects include the following:

- Santa Ana's dedicated young adult librarian and the library manager were critical in expanding teen programming from the library to the new recreation center teen space. The dedication of the Santa Ana librarian who works with adult learners has been a key component in the high value placed on the service by community members.
- Georgetown County's Hurricane Project manager was a former journalist who was able to leverage media connections for greater exposure.
- The Fayetteville Public Library's program team included the information technology director, facilities manager, and a library intern from the University of Arkansas. The team worked closely with the city's sustainability coordinator.
- Representatives from multiple tribes in Miami personally contributed their time and talent to make the library programs and meetings successful. The leader of the Miami Tribe's Myaamia Project at Miami University in Oxford, Ohio included the Miami Public Library director in seminars and trainings so she could replicate their specialized offering for the tribe's population in Oklahoma.
- Buena Vista's program facilitator worked with partners and community members at the ground level and was able to make adjustments when unexpected challenges arose and changes were required. Program leaders and participants alike were complimentary of her efforts and achievements.

Successful Partnerships Require a Commitment to the Effort

Successful partnerships do not grow overnight. The trust and understanding needed to build and sustain a partnership are products of multiple interactions over a period of time. Other key lessons in building partnerships include the following:

- **Manage expectations.** At the start of the project, develop a set of ground rules and tasks to achieve the desired partnership outcome. Joint projects benefit from clear understanding of who is in charge of what, the roles of each partner, and processes for decision-making and resolving conflict. Fayetteville's use of an appreciative inquiry team building model is the best example of this lesson.
- **Schedule regular meetings and communicate frequently.** Regular, face-to-face meetings between and among the partners are critical for building understanding. Constant communication is also essential. Nothing undermines a relationship more quickly than a sense that one partner is not being kept fully informed. Georgetown County used a weekly program newsletter to keep county staff informed of their activities. Pendleton, Iowa City, Fayetteville, Georgetown County, and Miami used regular team meetings or leadership meetings to share information and build relationships.
- **Share success.** Develop a cohesive message and create opportunities to jointly promote the effort.

Be generous in sharing the success and take ownership of problems that arise. Many of the grantees took advantage of regional and national library and local government meetings to share their successes.

- **Support each other's efforts.** Sharing one another's mission more broadly demonstrates respect and strengthens the relationship beyond the immediate project. In Georgetown County the library and emergency management agency continue to support each other's efforts, not only within the scope of the Hurricane Project, but beyond to issues like disaster planning and staff training. Staff members talk weekly in person or over the phone, visit each other's facilities regularly, plan and run workshops together, post on each other's Facebook sites, and generally stay well informed of each department's activities.
- **Be flexible.** Every organization has its own culture and pressures. Learning to accommodate one another takes understanding and patience. Dallas, for example, saw a need to take their program into multiple venues requiring that library staff constantly adapt to fit into the space, time-frames, and approaches of different organizations.
- **Find a bridge.** There may be a time over the course of a project when there is a communication breakdown. It helps to have a person who can act as a bridge between the partners, an interpreter of their hierarchies, culture, language/lingo/jargon, communication preferences, etc. Fayetteville used a university student and library intern to help translate communication between the library and its partnering institution. The Miami Public Library relied on key tribal members to help relay the library's desire to engage the community without expecting anything in return.

The projects also illustrate how the job of leadership and building relationships is never complete. Local governments are dynamic places and the actors change. To have a sustainable program, one must build multiple relationships and re-build them as people change. Key people in these projects who changed during their short time span were the following:

- The economic development director of Buena Vista;
- The library directors in Dallas and Fayetteville;
- The city manager in Iowa City;
- The assistant city manager in Santa Ana and the leader of the Santa Ana Public Library.

Innovation Occurs in Communities of All Sizes

Innovation is sometimes thought to be the domain of larger communities that have more resources. However, communities both large and small demonstrated enormous creativity and developed innovative projects throughout the grant program.

A little external funding can stimulate significant change. By most standards, the grants ICMA awarded in this project were relatively modest, ranging from $37,450 to $60,000. Even at these small amounts, over 500 communities applied for funding.

COMMUNITY	POPULATION	LIBRARY BUDGET	GRANT AWARD
City of Buena Vista, VA	6,361	$1,386,733*	$60,000
City of Miami, OK	13,364	$339,741	$47,470
City of Pendleton, OR	17,300	$688,000	$60,000
Georgetown County, SC	60,860	$1,092,355	$59,873
City of Iowa City, IA	62,649	$5,363,000	$57,634
City of Fayetteville, AR	72,208	$3,790,929	$59,860
City of Santa Ana, CA	355,662	$3,293,388	$59,846
Fairfax County, VA	1,041,507	$26,035,911	$37,450
City of Dallas, TX	1,192,538	$22,034,165	$60,000

*The Rockbridge Regional Library in Buena Vista serves a larger, multi-county and city region.

A number of the communities used the innovation grants to prove the concept of their programs and then secure additional funding from other sources:

- Santa Ana received a $69,987 Library Services and Technology Grant, $626,766 from the Laura Bush 21st Century Librarian program, and $250,000 in local Community Development Block Grant funds.
- Dallas received $214,000 from the U.S. Department of Education and both in-kind and direct support from the U.S. Census Bureau and the Junior League of Dallas.
- The Fairfax Library Foundation committed $16,500 to continue support for the Changing Life through Literature programming.

The lesson for libraries is that there is value in pursuing smaller grants. While grant applications can be onerous, even for small amounts of money, the external resources can be leveraged to demonstrate a library's capacity and competence and establish a basis for seeking larger amounts from its wide range of funders, including its local government(s).

There is also a lesson here for national and local funders, including foundations, philanthropists, and local, state, and federal governments. A modest amount of funding can serve as a catalyst to bring non-traditional partners together to address policy and community concerns. In this project, communities could propose innovative projects in any policy area. A funder, agency or local manager could just as easily define the focus area and, based on the high level of interest seen in the project, expect a high degree of innovation and collaboration.

Not Every Effort Will Be Successful

If libraries and their partners take a risk in trying to tackle difficult community problems, success is not inevitable. Among the communities in this program, Buena Vista faced the greatest challenge. The Rockbridge Regional Library serves not only the city of Buena Vista, but the city of Lexington, the counties of Rockbridge and Bath, and the towns of Glasgow and Goshen. Their innovation project was a partnership with the City of Buena Vista's economic development director, who left during the project, and the Dabney S. Lancaster Community College. At the same time, the city of Buena Vista faced a major financial crisis and became unable to meet all of its debt obligations.

The goal of the partnership was to create a training and call center to create jobs and attack a poverty rate of more than 10%. The idea was that a trained workforce in a low cost area would offer a competitive advantage to businesses. However, the timing could not have been worse. In the words of Library Director Alan Bobowski:

"We had thought that the Call Training Center could become self-supporting through the provision of fee-based call center services for local business. Looking back, this was perhaps the worst possible time to attempt a call center start-up. The very businesses that we had hoped would purchase services were themselves drastically reducing expenditures. In addition, the one call center that did relocate to the region, and which might have been expected to provide employment to program participants, went out of business after only a few months."

In the end, the center was not sustainable and Buena Vista and the surrounding communities continue to search for ways to promote economic development and jobs. The positive result of the effort, however, was the increased awareness of the library's ability to be a partner in this effort.

Miami, Santa Ana, and Pendleton also confronted some unanticipated challenges that led them to make changes to the programs offered and their timing. Miami revisited their project's mission and decided to focus more on language preservation and reduce the cultural and children's programming at the library. They also decided to postpone some of the health and economic development programs. In Santa Ana, programming offered at certain times was poorly attended due to public transportation options and safety concerns in the neighborhood. The Pendleton staff canceled certain programs planned by staff that were poorly attended and instead turned to the teens to seek their ideas on what they would like to have the library offer.

Outcomes

The results from these projects demonstrate that when libraries are actively involved in important and strategic issues, local governments have more assets and capabilities to address community concerns. Some of the capabilities libraries offer include: trained staff, physical facilities, technology assets, and access to large numbers of people in a neutral setting. In the accompanying table are some of results from the grants.

COMMUNITY:	RESULTS:
Buena Vista, Virginia	• 67 people trained in basic computer skills. • 3 people found new jobs.
Miami, Oklahoma	• The programs and computer classes directly affected 256 people, both native and non-native. • 45 copies of the Shawnee language learning video have been produced and distributed. The potential audience is estimated to be more than 6,500 across three tribes.
Pendleton, Oregon	• 929 people were directly served via the 43 classes/events held during the grant period. • A Teen Board with 22 participants is advising on library matters and engaging with the police department as a result of the project. • Pendleton's National Night Out for Safety program had not been held for several years due to a lack of interest; the last two held under the joint library/police sponsorship have each attracted more than 1,000 people .
Georgetown County, South Carolina	• Roughly one out of every 35 residents participated in program activities. • 150 oral history interviews filmed and edited. • 22 disaster night activities with 150 children participating. • 60 county staff from 8 agencies trained in Web 2.0 communication technologies. • 10 PSAs taped and played on cable access and available online.
Iowa City, Iowa	• 300 rain barrels distributed to the public. • 13,011 pounds of e-waste recycled. • 260 pounds of expired pharmaceuticals collected and safely disposed. • 150 local elementary students toured landfill. • 963 pounds of documents shredded and recycled. • 10,000 residents participate in educational programming.
Fayetteville, Arkansas	• 60 solar panels in three arrays installed on library roof. • 16 University of Arkansas engineering students participated in the mechanical and electrical engineering design and installation. • 6.5 tons of CO_2 emissions offset by library solar energy production.
Santa Ana, California	• More than 1,100 Santa Ana teens have participated in and/or volunteered for the various buddy programs and Connect Yourself! teen workshops and programs. • Elementary aged children served by the "Buddies" program numbered 750. • Over 750 ESL/ Limited English speaking adults have participated in the Connect!/Conectate! computer skills workshops, and a waiting list of 299 remains. • A total of 10,000 teen volunteer hours have been logged by teens mentoring children and assisting adult learners. Ninety percent of teens surveyed felt that their library volunteer experience was overall a positive one and 91% said they plan to continue volunteering.
Fairfax County, Virginia	• 112 young people participated in Changing Lives through Literature. • Costs for each program participant remained at approximately $330, whereas incarceration costs are estimated at $5,000 each.
Dallas, Texas	• 50,000 children have been impacted by Every Child Ready to Read @ Dallas. • 73 workshops at WIC Clinics, 39 workshops at Parkland Clinics, and 62 workshops at Vital Statistics Records Office. • Pre-literacy training workshop presentations in Spanish and English were filmed and have been made available on DVD.

Conclusion

A primary objective of the ICMA Public Library Innovations grant program was to promote new community partnerships. The underlying theory was that stronger connections between libraries and local government leadership would create a stronger commitment to the library and thereby enable the library to maximize its potential, help address community issues in non-traditional ways, and fare better in the local budget process.

"Our partnership with ICMA has highlighted the many ways public libraries can help solve critical issues that communities and their residents face, and improve quality of life for all people," said Jill Nishi, deputy director of the Bill & Melinda Gates Foundation's U.S. Libraries Initiative. "We challenge city and county managers to be champions of public libraries."

New relationships were indeed achieved as part of this program. The impact on funding, however, is more difficult to document. Each of the local governments involved in this program faced significant budget challenges during the period of the grant and made reductions in most of their government services, including libraries. It is the perception of those involved with the grant, however, that the relationships built during the innovation projects mitigated against deeper budget reductions.

In the absence of a grant to serve as a catalyst to bring partners together, local government and library leaders must take the initiative to find one another and explore partnership opportunities. While the projects clearly demonstrate the leadership role that libraries can play in addressing pressing issues, they also demonstrate that a network of public and private institutions is important for effecting change. The following is our advice for leaders looking to initiate partnerships:

For the chief executive officer; city, county, or town manager; mayor or county executive:

- Think of your public library as an untapped resource for addressing community needs and priorities. Have conversations regularly with the library director, exploring interests, capabilities, and opportunities.
- Include the library director on the senior executive team.
- Include the library director in strategic discussions even when the connection is not readily apparent, including such areas as public safety, emergency management, economic development, gangs, school drop-outs, early childhood education, workforce development, and cultural inclusion.
- Visit the library and all the branches, especially when they are sponsoring special events.

For library directors and senior personnel, especially branch directors:

- Think outside the walls of the library and beyond collections and circulation. Understand the issues in your community and explore how your library can make positive contributions and promote the expanded view to all library staff.
- Build relationships. Don't wait for the senior leadership of your community to invite you to a conversation; take the initiative. Do not let yourself be out of sight and out of mind. Be visible.
- Invite community leaders to the library, especially to special events that you are sponsoring, whether or not they are already advocates (e.g. elected officials, friends of the library, board members, etc.)
- Think about events you can sponsor that are relevant to the issues in your community to demonstrate your relevance to community leaders.
- Nurture and preserve the library's positive image with the public and the perception that the library is a safe and neutral space. These are among the strongest asset of libraries.

For funders:

- Serve as a catalyst to bring people together across agencies and sectors. Grants, even in relatively small amounts, can promote community connections. We recommend requiring partnerships as a qualifying element in grants when appropriate. ■

ENDNOTES

[1] Henderson, Everett. "Service Trends in U.S. Public Libraries, 1997-2007," Research Brief No.1, Institute of Museum and Library Services, December 2009, pp. 4, 14.

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[3] Becker, Samantha, Michael D. Crandall, Karen E. Fisher, Bo Kinney, Carol Landry, and Anita Rocha. *Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries.* Institute of Museum and Library Services, 2010.

[4] ICMA. "Local Government Managers and Public Libraries: Partners for a Better Community," *ICMA Management Perspective,* ICMA, 2007.

[5] Rodger, Eleanor Jo. "Public Libraries: Necessities or Amenities?" *American Libraries,* American Library Association, 2009.

[6] Rodger, Eleanor Jo. "Public Libraries: Necessities or Amenities?" *American Libraries,* American Library Association, 2009.

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Buena Vista, Virginia: Training and Call Center

Population: 6,361
Library Budget: $1,386,733 (includes areas beyond Buena Vista)
Grant Amount: $60,000

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Community priority statement: Buena Vista and the surrounding area have suffered from the economic decline and loss of traditional manufacturing jobs.

Partnerships formed: The Rockbridge Regional Library formed a partnership with the City of Buena Vista and its department of economic development, and the Dabney S. Lancaster Community College.

Goals and project description: The goal of this program was to help the region's unemployed and underemployed residents become more competitive for good paying jobs in the call center industry. One center had located in the community and there was potential for others at the start of the effort. The community college housed the Training and Call Center established by the ICMA grant where residents were eligible to receive free, basic or advanced training in PC usage.

"The goal of the training is to take people from knowing nothing about information technology to making them information literate and providing them with skills to enhance their lives," says Library Director Alan Bobowski.

The Buena Vista program encountered multiple challenges during the grant period yet the partners persevered in their quest to serve their target audience. Key components of the effort included the establishment of an "on the ground" facilitator position to oversee all aspects of the program, from recruitment to student interactions, and use of WebJunction, the online learning resource for libraries.

Results: The economic downturn undermined the long-term viability of the effort. The call center that located in the community closed, as did the training program at the end of the grant period. During its operation, the center trained 67 residents in basic computer skills, three of whom got new jobs.

Even though all objectives were not met as originally conceived, the local government and regional library partners in the Buena Vista Training and Call Center project still believe theirs was a worthy effort, with many lessons learned. They encourage others to consider a joint project as one of the best ways to build the trust and relationships needed to cooperate in other areas and to succeed in ongoing operations for which both have responsibility.

Dallas, Texas: Every Child Ready to Read @ Dallas Expansion

Population: 1,192,538
Library Budget: $22,034,165
Grant Amount: $60,000

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Community priority statement: Dallas has the seventh-highest dropout rate in the country and more than 50 percent of students failing basic skills assessments.

Partnerships formed: The Mayor, City Manager, Dallas Public Library, other City Departments, non-profits, corporate and business entities, health care providers, schools and other educational institutions, service clubs, arts and culture organizations.

Goals and project description: Dallas Public Library chose a long-term approach to help young children under the age of six acquire the pre-literacy skills they need to succeed in school through Every Child Ready to Read @ Dallas. The program offers classes and information to help parents and caregivers teach their children six essential pre-reading skills: narrative skills, print motivation, vocabulary, phonological awareness, letter knowledge, and print awareness.

The program has been able to reach out to the target audience through varied methods, including use of bilingual materials, multimedia presentations and online technology. Their most effective approach has been to engage a wide array of community partners by personally visiting various venues, recruiting volunteers and finding ways to integrate the Every Child Ready to Read @ Dallas message into services and locations where parents and young children naturally gravitate. Classes and information are found in schools, recreation centers, libraries, museums, day care centers, health clinics and even the State Fair.

Results: The program has already impacted the lives of 50,000 children in Dallas and it is still going strong, with support coming from a variety of sources. Dallas City Manager Mary Suhm says about the Every Child Ready to Read @ Dallas program "This is the most fundamental way to improve the workforce in the city of Dallas. It is long term and it is long lasting."

Fairfax County, Virginia: Changing Lives through Literature

Population: 1,041,507
Library Budget: $26,035,911
Grant Amount: $37,450

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Community priority statement: In 2005, Fairfax County experienced an alarming rise in recidivism and gang involvement. Court and probation officers identified anger and alienation as the chief characteristics of repeat offenders.

Partnerships formed: Fairfax County Public Library, Fairfax County juvenile and domestic relations court services and detention center, the Virginia department of corrections, the Community Justice Board, George Mason University and local programs that work with juvenile offenders.

Goals and project description: "Changing Lives through Literature" is designed as an alternative sentencing program with a goal of breaking the cycle of recidivism. Guided by a facilitator and joined by a court officer, groups of 10 to 15 teen offenders read and discuss novels, short stories, and poems that illustrate themes including friendship, values, choices, and consequences. The program, held at the public library, lasts 10 weeks.

The Fairfax County Public Library stepped up to propose this innovative "literature or lock-up" program to help its community after hearing about the accomplishments of similar efforts in other areas of the country. The program has been successfully adapted to meet Fairfax County local needs and has earned acclaim from a wide community spectrum, ranging from judges and local government officials to parents and teens.

Results: In the words of one participant, "I learned to listen to other people's perspectives. I didn't ever realize people can look at the same situation and have different opinions about it." Within one year of completing the program, 90 percent of the juveniles who participated had no new charges. By comparison, in FY 2008, only 72 percent of juveniles who were placed on probation avoided arrest. Each 10-week session costs roughly $330 per participant, while 10 weeks in jail costs nearly $5,000.

Fayetteville, Arkansas: Solar Test-Bed Library Project

Population: 72,208
Library Budget: $3,790,929
Grant Amount: $59,860

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Community priority statement: To facilitate local economic development and demonstrate the region's commitment to sustainability.

Partnerships formed: The Fayetteville Public Library's Solar Test-Bed Project was a partnership between the library, city, University of Arkansas, local businesses, and the mayor's office.

Goals and project description: The goals of the Fayetteville project was to design, install, and operate a solar-generated energy system using components that support a real-world test environment for locally designed solar-energy products.

In June 2010, a team of library staff and professors and students from the University of Arkansas installed 60 solar panels on the library roof. The solar array is initially providing power to the library using a commercially available inverter. After six months of collecting production data, the library will test a highly efficient state-of-the-art silicon carbide inverter developed by Arkansas Power Electronics International. This project positions the library as the city's incubator for local solar business development, stimulates Fayetteville's fledgling green businesses, and promotes citizen interest in adopting solar technologies. Building upon the library's U.S. Green Building Council's LEED-Silver certification, the solar energy system creates electricity thereby reducing the library's utility use and carbon footprint.

Results: To date, the installation is producing an average of 60kWh per day and has offset 13,173 pounds of CO_2 emissions. The reduction of the library's electric utility bill is being reallocated from operations to library services. Recently two other Fayetteville buildings began solar power projects as a direct result of the library's success. "The Fayetteville Public Library and the University of Arkansas are out in front in the field of sustainability, and this is a great example of that leadership," says John Coleman, Fayetteville's sustainability coordinator.

To help patrons access information about the solar project, the library rolled out an educational kiosk for the solar test-bed project. The solar kiosk development was supported by grant funding through the Arkansas Energy Office. The top portion of the kiosk has five main areas of information including: ICMA Public Library Innovations grant program history; hardware components; instal-

lation photo gallery; how solar works; and project partners. The lower portion of the kiosk shows real-time energy production data from the Solectria inverter. Patrons can view AC power and energy data for the day, by hour, and view historical energy production.

Georgetown County, South Carolina: The Hurricane Project

Population: 60,860
Library Budget: $1,092,355
Grant Amount: $59,873

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Community priority statement: To prepare the public to survive and recover from inevitable coastal hurricanes through public education and enhanced communication tools.

Partnerships formed: The library formed partnerships with county and state emergency management personnel and other local government departments. The library also strengthened its relationship with the county administrator and county council.

Goals and project description: The library teamed up to offer traditional public lectures and workshops, as well as disaster game simulations, Web 2.0 communication techniques, oral-history video interviews, digital storytelling, and the creation of a digital collection of historic hurricane photographs. The library involved the entire community in the project, from kids starring in hurricane safety public service announcements to nursing home residents recounting how they survived Hurricane Hazel in 1954.

During hurricane season, the project ran 10 public service announcements on local channels, reminding everyone how to protect themselves during and after a hurricane. The library also provided Web 2.0 training to eight county departments to ensure that residents received prompt and reliable updates in the event of an emergency.

Results: Overall, the project directly impacted an estimated 1,400 to 1,700 people: roughly one out of every 35 people in Georgetown County. All of the participants gained additional knowledge about dealing with hurricanes. Many embraced new technical skills. A considerable number of participants also produced material—especially PSAs and videos—concerning hurricanes which can be shared with others for generations. Activities included:

- Filming a digital video collection of 150 oral-history interviews on hurricanes by 72 teenagers who conducted interviews and taped them (a celebrated intergenerational activity).
- Creating a series of ten televised public-service announcements about hurricane safety that starred 100 children from the community and included an additional 300 extras.
- Using serious digital game simulations on disasters to educate more than 150 kids and tweens during 22 "Disaster Nights" on civil engineering and planning as they relate to disasters.
- Teaching 60 county staff from eight agencies to use Web 2.0 technologies to communicate information about hurricanes to web-savvy users.
- 40 heads of non-profit agencies attended a three-hour lecture and discussion on hurricane preparedness devised especially for them.
- 100 affluent residents participated in five one-hour hurricane informational sessions.
- Over 600 people—mainly from disadvantaged families—benefitted from a hurricane-related educational community event with free food and enjoyable activities for children.

Johnny Morant, chairman of the Georgetown County Council, says "The county government sees the library as part of the emergency management system because we know how important it is to get information out, and the library system is there, spread out through the community, and people utilize it."

Iowa City, Iowa: ECO Iowa City

Population: 62,649
Library Budget: $5,363,000
Grant Amount: $57,634

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Community priority statement: After suffering a devastating tornado in 2006 and historic flooding in 2008, Iowa City was looking to rebuild greener, with a focus on environmental stewardship.

Partnerships formed: The initial partnership between the Iowa City Public Library and the public works department that created ECO Iowa City expanded to include over 45 organizations including other city departments, community groups, and local businesses.

Goals and project description: Eco Iowa City delivered educational programs providing residents with demonstration projects and up-to-date information on sustainability, particularly storm water management, local foods and compost, smart waste disposal, and energy efficiency. ECO Iowa City distributed

composting equipment, rain barrels, and weatherizing materials; collected electronics and prescription drugs; and conducted educational programming on recycling and creating a rain garden.

Results:

- Educational content and other resources to more than 10,000 residents.
- In addition to public education, the partnership actively supported smart waste disposal and storm water management. Staff and volunteers collected over 13,011 pounds of e-waste for recycling, including televisions, VCRs, stereos, computers, laptops, cell phones, and numerous other items. Forty pallets were filled with materials—the equivalent to the amount recycled in a given month at the Iowa City Landfill and Recycling Center.
- The program sold 300 rain barrels to the public in less than three hours at a subsidized cost of $40.
- Two pharmaceutical collections were held to educate citizens about proper disposal in order to keep expired pharmaceuticals out of the drinking water supply. Over 100 families brought in an average of 130 pounds of prescription drugs at each event.

"Public works did not always know what the library had to offer, but as a result of this partnership we have a stronger outreach and education program," says Rick Fosse, Public Works Director.

"ECO Iowa City has been the mechanism by which all the community environmental groups have been able to come together and collaborate," said Liz Christiansen, University of Iowa Office of Sustainability Director.

Miami, Oklahoma: Miami Native American Language, Culture, Health Education/Empowerment Center

Population: 13,364
Library Budget: $339,741
Grant Amount: $47,470

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Community priority statement: Miami is the center of government for nine Native American tribes. For many tribes, increasing assimilation has resulted in loss of history, culture, and language.

Partnerships formed: The Miami Public Library, City Manager's Office and other city departments; individual tribal leaders; the Tribal Council; the Myaamia Research Project at Miami University in Oxford, Ohio; Northeastern Oklahoma A&M College, local video producer; local school districts.

Goals and project description: Miami city government and the public library sought to establish community connections, provide services, and collaborate with the native people in their area. Meetings between city and library officials and tribal leaders have resulted in program planning and, more importantly, trust and relationship building. Cooperative ventures have developed particularly around the critical need to preserve and revitalize native languages. Production of language-related DVDs and programs about native culture for the general public has been successful. Training opportunities for area teachers are being planned through these collaborations. Use of technology centered in the library, from computer literacy classes to workshops about federal and state websites for tribal staff, has also been a key component of the effort.

Results: The programs and computer classes directly affected 256 people, both native and non-native. Forty-five copies of the Shawnee language instruction DVD have been produced and distributed and these are already in use. The potential audience for these DVDs, when counting all tribes that share the common language, is estimated to be over 6,500.

A deeper appreciation for Native American culture has resulted from this work. Miami Library Director Marcia Johnson states that "I have learned the importance of consensus and harmony for the native people in my area, in contrast to competition and rank." The public library has gained visibility and heightened respect within city government and with all segments of the community based on what has been achieved through this project.

Pendleton, Oregon: Wired for Safety

Population: 17,300
Library Budget: $688,000
Grant Amount: $60,000

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Community priority statement: Juvenile crime increased by 48 percent between 2005 and 2008 and many teens disconnected from the community, a detachment that manifests in substance abuse, truancy, and gangs.

Partnerships formed: The City Manager's office, the Public Library, the Police Department, other City department leaders including the City Attorney and Facilities Manager, the public schools.

Goals and project description: Wired for Safety focuses on a shared mission to create a safe and productive environment for teens and the community. Using a mix of technology (a citywide wireless network and surveillance equipment) and expanded services (programs for teens and community safety, including self defense, identity theft protection, and Internet safety), Pendleton partnered the strength and security of local law enforcement with the empowering culture of the public library to make the library a comfortable and welcoming community space.

When members of the city's management team came together to look at youth issues from different perspectives, the public library emerged as a focal point for additional technology, community action and information exchange. Local government resources and talents are now being used more broadly, and service "silos" are being dismantled, both inside the city government structure and with other public service agencies.

Results: A Teen Board with 22 participants and a 5-member governing board is advising on library matters and engaging with the police department as a result of the project. Pendleton's National Night Out for Safety program had not been held for several years due to a lack of interest, yet the last two jointly sponsored by police and the library as part of the Wired for Safety collaboration, each attracted more than 1,000 people.

"Libraries are an invaluable resource to any community," says Police Chief Stuart Roberts. "The police department was looking for a vehicle to provide public information and education in a nonthreatening environment conducive to learning . . . what better place than the library?"

Santa Ana, California: Connect!/ Conectate!: Connecting Yourself with Your Future—Conectate con Tu Futuro!

Population: 355,662
Library Budget: $3,293,388
Grant Amount: $59,846

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Community priority statement: Santa Ana, a densely populated city with a median age of 28.1, is facing poverty, unemployment, and low educational attainment. Youth development is a critical city focus.

Partnerships formed: Connect!/Conectate! was a partnership between the Public Library; the City Manager's Office; and the Parks, Recreation and Community Services agency.

Goals and project description: City and library leaders set their sights on providing young people with the basic tools needed to help them advance academically and economically. "Connect!/ Conectate!: Connecting Yourself with Your Future—Conectate con Tu Futuro" grew from the success of the teen library club, a program in which city youth contributed more than 3,000 hours of community service. The expanded program provides teens with opportunities to explore and strengthen their own talents as they assist adults who have limited English proficiency as well as develop language and computing skills. Young adults are also able to work with children ages 5 to 11 on math and literacy skills.

Because of city budget challenges and changes in personnel, the library became a division of the Parks, Recreation and Community Services agency in July 2009 and the PRCSA Executive Director now heads the library. Being connected to a service provider with a similar mission has drawn more attention to how the library can contribute to the city's major goals. The youth development connection has come into greater focus.

Results: By the end of August 2010, more than 1,100 Santa Ana teens had participated in and/or volunteered for the various buddy programs and Connect Yourself! teen workshops and programs. Elementary aged children served by the "Buddies" program numbered 750. Over 750 ESL/limited English speaking adults have participated in the Connect!/Conectate! computer skills workshops, and a waiting list of 299 remains.

A total of 10,000 teen volunteer hours have been logged by teens mentoring children and assisting adult learners. Ninety percent of teens surveyed felt that their library volunteer experience was overall a positive one and 91% said they plan to continue volunteering.

"There is now a greater recognition of what the library can do in youth services," says Santa Ana City Manager Dave Ream. "It is a core service and a good value for the cost."

ABOUT THE BILL & MELINDA GATES FOUNDATION

Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation works to help all people lead healthy, productive lives. In developing countries, it focuses on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it seeks to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life. Based in Seattle, the foundation is led by CEO Jeff Raikes and co-chair William H. Gates Sr., under the direction of Bill and Melinda Gates and Warren Buffett. Jill Nishi leads the U.S. Libraries Initiative.

The Gates Foundation began investing in computer and Internet services in U.S. public libraries in 1997. To date, it has provided nearly $350 million in grants and other support to install and sustain computers in libraries and train thousands of library staff in nearly 13,000 libraries in all 50 states and U.S. territories. The foundation continues to support libraries by supporting research, training and advocacy, and programs that help libraries sustain high-quality computer and Internet services for patrons.

For more information about the Bill & Melinda Gates Foundation, please visit www.gatesfoundation.com.

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ABOUT ICMA

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to nearly 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas. Robert O'Neill is Executive Director.

ICMA

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