URBAN LIBRARIES COUNCIL

Making Cities Stronger:

PUBLIC LIBRARY CONTRIBUTIONS TO LOCAL ECONOMIC DEVELOPMENT

ABOUT THIS REPORT

The rules of engagement in economic development are changing. More and more, economic development success strategies involve people, technology, and growing an infrastructure for economic activity built on ideas, knowledge, experience, and quality of life.

The Urban Libraries Council commissioned this study to look at how public libraries contribute to the human dimension of economic development. In the process, researchers also uncovered more evidence of the important contributions public libraries make to strengthening places and community quality of life.

This report indicates that public libraries today are deeply involved with people, technology, and quality of life. Public libraries have tremendous reach geographically and virtually. Within the U.S. there are over 9,000 public libraries providing services in over 16,000 branch facilities and through the Web. Nearly every one of these locally-funded organizations offers collections and programs that support early literacy, workforce readiness and small businesses. As such, they are an important and dynamic part of the community's learning infrastructure which supports local economic development.

This study finds that the return on investment in public libraries not only benefits individuals, but also strengthens community capacity to address urgent issues related to economic development. Public libraries are increasingly finding their "fit" in the formal and informal network of agencies, corporations, nonprofits, and community organizations working together to elevate levels of education and economic potential, making cities stronger.

We deeply appreciate the public library members of our Urban Libraries Council who provided input for the research of this report. We also appreciate the insights of our Advisory Committee that guided this work, the Urban Institute for helping us to learn more about the businesses we are in, and the support and funding from the Bill & Melinda Gates Foundation and Geraldine R. Dodge Foundation.

We hope you will use this information as a tool to re-frame discussions regarding the public library role in local economic development. Our hope is to stimulate a dialogue among developers, planning professionals, elected officials, business and public library leaders to think differently about the value of public libraries as unique and versatile partners in these human resource and community-building arenas. We urge public libraries to extend and expand their resources and strategies that can profoundly impact local economic development conditions.

Martín Gómez,
President
Urban Libraries Council

ACKNOWLEDGEMENTS

Idea: The Urban Assets Strategy Group, Executive Board, and Martín Gómez, President, of the Urban Libraries Council, Evanston, IL

Research and Publication Copy: Carlos A. Manjarrez, Jessica Cigna, and Beata Bajaj, The Urban Institute, Metropolitan Housing and Community Center, Washington, DC

Editing: Danielle Patrick Milam, Sr. VP/Program & Development, Urban Libraries Council, Evanston, IL

Advisory Committee: Linda Darragh, Professor, University of Chicago School of Business; Katherine Hadley, Director, Minneapolis Public Library; Barbara Mistick, Director, Carnegie Library of Pittsburgh; Heywood Sanders, Professor, University of Texas-San Antonio School of Government

Underwriting: The Bill & Melinda Gates Foundation and the Geraldine R. Dodge Foundation

Making Cities Stronger:

PUBLIC LIBRARY CONTRIBUTIONS TO LOCAL ECONOMIC DEVELOPMENT

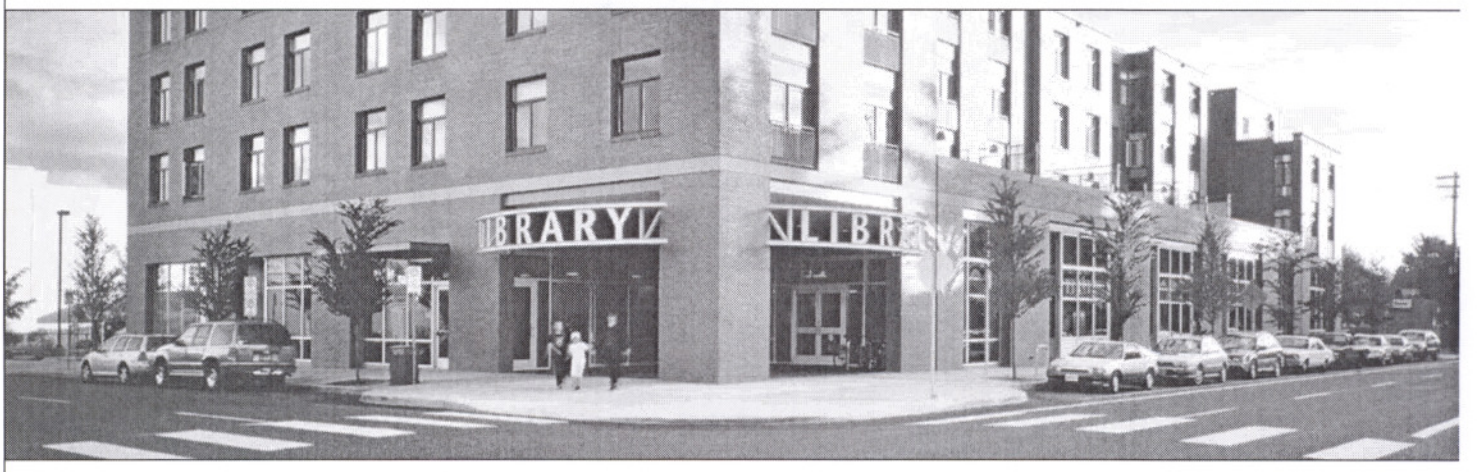


TABLE OF CONTENTS

EXECUTIVE SUMMARY 2

CHAPTER 1
Linking to Local Economic Development 4

Local economic development practice has broadened to include strategies for building human, social, institutional and physical resources. This change has created an opportunity for public libraries to identify when and where their assets contribute to building a stronger local economy.

CHAPTER 2
Improving Early Literacy and School Readiness 7

Recent research in the areas of child development and economics reveals some of the long-term benefits of investments in early education. Libraries are a key community resource in this arena.

CHAPTER 3
Strategies for Building Workforce Participation 13

Strategic workforce development planning and services are key components of many local economic development strategies. Libraries are uniquely positioned to build the employment information and technology skills of area residents.

CHAPTER 4
Small Business Support Through Public Libraries 17

Small businesses are strong contributors to local economies. Public libraries provide support services and online resources necessary to succeed in an increasingly competitive small business sector.

CHAPTER 5
Public Libraries and the Power of Place 21

Library facilities have a positive impact on downtowns, commercial areas, and neighborhoods.

CHAPTER 6
Conclusions About Public Library Contributions 24

APPENDIX 27

Copyright © January 2007
The Urban Libraries Council
All rights reserved

Printed in the United States of America

ISBN: 1-885251-35-1

The Urban Institute

URBAN LIBRARIES COUNCIL

Making Cities Stronger:

PUBLIC LIBRARY CONTRIBUTIONS TO LOCAL ECONOMIC DEVELOPMENT

EXECUTIVE SUMMARY

LOCAL ECONOMIES TODAY are in rapid transition, moving from bases of manufacturing and service industries to information and idea industries. Accompanying this transformation are a number of radical changes in preferred work skills, business and service models, local-to-global networks, and definitions of what make places "attractive." Given these changes, communities are reassessing their assets and development strategies in light of what is needed to succeed in the new and next economies.

Strategies for building a strong economic base are being realigned. Human resource strategies are coming to the fore, as jobs created in the new economy require highly educated and technologically-skilled workers. Strategies to keep a vibrant base of small business, traditionally a major source of local job creation, intact and competitive in a very mobile and global entrepreneurial environment are also emerging. Increasingly, physical development strategies are moving away from enticing outside firms with tax abatements and other incentives, to building on local strengths, mixing-up residential, commercial and cultural activities to create vibrant, high quality-of-life cities.

Public libraries are logical partners for local economic development initiatives that focus on people and quality of life. Libraries are widely available, highly regarded public institutions that provide a broad range of information services and support for diverse constituencies. In this era of economic transformation, the business of public libraries is being recast. Public access to digital information and technology is a draw for libraries. Their open structure, combined with the power of new digital collections, technology, and training, position them to help communities make the transition from manufacturing and service economies to high tech and information economies.

Public libraries build a community's capacity for economic activity and resiliency. Many families and caregivers rely on the library to provide important pre-school reading and learning. Many people entering the workforce rely on libraries to get them online. Local businesses are increasingly tapping into the library's online databases to keep themselves competitive and to find synergistic new business opportunities. Library facilities often anchor downtown and commercial developments, and are attractive neighborhood amenities.

These are the essential findings uncovered by researchers from the Urban Institute, as they teamed up with the Urban Libraries Council, an association of large metropolitan public libraries, to investigate the impact of public libraries on local economic conditions. *Making Cities Stronger: Public Library Contributions to Local Economic Development* adds to a growing body of research that notes a shift in the role of public libraries – from passive, recreational reading and research institutions to active economic development agents. The study was commissioned by the Urban Libraries Council (ULC) and funded by the Bill & Melinda Gates Foundation and Geraldine R. Dodge Foundation.

This report highlights the specific ways local governments, agencies, and libraries are working together to achieve benefits for individuals, agencies and the community at large in four areas:

Early Literacy services are contributing to long-term economic success. As the strong correlation between investments in early literacy and long-term economic success is documented, public libraries are expanding beyond their traditional story time services, engaging in high-impact strategies with community partners. Many libraries across the country are leading public awareness campaigns, reaching new mothers with materials and resources that promote reading early and often. Extensive community-wide training on early literacy with home and professional child care givers is increasing the quality of child care, and levels of school readiness and success. From Providence (RI) to San Luis Obispo (CA), public libraries are reaching young children and families in diverse neighborhoods. These services are the first link in a chain of investments needed to build the educated workforce that ensures local competitiveness in the knowledge economy.

Library employment and career resources are preparing workers with new technologies. With an array of public computers, Internet access, and media products, public libraries are a first point of entry for many new technology users. A 2006 survey by Hart Research found that 70% of people on the computers in libraries only have access through that source. Now that job readiness, search and application information are all online, libraries are expanding training opportunities, often in collaboration with local workforce agencies, which focus on using and building technology skills. Ninety-two percent (92%) of public libraries surveyed for this report provide computer instruction on a monthly basis. Library workforce service models are also as mobile as the shifting economy, as illustrated in Memphis (TN), where the JobLINC mobile center that started as an initiative for a single high-need neighborhood has now expanded services to cover the entire county, with high levels of use not only by job-seekers but by employers as well. With an increasing number of local training partnerships, library resources and facilities are reducing the operation costs and broadening the outreach of other local workforce development agencies, contributing to a stronger community network for job readiness and worker "retooling."

Small business resources and programs are lowering barriers to market entry. One of the biggest traditional barriers to small business has been access to current and comprehensive business product, supplier, and financing data. Libraries are the source for new online business databases that reach entrepreneurs around the clock. Researchers find that when libraries work with local and state agencies to provide business development data, workshops and research, market entry costs to prospective small businesses are reduced, existing businesses are strengthened, and new enterprises are created. Libraries are also in the vanguard, trying new strategies. The Columbus Public Library (OH) is working with a regional agency to provide business plan development seminars. In Brooklyn, the library hosts a business plan competition with a seed money prize. In Phoenix (AZ), the public library is part of a statewide network of business, economic development and library professionals who are seeking to expand and diversify the economic base by promoting more synergy among clusters of enterprises. Again, in this arena library resources and training facilities are reducing operations costs for other local agencies, and broadening those agencies' access to more people needing small business assistance. Overall, the community has more resources to support a strong small business sector.

Public library buildings are catalysts for physical development. Libraries are frequented local destinations. Urban Institute researchers repeatedly found that public libraries are highly regarded, and are seen as contributing to stability, safety and quality of life in neighborhoods. They are bolstering downtown and suburban cultural and commercial activity. Among private sector developers of malls, commercial corridors, mixed-use developments and joint-use facilities, libraries are gaining recognition for other qualities – their ability to attract tremendous foot traffic, provide long-term tenancy, and complement neighboring retail and cultural destinations. Library buildings are versatile. They fit in a wide mix of public and private sector developments.

The study provides not only a snapshot of ways public libraries are successfully integrating resources and services with local economic development initiatives in cities coast-to-coast, it also provides some thought-starter ideas for broadening those strategies further, urging greater investment in data gathering, focused partnerships, and impact measures.

The study concludes that public libraries are positioned to fuel not only new, but next economies because of their roles in building technology skills, entrepreneurial activity, and vibrant, livable places. The combination of stronger roles in economic development strategies and their prevalence – 16,000 branches in more than 9,000 systems – make public libraries stable and powerful tools for cities seeking to build strong and resilient economies.

Linking TO LOCAL ECONOMIC DEVELOPMENT

CHAPTER 1

APPROACHES TO LOCAL economic development have traditionally focused on tax abatements and credits, preferential financing rates, provision of land and, often, facilities to attract business and boost employment in local markets. However, the new knowledge economy has altered the landscape for many business decisions. Recent studies of location decisions of "high performance firms" reveal that a number of these businesses prefer to locate in areas with higher wages, a labor force with plentiful high school graduates, responsive and efficient government, good schools, and a decent quality of life (Doeringer, Terkla, Klock 2002).

Responding to these shifting factors for economic success, local economic development strategies that once focused narrowly on highlighting assets of a given location or access to major transportation are giving way to strategies that promote quality-of-life environments and strong community capacity for economic growth. Business attraction strategies that once focused narrowly on landing large "outside" firms are now identifying ways to nurture local small businesses, and to build clusters of competitive industries, linked in regional networks, that create new growth and income. Employment-centered economic development strategies that once focused on job creation, even if many were at minimum wage, are now focusing on developing comprehensive skills to build workforce competitiveness and creating career paths to quality jobs and higher wages.

As local economic development practice broadens to include strategies for building human, social, institutional, and physical resources for stronger, self-sustaining local economic systems, there is an opportunity for a much wider range of community organizations to identify when and where their assets contribute to making cities stronger and building better local economies. This shift in strategies provides an opportunity for public libraries to identify specific ways in which library services contribute to broader local economic strategies.

A TRUSTED PUBLIC PLACE

Few community services enjoy the type of public support that is generally given to public libraries. In a recent national survey conducted by Public Agenda, people were more likely to rate library service as excellent or good than the service they receive from their local police department, public schools or their local media (PA 2006). In a national public opinion survey conducted for the American Library Association, over 90% of the total respondents said they believe libraries are places of opportunity for education, self-help, and offer free access to all (KRS Research Associates 2002).

Many demands challenge public library leaders to continue to provide services in a manner that meets the high expectations of the public while operating in an environment of constrained state and local budgets. Despite high regard for pubic libraries as an institution, leaders in many public library systems are facing difficult choices because of a decline in public funding. Additionally, rising costs of new materials, such as online journals, databases, and operations has forced libraries nationwide to cut services, or to find more money by dipping into budgets for books, audiovisual materials and programs. Further, many library systems across the country

are in desperate need of capital support to upgrade or repair existing buildings or to build entirely new facilities to adequately service communities where the local population has swelled.

Amidst these competing demands, library leaders across the country have also felt increasing pressure to justify the investment in public libraries given the growing volume of content on the Internet, increased computer ownership in many American homes, and market competition from private book vendors.

MEASURING THE ECONOMIC IMPACTS OF PUBLIC LIBRARIES

An increasing number of economic research tools are now being used to measure the public value of libraries, including the cost-benefit impacts and return on investment that public libraries generate. These studies consistently identify positive economic impacts made by libraries at the national, state and local levels:

- At the national level, Liu (2004) examined the causal relationship between public libraries, literacy levels, and economic productivity measured by gross domestic product per capita using path analysis. This study found that public libraries contribute to long-term economic productivity primarily through literacy programs.

- Recent studies at the state level have found significant economic benefits as well, including significant returns on public investment and generation of gross regional product (Barron, et al. 2005, McClure, et al. 2000). There have been tremendous short-term local economic spin-off benefits from construction alone, as expenditures for state and local library construction doubled from $948 million dollars in 2000 to just over $2 billon dollars in 2005.

- Positive economic impacts are also evident at the city level. A recent study conducted by the Carnegie Mellon University's Center for Economic Development (CMU) for the Carnegie Library of Pittsburgh found the library to be the most visited regional asset, attracting 500 thousand more visitors than the Carnegie Science Center and the Pittsburgh Steelers combined. CMU researchers estimate that the library generates a return of more than $91 million in combined economic output and sustains more than 700 jobs. Using a different methodology, the Seattle Public Library found substantial economic returns to the city and local business immediately following the development of the new downtown library. They found the net new contribution to the local economy to be approximately $16 million dollars during the first full year of operation alone (Berk & Associates 2004).

This study seeks to follow the links between libraries and economic development benefits. It looks at how layers of special program resources and activities in public libraries intersect with specific local economic development strategies already in motion. Return on Investment (ROI) studies alone do not identify the ways in which library services are benefiting students, job seekers, employers, small businesses and entrepreneurs. This study takes a closer look at the layers of targeted programmatic benefits, and investigates and articulates the ways in which public libraries are addressing the needs of individuals and agencies, within the context of broader formal and informal local economic development networks.

Special programs, which have always been a part of public library services, have increasingly taken on local community development challenges in the past decade. Public libraries are now working with local schools to create a more integrated set of services for children (Saunders 2001), coordinating with workforce development agencies for job and career information services (Durrance 1994), and collaborating with local chambers of commerce to improve business information services for micro and small businesses (Wilson and Train 2002). These special program services are broadening the impact of traditional library information resources by networking with the efforts of other groups in the community.

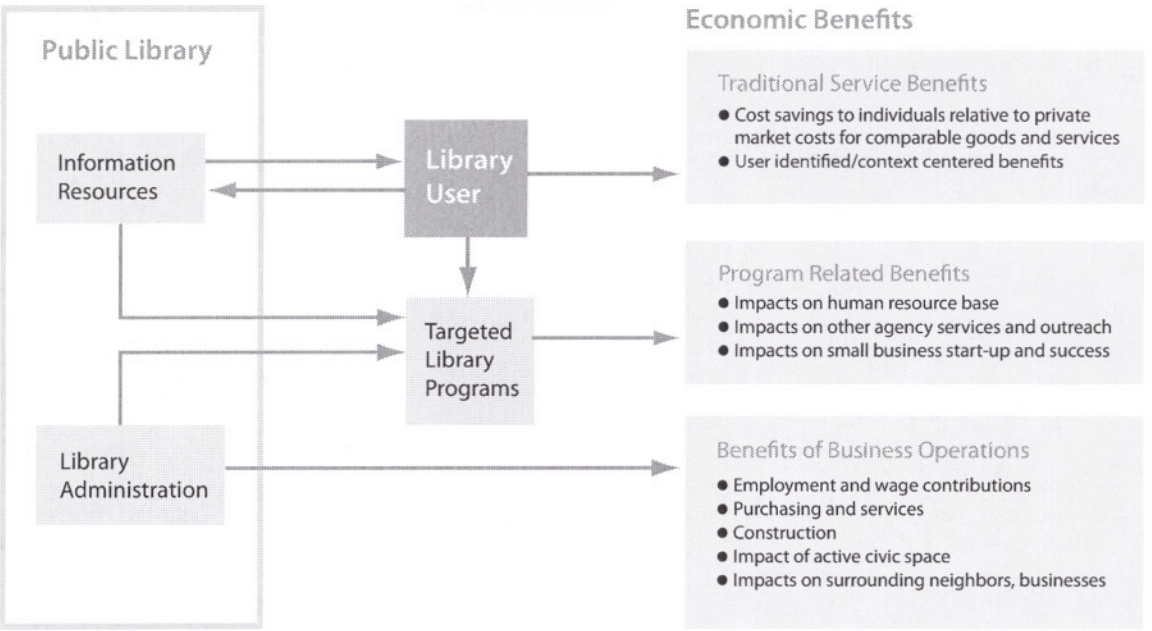
MODELING PUBLIC LIBRARY BENEFITS

Figure 1 provides a model that summarizes the multiple ways in which public library resources, programs and services impact local economic development conditions.

Traditional Service Benefits. Public libraries provide direct service benefits to individuals. These include the cost savings of public access resources over market costs of goods and services, as well as the self-identified benefits of getting information or access to technology, for example.

Benefits of Business Operations. Public libraries are large organizations, particularly in metropolitan settings, and thus, provide significant business-related spin-off benefits to the local economy that include employment and wage contributions, purchasing of supplies and materials, contracted services, library construction and even the effect on local business resulting from increased foot traffic. A recent study of the economic impact of South Carolina public libraries estimated that the libraries contributed close to $126 million dollars in spending on wages, supplies, books and related materials, construction, and other business related expenditures (Barron, et al. 2005).

FIGURE 1: Model Distinguishing Economic Benefits Derived from Library Service and Administrative Functions



Program Related Benefits. Public libraries contribute significant community-level benefits, particularly as they relate to program services. Library resources and programs contribute capacity to local strategies that seek to strengthen human capital, reduce service costs to complementary local agencies, and broaden the reach of local partner organizations.

Programming in public libraries is highly local, and touches on many community development agendas – from school success to financial literacy to public health. In this report, the focus is on three program areas that are core local economic development strategies:

- **early literacy** – initiatives that promote reading, prepare young children for school and raise levels of education.
- **workforce initiatives** – efforts that increase workforce skills, provide career training, and facilitate employment and career search.
- **small business support** – strengthening the small business sector through the provision of business information resources, workshops and training for both new and experienced business owners.

The case study research examines specific library program strategies that support current practice in the field of local economic development. It highlights the range of short-term and long-term economic outcomes that were either identified by program participants or could be identified and measured in future research. Finally, the report provides suggestions about ways public libraries can stretch resources and programs further, providing even greater impact.

Chapters 2 and 3 examine two key strategies for building the human capital of area residents, early literacy interventions for children and support services for job seekers. Chapter 4 identifies some of the new business supports available through local libraries.

Finally, in Chapter 5 the report highlights ways in which communities are using public library placement and construction as a way to create more vibrant public spaces and broaden the definition of mixed-use development in cities and small towns across the country. While the focus of these investigations was on program rather than physical impacts of libraries on communities, many examples of the impact of libraries as catalysts to redevelopment, anchors for existing developments, and amenities to downtowns, neighborhoods and commercial centers emerged in the course of the fieldwork. These examples are provided here to further underscore the variety of ways in which public libraries are making cities stronger.

Improving Early Literacy AND SCHOOL READINESS

CHAPTER 2

LIBRARIES HAVE LONG BEEN recognized as one of the most important community institutions for adult and child literacy development. However, new research in the area of child development is now uncovering a strong connection between early literacy investments and the improved school outcomes of young children. Researchers are showing that children who begin kindergarten with greater literacy skills resources are more likely to test well in reading and basic mathematics at the end of kindergarten and the start of first grade (Denton and West 2002). Early literacy, along with early numeracy, and building social-emotional competence, is seen by many researchers as a key strategy for developing of school readiness in very young children (Brooks-Gunn and Markman 2005; Foorman, Anthony, Seals, Parlakian 2003; Mouzaki 2002; Whitehurst and Lonigan 1998).

In the past, little importance was placed on what children experienced in the first years of life. Reading instruction took place primarily in elementary school. Formal instruction and curriculums emphasized the teaching of reading and writing to children when they reached school age and not before. However, the current research-based understanding of early language and literacy development is providing new and early pathways for helping children learn to talk, read and write. Current literacy development theory emphasizes the more natural unfolding of skills through the enjoyment of books, the importance of positive interactions between young children and adults who read, and the critical role of literacy-rich experiences.

On another track, researchers in the field of economics are beginning to identify child development investments as the most cost effective strategies for long-term economic development. In a recent study, researchers from the Minneapolis Federal Reserve Bank identify investments in early education as yielding a financial return that far exceeds the return on most state funded economic development projects (Rolnick and Grunewald 2003).

Further, as demonstrated in Figure 2, researchers at the University of Chicago, identify early education investments as more efficient public investments because their benefits tend to compound, by creating a solid foundation for later human capital investments, such as education, youth development and job skills training (Cunha and Heckman 2003; Currie 2001; Karoly, et al. 1998). This work finds that the return on investment decreases as investments move from early literacy and child development, to youth programs, to adult education and job training programs.

"Learning and motivation are dynamic, cumulative processes; skill begets skill; learning begets learning. Early disadvantages lead to academic and social difficulties later. Early advantages accumulate; just as early disadvantages do."

The Productivity Argument for Investing in Young Children, Working Paper 51

— Committee for Economic Development, October 2004

There is also evidence that the importance of early childhood investments is beginning to take hold among policy makers at the various levels of government. (Katz, Dylan, and de Kervor 2003). Since 2005, the National League of Cities' National Municipal Policy has had a major

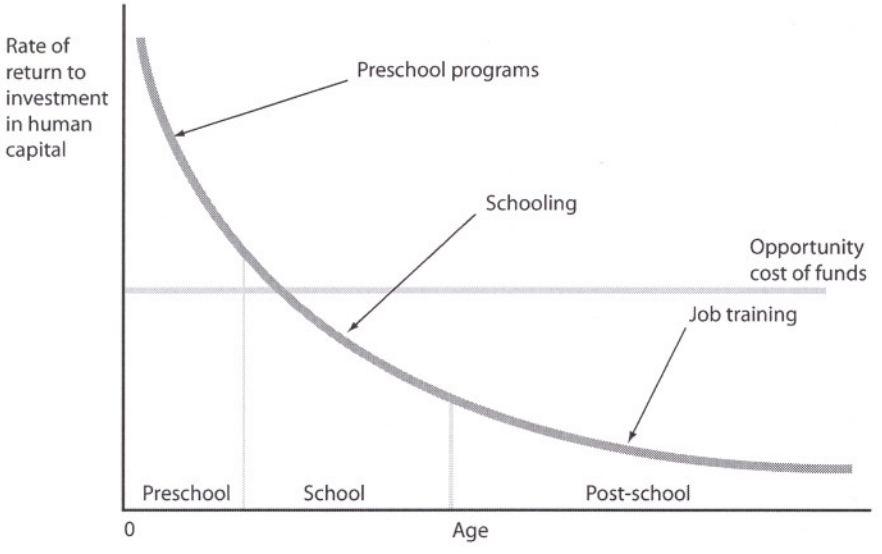
initiative to highlight practices and catalyze investments in early learning to build stronger local economic capacity long-term. The National Governors Association has also adopted a policy position that calls for greater support of early literacy programming, and has established a small grant program designed to build more comprehensive early childhood development systems at the state level (NGA Education, Early Childhood and Workforce Committee ECW-04).

Children's literacy services in public libraries are being recast to this end. In cities large and small, libraries are expanding traditional story-time activities, retooling children's literacy programming to meet developmentally appropriate standards, and creating more comprehensive child literacy support services for parents and child care providers. Libraries are now making much deeper resource investments in early literacy training. Indeed, for many communities they are the lead agencies for early literacy services and training for young children. In the survey conducted among Urban Libraries Council members, over 90% of responding libraries identified their library as providing special programming in the area of early literacy. Of these, 92% had enhanced their collections with materials specifically related to early literacy promotion. School readiness and child development activities included family and intergenerational reading development programs, parenting programs, and support services for child care professionals. Among the libraries providing early child development programming 70% provided early literacy workshops on a weekly or monthly basis, and just over 60% provided workshops for childcare workers and early education teachers.

As children's programming has grown over the years so too has the need for specialized education and training on the part of library staff. Survey results highlighted a strong commitment on the part of public libraries to providing specialized services with appropriately trained personnel. More than half of the libraries surveyed identified someone on their children's services staff as having an early childhood education certificate. At this point computers do not appear to play a major role in direct provision of early literacy services. Less than 13% of the libraries indicated that they used computers as an integral part of their early literacy activities. However, public libraries do appear to be using their websites as a way to collect information resources for parents and caregivers to learn about early learning. Over one-third of the libraries responding to the survey indicated that they had developed websites specifically for early literacy/early learning.

Based in part on the programs highlighted in that survey, a group of public libraries were identified for further investigations into how early literacy collections and

FIGURE 2: Rates of Return on Investment Decrease as Program Participant Ages Increase



Source: Heckman, James and Flavio Cunha. *The Technology of Forming Human Skills and the Productivity Argument for Investing in Young Children.* Sept 22, 2005, page 33

services were mobilized at the local level. Strategies observed in the field studies range from citywide information campaigns to the provision of tailored technical assistance to childcare agencies. The overall goals of these initiatives are consistent – improving child social and development outcomes through literacy and providing essential building blocks for school readiness. In many of the communities in this study, the public library was the only agency promoting early literacy programming.

The following descriptions of early literacy/school readiness strategies are followed by an examination of the impacts, and thoughts about how the public library could stretch resources and strategic investments further.

PUBLIC LIBRARY STRATEGIES FOR BUILDING EARLY LITERACY

- Public education campaigns
- Parental training workshops
- Tailored technical assistance for childcare and other children's service agencies
- Implement model literacy programs

Public education campaigns for early literacy. Effective public education campaigns use media, messaging, and an organized set of communication activities to shape behavior toward desirable social outcomes (Weiss & Tschirhart 1994). They will often combine broadcast media campaign messaging with a wide range of marketing and program strategies meant to bolster the "marketing mix" (Balch & Sutton 1997). A common strategy for public education campaigns is to coordinate media efforts with a diverse mix of other communication channels, some interpersonal and some community-based, in order to extend the reach and frequency of the campaign's messages and increase the probability that messages will successfully result in a change (Dungan-Seaver 1999). Public libraries have been engaged in literacy campaigns for years. However, some public libraries are drawing on this experience to build more targeted campaigns, which focus specifically on the promotion of early literacy. These strategies broaden the early literacy message to the widest possible audience. By delivering the messages in multiple languages and through a variety of media, public libraries are extending the reach of their programs to community residents who may not even know where to find their closest branch library. An example of an ambitious multi-lingual public information campaign, which combines media outreach with informational workshops for parents and caregivers, is Brooklyn Public Library's campaign, Brooklyn Reads to Babies.

Brooklyn Public Library - Brooklyn Reads to Babies Campaign.

Brooklyn Public Library's (BPL's) citywide literacy campaign, which targets both parents and caregivers of babies and toddlers, includes informational brochures and materials, produced in six different languages, which are distributed through the library and community partners; a web resource with information about early literacy; library programming on early literacy for children from birth to age five; and direct outreach to a wide range of children and family service agencies throughout Brooklyn. The campaign has cast a wide net by connecting with area service providers to get the word out to the community. Flyers and posters are available at area beauty parlors, clinics, schools, hospitals and markets. BPL has also made informational brochures available for family court. Area health providers, such as Coney Island Hospital, assist by providing Brooklyn Reads to Babies program information and library card applications in new infant goody bags. Start up resources for the program, which were covered by an initial donation of $1 million dollars, included development and production of marketing pieces, board

books in the branches, child size furniture for creating child-friendly areas in local branches, and purchasing program learning tools for area libraries. While it may be too early to measure direct impacts of the program, the demand for workshops and materials speaks to the need for this type of children's programming.

Early Literacy Training for Parents. Libraries across the country are augmenting children's services to provide intergenerational programming workshops that promote early literacy to parents. Workshops in some libraries are run directly by children's service librarians or in partnership with local child development agencies. Most workshops offer hands-on activities and supervised practice sessions that guide parents through a range of developmentally appropriate educational activities.

The Providence Public Library – Ready to Learn Providence Partnership for Parents.

The Providence Public Library, in partnership with Ready to Learn Providence, provides a wide range of early literacy support services for young children and their parents and caregivers. The Cradle to Crayons initiative, a free nine-week program available at most Providence Public Library branches, focuses on literacy development of children ages 1-3. The program, which is funded by Ready to Learn Providence and CVS/Pharmacy Charitable Trust, is designed to introduce young families to the library in a comfortable setting and to develop early literacy skills through songs, rhymes, storytelling and play. Library staff members offer tips that can be used at home to encourage an early interest in reading and learning.

The program also invites local child service agency professionals to attend some sessions to share information on child development, health and safety. Bilingual staff (English/Spanish) attend most sessions, and materials are available in both languages. Families also receive free books through Reading is Fundamental twice during the nine-week session. In addition to Cradle to Crayons, the partnership offers a three-hour program (in both Spanish and English) to teach adults how to share children's books, rhymes and songs with infants and toddlers. A third component of the parenting education program is the Learning and Reading Kits (LARK Kits). Created jointly by Providence Public Library and Ready to Learn Providence, the LARK kits contain 10 books, music, visual aides such as puppets and flannel boards, and educational games. The activity folder in each kit offers a choice of activities, helping educators to teach thematic curriculum units in a developmentally appropriate way.

The kits for use with preschool-age children, which can be checked out at branch libraries, are in English only and bilingual (English/Spanish) versions. There are also kits especially designed for use with toddlers. There are now over 200 LARK kits available through the library.

Technical Assistance/Staff Development for Child Care Facilities. Sixty-percent (60%) of the libraries providing early literacy programs in the ULC member survey identified their institutions as providers of technical assistance to child care agencies in their area. These training workshops, which are free through local libraries, provide staff development training to agencies that, due to resource constraints, might not otherwise make this type of business investment. In some communities these trainings have been incorporated into the broader network of accredited agency support and educational services. In these communities, participation in library early literacy workshops provides a portion of the credits necessary for annual accreditation or recertification. The Memphis Public Library has a program that combines traditional story times with detailed instruction to childcare staff about age appropriate literacy programming.

Memphis Public Library – Training Wheels Program.

In the summer of 1999, the Memphis Public Library (MPL) held a series of focus groups with day care and other children's service providers in the Shelby County area to help structure a new mobile children's service. Though library staff had initially thought the focus groups would provide more detailed information about ways to deliver direct services to children, the greatest need identified by child care staff was for on-site, staff development programming. In response to this call, MPL developed the Training Wheels program, which provides on-site, customized training for those who care for young children (ages 0-6). The training is designed to improve caregivers' skills in developmentally appropriate practice, especially as it relates to early literacy.

The Training Wheels bus, which is staffed by children's librarians and early childhood specialists trained in adult education, visit a site and give "annotated" demonstration story times using the site's own children. In so doing, the program operates on two levels. Children at the local centers receive the care and attention of a librarian through traditional story time activity. As the library staff person is working with the children on one end of the bus, a second staff person is providing "color commentary" to day care staff, identifying key elements of the instruction, highlighting developmentally appropriate activities. This is a particularly important staff development activity for agencies that generally cannot afford to pay for continuing education training for their staff. After the story time demonstration activity, library staff works with caregivers to identify additional learning materials and tailor staff development activities to their specific needs.

Materials used in the story time demonstration are available for fully-automated checkout from the vehicle. The free Training Wheels workshops, which are certified by Department of Human Services of the State of Tennessee and provide child care workers with accreditation credits needed for annual recertification, are delivered to over 200 day care centers a year across the Memphis/Shelby County area on a rolling basis at visits scheduled during the regular business hours of the day care center.

Implementing Model Literacy Programs Locally. Public libraries provide a ready network for disseminating innovative program services. The adoption of early literacy services models such as Raising a Reader and Every Child Ready to Read @ Your Library provide excellent examples of the ways in which best practice models can spread in public libraries. The Raising a Reader program, which features bags filled with four multilingual and multicultural children's books, a literacy instructional video for parents, and a teacher training curriculum, started in 1999. Since that time the program has grown to over 118 affiliates that have implemented the program in 32 states. The Every Child Ready to Read @ Your Library, an early literacy curriculum developed by the Public Library Association and the Association for Library Service to Children, is another early literacy program that has spread rapidly. The program, which was designed as a trainer program, provides the basic curriculum, training and evaluation tools necessary for children's service librarians to incorporate early literacy training into their local regimen of children's services. Over the past two years, the Every Child Ready to Read program has provided 82 trainings for librarians at public libraries across the country.

San Luis Obispo Public Library – Raising a Reader Program, Oceano Branch Library.

The Oceano Branch of the San Luis Obispo (SLO) City-County Public Library system is the first (SLO) branch library to implement the Raising a Reader Program. The newly opened branch, which is situated on a site next to the Oceano Elementary School and an adult learning center, is well positioned to provide services to both parents and their children. The program, which is partially supported by First 5 of San Luis Obispo and the San Luis Obispo County Office of Education, targets children and their families living in the predominantly Hispanic community surrounding Oceano Elementary School. The project is part of a broad initiative to provide educational support to parents, provide preschool and childcare, operate kindergarten transition programs, coordinate existing health and social services, and encourage schools to be ready for children, and vice versa. A preliminary review of the program results conducted by First 5 of San Luis Obispo indicate that the program is having a significant impact on the way parents approach learning in the household. Parents surveyed after three months of program participation reported statistically significant changes in the amount they read to their children (from 59% at baseline to 85%), their perceived importance of such reading (from 8.9% at baseline to 9.8%), and their increased use of the library system (from 38% at baseline to 69%) (First 5 SLO 2005).

OUTCOMES: WHY INVESTMENTS IN EARLY LITERACY PROGRAMMING MAKE SENSE

Early literacy programming in public libraries contributes to elevating young children's levels of literacy and engagement in learning, thereby contributing to school readiness and school success.

Public library literacy programs reduce the cost of doing business for area agencies by providing free staff development opportunities and in some places, certification credits.

Public libraries are strengthening the community child care support network by expanding learning resources and improving the quality of child care through literacy training.

STRATEGIES FOR BROADENING THE IMPACT OF EARLY LITERACY INITIATIVES

Discussions with library staff, community partners and local development professionals revealed a set of strategies that could expand the capacity of programs to even broader participation by parents or area caregivers, bolster existing literacy partnerships, and strengthen community resources for child development.

Broaden support for outreach. Though a wide range of early literacy program models are now available, children's services divisions will require significantly more financial support to expand outreach services to parents and area caregivers. Whether providing services via a library book mobile or at the branch level, community outreach requires significant staff investments.

Establish strong partnerships with area child service providers. Library staff should identify ways to connect early literacy activities to other education services in the area to broaden the impact of literacy programming. While

many libraries provide literacy programming through open workshops within the library, fewer libraries take the additional step of establishing formal partnerships with child care centers and Early Head Start programs to provide these services directly to caregivers on site. These formal partnerships represent a stronger commitment by both parties to program services, and provide library staff with a more detailed understanding of the needs of area service providers. Library staff also talked about the importance of making stronger connections between early literacy education staff and teachers at area schools. These connections provide area teachers with a better sense of the range of community educational services and can help librarians articulate programming to better prepare students for the reading strategies that are taught in area schools.

Continually evaluate early literacy programming and collect information over time. Relatively few libraries were found to be tracking individual literacy program participants to determine the impact of their services over time. However, demonstrating the value of these programs requires this type of detailed information about participants (young and old) over time. There are many tools librarians can use to determine whether or not the services they provide have a lasting effect. Most require the systematic collection of information about individual program participants. This type of information is especially important when libraries are incorporating a standardized service model in a new setting. Because model programs are developed in other communities, sometimes with very different service populations, there may be conditions in the new "host" community that could affect the outcome of the program. Furthermore, local assessments could reveal important changes that are needed to better target services and improve participation.

CONCLUSION

Public libraries across the country are responding as the evidence linking early literacy to long-term education and economic success continues to mount. Through public awareness campaigns, more targeted program services, and collaborative training with other child care providers, public libraries are introducing many more children to books and reading before they enter school, greatly improving their chances of academic success. Library early literacy resources and programs are benefiting individuals and the community-at-large.

Investments in these areas are not without challenges, however. Sustained investments are necessary to build comprehensive, consistent pre-school literacy experiences and services both in and outside the library. Despite the challenges, public libraries across the country are retraining staff and retooling services to be in line with effective practices being defined in the new research, and are working with broad and diverse kinds of child care providers.

As libraries make deeper investments in the area of early literacy and school readiness support, the one area that will need greater attention is measuring impacts. Demonstrating the impacts of public library programs is not without difficulties. Voluntary drop-in visits do not lend themselves to traditional evaluation methodologies. Library efforts are impacted by other context factors, such as family, economic, race, school and other social aspects. Nonetheless, demonstrating the comparatively small but effective return on early literacy investments has the potential to yield even greater investments and payback.

Strategies FOR *Building* WORKFORCE PARTICIPATION

CHAPTER 3

DEVELOPMENT STRATEGIES have changed dramatically with changes in the workplace over the past ten years. The transition from manufacturing and service industry jobs to technology-based information industry jobs has been rapid. Employers in the growing high-skill sectors report continuing difficulty in finding and keeping a workforce.

New economy jobs call for higher-level skills and a willingness to pursue continuing training to stay competitive. Rapid shifts in the workplace mean that people must anticipate frequent career moves and take responsibility for their own career progression (Porter 2000). Higher wages are strongly linked to some form of post-secondary education and training. Economic self-sufficiency – the ability to support a family – requires education beyond high school.

If local communities are to succeed, they will need more workers with skill levels far beyond those seen in the average worker of the past. As new models of business, products and services continue to emerge, the worker today must continuously "retool" and adjust.

New strategies and networks for building sustained workforce participation are burgeoning, and workforce development agencies are collecting data to better understand the demand for these changing skill sets. They are experimenting with career information centers and sequenced services for job-seekers. They are finding new local partners, such as community colleges and local employers, for training and education efforts. They are looking at ways to make local resources and programs more apparent, coordinated, and oriented toward long-term, continuous workforce transitions.

For many communities, the federal Workforce Investment Act of 1998 (WIA) is providing the organizing framework for consolidating development programs and integrating services locally and statewide (NCEE 1997). A cornerstone of WIA is the provision of services through comprehensive One-Stop centers that offer a range of resources pertaining to employment training and education for workers, and recruitment and training assistance for employers. Eight years after the enactment of WIA, it appears that more decisions are being made at the state and local levels, local workforce development agencies have established more formalized partnership arrangements, and there are more collaborative workforce development arrangements with private sector partners (Barnow and King 2005). There is great variety and flexibility in current local workforce development programs (Eberts and Erickcek 2002).

In this context, public libraries have a host of new opportunities to become more actively engaged in local workforce development initiatives and networks. Indeed job information resources and specialized workforce programs in local libraries have the potential to reach a much wider group of job seekers than One-Stop centers because of their reputation as trusted, quality community information sources, their high volume of use, and their geographic distribution of facilities across the community. Public libraries cover a much broader area than WIA One- Stop centers could ever hope to service. As an example, in the six states with the highest seasonally adjusted unemployment rate in the country in July 2006, there are an average of 83 One-Stop comprehensive centers and affiliates per state compared to an average of 301 library outlets in the same group of states.

Public libraries across the country are answering the call to provide greater workforce support with enhanced job information resources, workplace literacy programs, improved technology access, and staff dedicated to employment services. Seventy-seven percent (77%) of ULC member libraries responding to the survey identified their libraries as having enhanced collections in the area of workforce development. Forty-three percent (43%) of the libraries were investing in digital resources specifically geared toward workforce support, and 31% of the libraries were creating web resources specifically designed for job seekers.

A significant amount of workforce development activity in local libraries centers on job search skills, basic computer instruction and workplace literacy. Ninety-two percent (92%) of the libraries answering the survey provide basic computer instruction on a regular basis (at least monthly); 50% of the libraries provide workplace literacy instruction; and 42% provide workplace literacy instruction specifically to English language learners. Most of these literacy training and other specialized workshops are provided in library facilities, though often conducted in partnership with local agencies. The section below explores some of the ways libraries are adapting to meet the needs of people navigating today's labor market.

PUBLIC LIBRARY STRATEGIES FOR WORKFORCE DEVELOPMENT

- Creating Job Information Centers
- Expanding Access to Technology and Tech Training
- Providing Targeted Employment Outreach
- Adult Literacy Training and Community Support Centers

Job Information Centers. Many public libraries across the country are consolidating career resource materials from the shelves and online databases into user-friendly career information centers. These job centers offer resources for job searches, provide training and certification materials, and serve as information clearinghouses for job listings. Many of these centers have special staff available to provide one-on-one assistance and career development workshops. Libraries with dedicated job resource staff often provide assistance in crafting cover letters, résumés, and college and scholarship applications, as well as assessment of skills and interests for clients with little educational experience or for those holding advanced degrees. In some libraries the job information service makes referrals, suggests job listing sites, and works with counselors, community-based organizations, state employment agencies, the Department of Labor, and the Human Resources Administration to help clients realize their educational and professional goals.

Fresno County Public Library – Career Center.

The Career Center at the Fresno Public Library provides an excellent example of this type of consolidation effort. In 2003 the library established its Career Center in the Central Library. The new Center provides a wide range of job and career resources in a county that has long been plagued by some of the highest rates of unemployment in the state of California. The new Career Center provides dedicated computing services, a jobs board, enhanced print and digital collections, and a dedicated career specialist/jobs librarian who provides monthly workshops covering online job search basics, building an effective résumé and job interview preparation. In addition to servicing the main library the new career services librarian provides career workshops at area branches and coordinates acquisition and purchasing of career resources for the entire system.

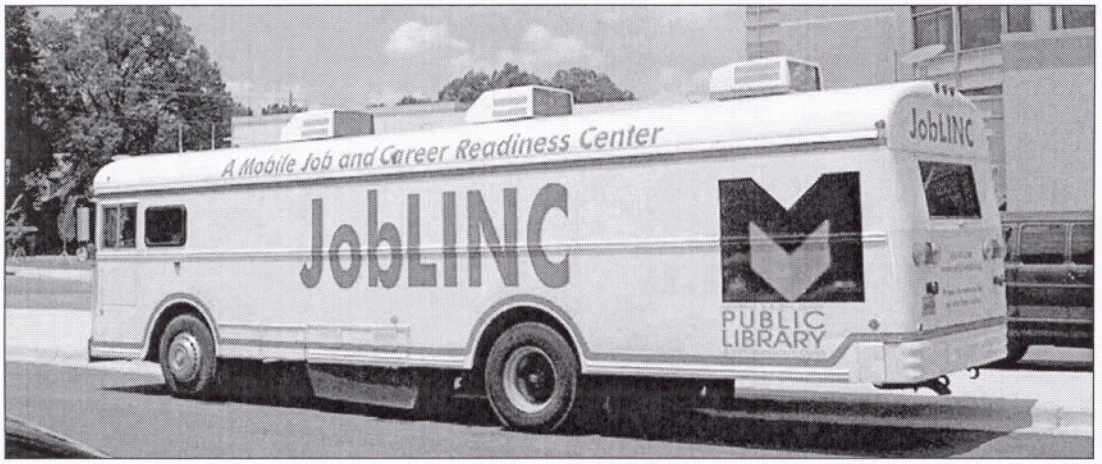
Expanding Access to Technology and Tech Training. Despite the rapid proliferation of home computers, public computers in libraries are still in high demand, serving as an important entry point for new technology users. A recent survey found that 70% of people using computers in libraries reported the library was their only way to get on a computer (Hart Research 2006). Another study reports that 95% of all public libraries provide some sort of public access to the Internet (Bertot and McClure 2002).

While there is increasing awareness and use of these resources in public libraries, there has been little attention given to how these resources are providing structural, often community-wide, workforce development training and support. Public libraries are providing individual users with access to technology and information resources, as well as structured technology training. From mobile labs to instructional training facilities, public libraries are providing targeted technology training, most often starting with computer basics.

Increasingly, public libraries are working with local workforce development partners, providing local residents with multiple access points for computer training. Libraries that lack staff resources to support formal trainers are entering into agreements with local workforce development agencies to provide instructors and curricula for training facilities located at the public library.

Newark Public Library - Victoria Technology Center.

The Victoria Technology Center, a representative example of library training centers, opened in 1999 as part of the community NEON (NEwark Online) initiative, and features eighteen computers for training and Internet access. When classes are not provided, the stations are open to library customers. Free computer classes, which are offered in both English and Spanish, provide detailed training that ranges from computer basics to more advanced word processing and spreadsheet software training.



Targeted Employment Outreach. Libraries with sufficient resources for outreach are providing services in areas of high unemployment and need, working with local employment service agencies that lack resources to provide a full range of employment resource materials and workplace training.

Memphis Public Library – JobLINC.

The JobLINC bus is a mobile jobs and career readiness center that helps job seekers locate employment opportunities by providing listings of available jobs and one-on-one assistance in conducting job searches and preparing for interviews. JobLINC provides local job listings and an employment hotline, on-site résumé preparation services, daily JOBFILE listings from the Tennessee Department of Labor and Workforce Development. The initiative began as a targeted outreach to a single neighborhood in Memphis and, due to demand, has expanded to cover the entire county. The JobLINC bus, a 35 foot bus with computers, internet access via satellite hook-up, and job reference material, stops at shopping centers, social service agencies, and branch libraries throughout Memphis. The service has been so successful at connecting with residents that employers have even ridden the bus to conduct on-the-spot interviews to hire prospective workers.

Adult Literacy Training and Community Support Centers for New Americans. Public libraries are an important entry point to community services for new Americans. Programs provided through public libraries can serve as a portal to a wide range of community resources that are vital to a family's economic self-sufficiency. Services to new Americans often involve English language classes; intergenerational literacy, foreign language GED instruction, and other basic skills training. Public libraries often serve as informal referral centers as well, directing immigrants to area support services.

Hartford (CT) Public Library - The American Place.

The American Place is an adult literacy and development project serving Hartford's diverse immigrant communities. The American Place program has become an important community service for immigrants in Hartford, a city where over one hundred ethnic cultures are represented and 32 languages are spoken in the public schools. The program provides staff and resources to help people achieve their goals for secure immigration, citizenship and literacy. The program focuses on citizenship preparation, classes for English for Speakers of Other Languages (ESOL) and life-skills workshops. The program, which started as a basic computer-training course, expanded rapidly when staff realized that clients needed English language training in addition to basics computer skills. Programs are provided free of charge and include practical advice for living in the U.S.; classes for learning English; information on becoming a U.S. citizen; and instruction on how to use the library to find information on jobs, health, housing, education and other topics of interest.

OUTCOMES: WHY LIBRARY WORKFORCE DEVELOPMENT PROGRAMS MAKE SENSE

- Expanded individual, and hence, community workforce technology skills and competencies via access to technology and free computer instruction available in public libraries. These technology skills are essential to job seekers of all ages.

- Reduced barriers to employment with one-on-one services, helping job seekers research career options, identify employment opportunities, develop résumés and apply directly for jobs using new technologies.

- Reduced costs to local workforce development agencies by providing a wide range of employment information resources, access to online employment and career certification tests, and training spaces complete with computers and other technology.

- Reduced recruitment costs to employers via contributions to technology and literacy training, and facilitating connections between potential workers and employers.

STRATEGIES FOR BROADENING THE IMPACT OF LIBRARY WORKFORCE DEVELOPMENT INITIATIVES

Establish strong connections with area workforce development agencies. While public libraries are often aware of other workforce development agencies operating in their service area, workforce development agencies are often not aware of the range of programs and information resources available at the local library. Failure to establish connections between area workforce support services effectively limits the range of services available and could lead to costly and unnecessary duplication of resources. Establishing stronger partnerships with other training entities, referral sources, schools, employer associations, and the local One-Stop Career Centers will help people move more quickly from information gathering to action. Stronger institutional connections will raise awareness about the wide range of resources available at the local public library.

Build better employer connections. Creation of comprehensive employment support initiatives in public libraries requires relationships with area employers as well. While the public library will not likely serve as an employment intermediary, program and collections planning will benefit from increased focus on employer needs and standards, as well as a better understanding of the regional labor market.

Know your customers. To better understand how and why people use library career and employment resources, libraries should collect demographic and use information from customers. Data gathered from customer surveys on the needs and behaviors of people being trained or guided to information resources can then feed into decisions about program design, collection development, strategic planning, and partnerships with local agencies and employers.

Know the broader workforce outlook. Keep abreast of broader workforce trends. What are the hot employment sectors globally? Nationally? In the region? What is on the decline? Are there seasonal employment trends? If so, in what markets? Understanding these trends, as well as the broader informal and formal network of workforce support providers, helps provide information on how to make the library a more prominent partner, and will help shape services and refine the public library's role in building local workforce strength.

CONCLUSION

With rapid changes in employment markets and skills, communities are scrambling to build workforce capacity. Public libraries are contributing many resources to workforce development strategies, in concert with other community agencies, education institutions, and private sector employers. The combination of public access technology, enhanced workforce collections and training, and outreach partnerships gives public libraries a unique position as resource to community-wide workforce development efforts.

Libraries are important access points for building technology skills and competencies in communities today. Public access technology, new online resources, and targeted training on computers, job searches, and career development are benefiting both individuals and other workforce development providers.

Libraries are strengthening links between education and employment, as well as building workforce skills and participation. They are contributing training facilities and tailored instruction to a broad base of local residents. There is great variety in the ways public libraries have developed partnerships and programs that connect job-seekers with employment training and opportunities. Targeted library services such as English language instruction, workplace literacy, and computer instruction are now routine.

Local communities are assessing their human resource base and looking for ways to continuously update workforce skills and assist career transitions. In this context, the attributes of public libraries are not going unnoticed. Public libraries, which enjoy high use rates nationwide, and are broadly distributed across metropolitan areas, are becoming increasingly engaged in local workforce support service networks. By consolidating resources in job information centers, broadening literacy training, expanding access to technology, and conducting targeted outreach to immigrant populations and technology "have nots," public libraries are providing valuable support to building local workforce strength and resilience.

Small Business Support THROUGH PUBLIC LIBRARIES

CHAPTER 4

MORE THAN THREE-FOURTHS of new jobs are created in the small business sector. Small business support strategies are key components for local economic development strategies that seek to stimulate new job creation and diversify the local economic base. Over the past ten years, small business net job creation ranged between 60 and 80 percent. In the most recent year with national level data (2003), employer firms with fewer than 500 employees created 1,990,326 net new jobs, whereas large firms with 500 or more employees shed 994,667 net jobs.*

The impact of small business on employment in cities is even more dramatic. Between 1998 and 2003, the number of small businesses in the nation's top 100 metro areas grew by 18.6%, in areas as diverse as the booming suburbs of Atlanta and Las Vegas, to the shrinking cities of Youngstown, Kansas City and St. Louis. A 2005 report for the Small Business Administration found that small businesses are the greatest net source of new employment in inner cities (ICIC 2005). Small businesses comprise more than 99 percent of inner city business establishments and generate 80 percent of the total employment in those areas. In all, America's inner city small businesses employ about 9 million people, or 8 percent of the U.S. private workforce.

A good "climate" for small business involves a wide range of resources, but as the economy becomes more mobile and global, one of the key supports for small business is information. However, few small or new enterprises are in a position to meet all their information needs. They often lack the financial resources, skills, and the time needed to obtain, sift and analyze information about business planning, marketing, financing, human resources, taxes, etc. Starting and sustaining a small business enterprise is a knowledge-intensive endeavor. The problem of access to information in recent years has been exacerbated as the federally-supported Business Information Centers (BICs), through the Small Business Administration have been phased out, and as more information is available digitally, albeit for a significant cost (licensing fee).

Business information services have been a part of public library services for more than a century, but it is the advent of new online databases that is bringing library resources directly onto the desktops of small business establishments, chambers of commerce, and economic development departments across the country. Sixty-eight percent (68%) of the ULC surveyed libraries have enhanced existing collections with small business resource materials and many of these same libraries were investing heavily in digital resources as well. Over fifty percent (50%) of the responding libraries identified their library as having digital collections, databases, and web content specifically designed for small businesses.

Public awareness efforts and instructional training for small business owners is a rapidly growing area of library programming. A wide range of instruction is provided

** Data based on authors' analysis of Small Business Administration Table: Private Firms, Establishments, Employment, Annual Payroll and Receipts by Firm Size, 1988-2003. http://www.sba.gov/advo/research/us_tot.pdf*

regularly through public libraries. Fifty-three percent (53%) of libraries answering the survey provide small business planning and development workshops on at least a quarterly basis; thirty-eight percent (38%) of the libraries provide workshops on business management and business finance; and close to two-thirds of the libraries (62%) provide training in the use of online business resources.

This next section highlights some of the innovative ways libraries are reaching the small business sector with current and comprehensive business information and services that simplify entry into the market, and support long-term business viability.

PUBLIC LIBRARY STRATEGIES FOR SMALL BUSINESS SUPPORT

- On-Demand Business Information Through Online Business Resources
- Integrating Business Support Services
- Business Basics Workshops
- Program Partnerships with Local Business Support Agencies

Building On-Demand Business Resource Information. Public libraries offer small business owners and entrepreneurs a wealth of information resources including industry data, statistics and trends, legal indices, local and state regulations and reports, government documents, industry-specific newspapers and journals, company reports, and company data. Historically, these materials have often been housed in central or special locations, since the cost and shear volume of the information made it difficult to provide a wide range of resources at the branch level.

However, new technologies and continued investments in a wide range of online business information resources make it possible now to share resources at places of business or homes 24/7. Across the country public libraries are subscribing to online business databases that provide library card holders with a wealth of business information, including company profiles, company brand information, rankings, investment reports, company histories, business leads and marketing data. With the rapid increase in business-related information, librarians are adopting new roles as intermediaries between the business information consumer and an expanding myriad of information and data sources.

Easy access and up-to-date depth of the resources are attracting new business customers. A recent report by the Carnegie Library of Pittsburgh found that business resources are the most frequently accessed online databases (CMU 2006). In a recent survey of library users in the South Carolina, one-third of the business users said that the loss of business information sources would have a major negative impact on their business (Barron et al. 2005). Electronic business information resources make it much easier for public libraries to provide community-wide, up-to-the-minute business information to area residents.

District of Columbia Pubic Library – Enhanced Business Information Center (e-BIC).

The District of Columbia Public Library (DCPL) has entered into a partnership with the U.S. Small Business Administration to open the Enhanced Business Information Center (e-BIC) . The e-BIC, which is located at the main branch of the DCPL system, provides business planning tools, free on-site resources, staff, training courses and workshops to help entrepreneurs start, grow and expand their business. It features a state-of-the-art video conferencing room, computer terminals, a business information resource library and reading room. The e-BIC, staffed by a full time librarian, is open during the scheduled hours of the library.

Integrating Local Business Support Services. Many public libraries are establishing direct relationships with local business organizations, either by joining associations or meeting with business people to detail library resources. Based on the ULC survey, more than sixty percent (60%) of libraries providing business services have established relationships with local Chambers of Commerce and Small Business Development Centers. Stronger connections with business and economic development professionals are spreading the use of powerful online small business resources to new constituents and agency partners.

Pima Public Library: Local Arizona Economic Development Center.

The Business Info Center at the Pima Public library in Tucson (AZ) is teamed up with twenty-seven (27) other public and community college libraries across the state to establish a network called the Arizona Economic Development Centers (EDIC). The network is working to build partnerships among libraries, businesses, and economic development professionals. The library's objective is to expand access to current small business information resources, especially in smaller communities throughout Arizona, thereby expanding the role and visibility of libraries as part of the "support system" for local economic development. EDIC was initiated by the Economic Development Library Committee, which includes members from the business and economic development communities as well as information

specialists from libraries throughout the state. It is a joint effort between the Arizona State Library, Archives and Public Records (ASLAPR) and the Arizona Strategic Planning for Economic Development (ASPED), a coalition formed to create quality jobs by attracting, retaining, and nourishing value-added clusters of enterprises. Business support networking takes place at both state and local levels. Locally, the business librarian is active on local economic development boards. The library has also teamed up with the Small Business Development Center at the Pima County Community College to host meetings and info-sessions on business research at the local library. Local for-profit business centers now see the library as a partner, and regularly invite business librarians to speak and give instruction on the use of business information sources and services at their workshops and meetings.

Direct Support for Business Planning/Start-up. Libraries with staff capacity and facilities are now providing small business support workshops. These workshops draw heavily on library information resources, help people build business plans, identify suppliers and competitors, track consumer demographics, find and use public records, and spot industry trends. One program, highlighted below, helps people create competetive business plans and, through a partnership with the community economic development fund of Citigroup, provides seed money for individuals who produce the strongest plans.

Brooklyn Public Library: Business Library Power-Up Business Plan Competition.

Brooklyn Public Library's Business Library is one of the largest public business libraries and operates in one of the most dynamic small business markets in the country. As of 2000, 91% of the approximately 38,704 establishments in Brooklyn had fewer than 20 employees. Over 100,000 individuals there file Schedule C tax returns, indicating that they are the sole proprietors of their businesses (BEDC SBS Commercial Revitalization Project Application). Though the Business Library provides a wide range of business information services, its Power Up competition, sponsored by Citigroup Financial Services, also provides access to start-up capital. The competition is open to entrepreneurs and new Brooklyn-based businesses. Competitors receive instruction on writing a business plan, financing, marketing and building a business. The program targets Brooklyn residents, 18 years and older, who are either U.S. citizens or U.S. permanent residents. At the end of the competition, a panel of judges reviews the business plans and chooses a set of finalists. Each finalist is required to make a presentation of his or her business plan. The first place winner of the Business Library competition receives $15,000 with two runners-up each receiving $5,000. In addition, winners receive business assistance services valued at $5,000. In 2005, winners of the competition were able to leverage the prize money to secure a larger loan to open their Brooklyn-based bistro.

Program Partnerships with Local Business Support Agencies. Partnering locally to provide small business workshops in the library is a common strategy identified by public libraries seeking to broaden use of their small business services. Partnerships provide the library with greater expertise in business development instruction. Partnering agencies enjoy a broader audience of prospective entrepreneurs and training space.

Columbus Metropolitan Library: Base of a Successful Enterprise (B.A.S.E).

While the Columbus Metropolitan Library (CML) is involved in a number of small and large initiatives, the partnership between the Science, Business and News Division (Business Division) at the Main Branch of the CML and the Central Ohio Small Business Development Center (CO-SBDC) is generating some of the most important and largest library commitments. In 2002, the library and CO-SBDC developed a small business development workshop called Base of A Successful Enterprise (B.A.S.E.). The Center takes the lead in managing and staffing the workshop, while library staff provides detailed overviews of library resources available to workshop participants. The monthly workshop is offered free of charge and is open to anyone with a pre-venture, start-up or existing business. For the state agency, the B.A.S.E. workshop provides a first point of contact for services. After the workshop, clients interested in getting more intensive business support services can go directly to the CO-SBDC for further technical assistance. Entrepreneurs benefit from the B.A.S.E. program in the library because they get free and key information in particular, current online business, finance and product databases, which are at the heart of researching, starting up, and sustaining a successful small business.

OUTCOMES: WHY LIBRARY SMALL BUSINESS SUPPORT STRATEGIES MAKE SENSE

- Reduced market entry barriers and costs for prospective entrepreneurs through the provision of business planning workshops and access to current online, print, and media resources
- Reduced costs and improved business performance of existing entrepreneurs, via free access to a wide range of current business resources
- Reduced operation costs and more effective outreach for small business development agencies via access to library facilities, business information resources, and a larger pool of local potential and existing entrepreneurs

STRATEGIES FOR BROADENING THE IMPACT OF SMALL BUSINESS INITIATIVES

Invest in targeted staff development and training. Ensure that staff is familiar with and trained on the key online business resources most commonly sought by local entrepreneurs.

Explore ways to build community-wide access to business information resources. As partnerships with local businesses and agencies develop, investigate ways to get wide distribution and use of business online databases, some of the most expensive subscription services purchased by public libraries. Business centers in public libraries could also explore ways to share costs of subscription services with area small business support or area economic development agencies.

Aggressively market business resources. Many business people do not think of the public library as a source of business assistance. Interviews revealed a lack public awareness about business resources available at the library and online. Business service librarians should investigate why certain businesses use public libraries while others do not, and collect more market information on the preferences and behaviors of business information consumers, using that data to further refine marketing efforts that promote local collections and support services.

Understand and support small business clusters. Economic development professionals are increasingly noticing that networks and clusters of businesses act as catalysts for innovation, strengthening and diversifying the local business base. These can be clusters of "secondary" suppliers to local large businesses, or networks of small businesses that share connections because of products, services, transportation, and communications. Industry or business clustering is proving particularly useful in negotiating today's increasingly competitive and global market place. Networks and clusters are helping individual enterprises overcome scale and capability limits. They are facilitating the generation of new ideas, jobs, and commercial opportunities. Identifying local synergistic business operations and sharing information contributes to the growth of business clusters. Supporting cluster strategies means gathering and sharing data on local conditions, and building local product, customer, and supplier networks. Business services staff in libraries should be aware of the existing and potential local landscape of business clusters.

Understand small business financing. Capital is another critical resource needed at every stage of business development - start-up, stabilization, and expansion. A thorough understanding of small business finance resources can help librarians guide entrepreneurs to capital sources that can be used to translate business ideas into products and services, and to purchase fixed assets, such as buildings and equipment. Librarians specializing in business services should be familiar with the range of financial programs that support small business development, and that help make small businesses more attractive to private investors and lenders.

Provide tailored support for micro-enterprises. With access to public computers, public libraries already provide support to many home-based micro-enterprises. The importance of this informal enterprise sector of employment is just beginning to be recognized, particularly in terms of the support they provide for low-income families. Successful micro-enterprises often lead to the establishment of sound smaller businesses. Public libraries should identify and support the specific business information needs of area micro-enterprises, as well as developing partnerships with local technical assistance providers.

CONCLUSION

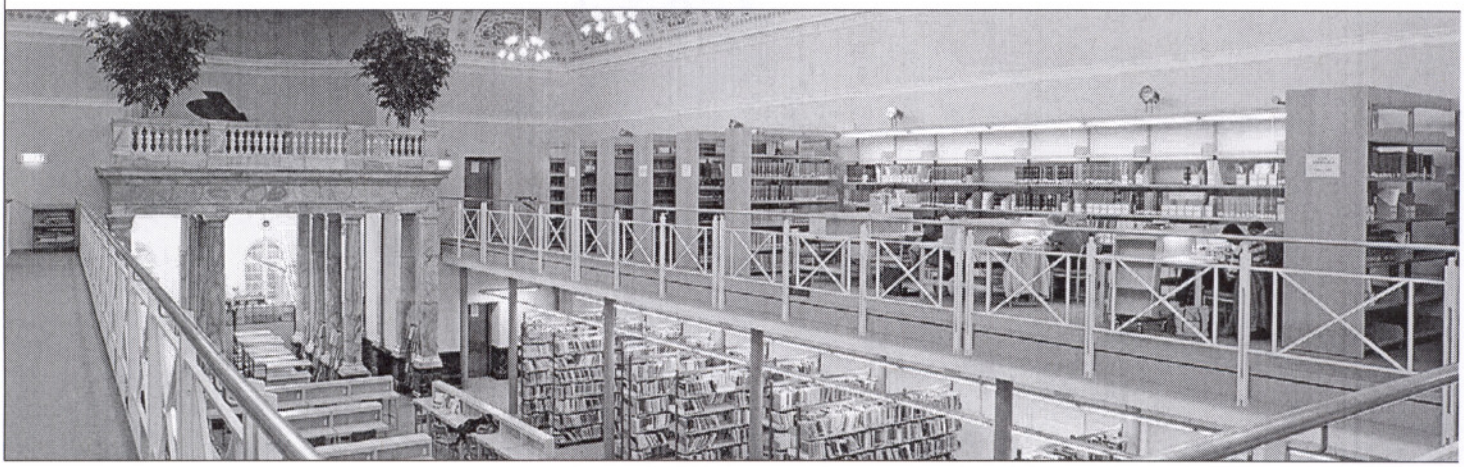
The availability of vast new online business information resources through public libraries is a vital resource for new entrepreneurs. Whether providing information on regulations associated with incorporating a new business, assisting with business plan development and registration, or helping small businesses access critical information on finance and product databases, local libraries are now providing more business resource information than ever before.

In larger communities, with multiple small business support agencies, public libraries are identifying and filling gaps in the formal and informal support networks and are offering specialized services to specific populations or sectors. In smaller communities, libraries are a principal source of information to area micro-, small, and mid-sized businesses. While major corporations will frequently have ready access to information from online sources, small business operators are learning to turn to the library.

The potential for public libraries to strengthen economic growth and resilience in the micro- and small business sectors is significant. Just as new research shows that students who do not have access to online research cannot compete with students who do, small businesses that do not have the ability to adapt and reposition their businesses with current and detailed online information are at a serious disadvantage in the competitive, global new economy.

Public Libraries AND THE POWER OF PLACE

CHAPTER 5



ECONOMIC AND PHYSICAL DEVELOPMENT often go hand in hand. A variety of place-based strategies have long been at the core of public-private economic development endeavors. Some strategies attempt to create destinations with constant activity by combining office complexes, restaurants, retail spaces, and housing. Other strategies feature cultural districts, which include performance venues, arts organizations, individual artists and arts-based businesses within a larger business or residential district. Still others focus less on buildings and more on integrating services and amenities, such as public markets and squares. Many strategies have used public facility investments to catalyze new development and stabilize existing residential neighborhoods and downtowns, increasing property values and commercial tax revenues.

While the case study research for this report was focused primarily on library contributions to human resource development strategies, many examples of how of public library facilities act as catalysts for place-based economic development surfaced, and will be highlighted in this chapter. While library facilities are widely recognized as adding safety or amenity value to neighborhoods, public libraries are playing a role in a wide variety of commercial and mixed-use developments as well.

PUBLIC LIBRARIES CONTRIBUTE TO PHYSICAL DEVELOPMENT

- Central libraries as downtown attractions
- Integrating branch libraries into commercial areas
- Building more economically vibrant urban spaces
- Libraries as players in mixed-use developments
- Creating library hybrids

Central libraries as downtown attractions. Center city library developments have received a tremendous amount of attention in recent years. Designed by some of the leading architects around the world, these multi-million dollar facilities have contributed considerable visual appeal to downtown business districts. These dramatic new buildings have added another, less talked about feature as well. They have created vibrant public spaces that attract a steady stream of visitors to areas that often lie dormant after business hours and during weekends. In city after city, new downtown libraries are followed by an immediate and sustained boost in circulation and library use. The Denver Public Library, which finished the expansion of its downtown library in 1995, saw the number of daily visits double from 1,500 to 3,000. The Seattle Public Library, which opened in 2004 draws 8,000 visitors a day, twice the circulation of the old central library facility. Although the Des Moines Public Library just opened the doors of its new Central Library in April 2006, increased demand is already apparent, and they have increased the hours of operation to provide greater accessibility for downtown library customers. While the specific economic impact of the new downtown libraries will certainly vary from city to city, one point is certainly clear: new central city libraries are now attracting visitors to downtown areas in a manner reminiscent of the heyday of the downtown department store.

Integrating branch libraries into commercial areas. Whether located in malls or inserted into corner shopping strips, public libraries are finding a complementary niche by providing a public service in commercial areas. Mall libraries, which in some locations may be open up to 80 hours per

week, make books, computers, and other resources accessible to those who may not consider going to a traditional library. For some library systems the mall locations do not function as full service branches but rather as portals into the library system, offering a fraction of the services and amenities that would be available at a branch library. However, some systems are inserting full service branches into malls and shopping strips that until recently were strictly commercial. One of the larger examples of a full service mall branch can be found in Indianapolis. Indianapolis-Marion County Public Library's Glendale Branch features a full service branch library in the Glendale shopping mall. The 33,000 square foot Glendale Branch library, which opened in October 2000, commands the space of an anchor tenant, with its own dramatic outdoor mall entrance. The Glendale branch library features 37 public computers with Internet access, standard office software and printing services, free wireless Internet access, copy machines, public meeting rooms, and laptops for in-house use and self-checkout.

Building more economically vibrant urban spaces. Thoughtful placement of public library branches can catalyze urban areas in need of economic boost. The Memphis Public Library's South Branch, once located in a quiet residential neighborhood in the south side of Memphis bordering the State of Mississippi, moved to a larger facility located in a commercial shopping strip in an industrial section of town that had lost a considerable number of jobs in the past decade. Six of the eight storefronts were vacant when the library moved in. Now, four years later, the shopping strip is completely full. Though the South Branch library is not the only factor in the revitalization of the South Mall commercial strip, it is reasonable to conclude that local businesses reap a "spin-off" benefit from the 100,000 visitors that stop by the library each year.

Libraries as players in mixed-use developments. Library leaders and private developers across the country are beginning to notice distinct advantages to incorporating public libraries into mixed use, retail and residential areas. In the small town of Atascadero, at the foot of the rapidly growing wine country in San Luis Obispo County California, a unique partnership has emerged between the San Luis Obispo City-County Pubic Library and a private local developer. The library, which had sorely needed a new building, has agreed to secure a central area in the new Colony Square development for its new Atascadero branch library. For its part, the library will get a new facility in a more centralized and convenient part of town. The partnership provides the developer, who had tried unsuccessfully to attract two different national bookstore chains, with a steady, long-term tenant. Retailers that are moving into the Colony's 140,000 square foot development are excited about the library partnership because the library functions as an anchor tenant by bringing a considerable amount of foot traffic to the area, without directly competing for commercial sales.

Another example of public libraries being integrated into mixed residential and commercial developments, at a slightly larger scale, can be seen approximately 20 miles north of Washington, D.C. Rockville Town Square is an ambitious $352 million dollar redevelopment effort in the old city center of Rockville, Maryland. The new Towne Square which will offer 644 condominiums, 180,000 square feet of retail and restaurant space, a cultural arts building and a football-field–size town square, will also be the home of the Rockville Regional Library, the largest library in the Montgomery County system. According to Ross Development and Investment, the developer of Rockville Town Square, the housing units are selling briskly, with the cost of some surpassing the $1 million mark. Key amenities identified by early buyers are the mix of shops, ease of access to public transportation and the new 100,000-square-feet state-of-the-art regional library.

Creating library hybrids. Joint-use facilities that combine public libraries with other community amenities are becoming more common in cities and towns across the country. In some cities public libraries are physically part of a local public elementary or middle school. In other communities, public libraries share space with community recreation centers or senior care facilities. Some joint ventures are borne out of economic necessity, as a way to leverage limited development resources or maximize the use of a publicly-owned property. In other communities, joint-use facilities are a product of a deliberate community planning process. The Cleveland Heights-University Heights Public Library - Main Library/Cultural Arts Campus is an example of the latter. After a lengthy community planning process the Cleveland Heights and University Heights Library decided to purchase an old youth services building across the street from its present location and embark on a rebuilding effort that would result in two new buildings connected by a second story walkway. The new library, which will consist of a program building on one side of the street– and a library service building on the other, will meet needs of area residents through expanded library services and targeted programming delivered in partnership with local agencies. The programming building of the new library will house after-school programs, an expanded children's space with a computer area, separate space for teens with a homework center, additional computers and a seating which can be rearranged for specialized programming. The new facility will also feature space for theatrical productions, classes, and programs for children and adults in partnership with a local theater company and an art gallery and studio space for local artists.

OUTCOMES: HOW LIBRARIES CONTRIBUTE TO PLACE-BASED ECONOMIC DEVELOPMENT STRATEGIES

- Pubic library facilities are versatile, attractive components in a wide variety of developments – downtown, residential, mixed-use, commercial, and joint-use service sites

- Pubic libraries in mixed-use and residential developments contribute to safety and quality of life

- Long term tenancy of public libraries reduces some of the financial risk associated with building mixed-used developments

- Public libraries attract foot traffic and can serve the anchor tenant function in commercial areas without directly competing with local businesses

STRATEGIES FOR BROADENING THE IMPACT OF LIBRARIES IN PHYSICAL DEVELOPMENTS

Demonstrate that public and private services can work together in mutually supportive ways. When voters in local governments are asked to support referenda for libraries, the appeal is rarely supported by a discussion of the potential economic development contributions the library can provide. Integrating libraries into different types of developments keeps resources and services visible and accessible, and the amenity value of public libraries high.

Be proactive in identifying the ways in which public libraries can complement local development plans. Mixed-use developments are relatively new economic developments tools. Some economic development professionals may be unfamiliar with new development models that combine housing, retail and public services, including public libraries.

Provide data to change developer perceptions. Have library financial and use statistics ready to define the ways in which libraries may contribute to the financial success of prospective projects. Financiers tend to view mixed-use development as complex and difficult. Library financial information speaks to stability of rent and use statistics speak to the all important traffic that benefits adjacent retail businesses.

Understand some of the challenges inherent in shared buildings. Integrating public library facilities into private sector developments can present a number of challenges, because of the different approaches that local governments and private developers bring to the building process. For example, when the city or county wants to develop a civic project, architects plan for a 100-year life span, while private residential and mixed-use architects often plan at a different standard. One of the key elements in making this type of partnership work is to work through these different approaches in the early phase of the project. Even when building public joint-use facilities, such as schools and libraries, there are many issues best addressed in the design phase, such as access and security.

CONCLUSION

While this chapter only touches on the role of public libraries as catalysts for physical development, the past twenty years have witnessed an incredibly wide range of place-based development efforts in which public libraries play a supporting role. In major city centers like Seattle WA, Des Moines IA, Minneapolis MN, Salt Lake City UT, and Jacksonville FL multi-million dollar central libraries manage to make a considerable mark on the look and feel of downtown areas. In inner and outer suburbs, a plethora of new branch libraries and regional facilities are increasingly being integrated into commercial strips and malls, contributing the valued commodity of foot traffic to local businesses, anchoring redevelopment, and providing quality of life amenities to neighborhoods. More recently, developers of mixed-use projects have begun to incorporate public libraries into the initial design along side retail and residential spaces, adding significant public amenity value to burgeoning commercial, office, and residential corridors.

The fact that public libraries fit seamlessly into these vastly different environments is a testament to the versatility of the institution and the high degree of public value it enjoys. Whether located in a center city business district, suburban commercial corridor, mall, housing or retail development, demand for new public libraries, as measured by the circulation and library use statistics, consistently exceeds expectations. One would be hard pressed to identify another public or private development that could operate on such vastly different scales in so many different settings and attract such a diverse stream of visitors and consumers.

Conclusions ABOUT PUBLIC LIBRARY CONTRIBUTIONS

CHAPTER 6

WITH OVER 16,000 BRANCHES in over 9,000 systems across the country, public libraries are among the most widely distributed public services available to Americans. This report highlights some of the ways in which public library resources and services contribute to individual, family, and community economic vitality. The report shows that libraries are positioned to support the expansion of technology skills, continuous learning, critical research, and local-to-global networks of information that are the fuel of economies today.

Public libraries are logical partners for local economic development initiatives that focus on people and quality of life. They provide a broad range of information services to diverse constituencies. They are part of formal and informal community networks and initiatives that support education, jobs and careers, business and cultural activity, and civic pride. Library resources, services and facilities leverage and expand other local agencies' capacity and expertise.

Public libraries are unique, open institutions, where people have access to information, technology and training on an as-needed basis. With digital information and greater outreach, libraries are transforming the way they interact with the public. They are becoming much more proactive and collaborative, contributing in a variety of ways to stronger local economic development conditions.

Early Literacy services are a key foundation for long-term economic success. Given strong and growing evidence that investments in early literacy yield a high return and compound over time, public libraries are expanding their traditional role in early literacy, engaging in high impact strategies with community partners. They are leading public awareness campaigns, reaching new mothers with materials and resources that promote reading early and often. Extensive early literacy training with home and professional child care givers is helping to raise levels of school readiness and success. Public libraries are reaching many young children and families in diverse neighborhoods across the country. These services are the first link in a chain of investments needed to build an educated, competitive workforce.

Library employment and career services are preparing workers with new technologies. With an array of public computers, Internet access, and training, public libraries are a first point of entry for many new technology users. Over ninety percent of public libraries regularly offer training to use and build technology skills. New library job and career service models are mobile and adaptable, providing value to both job seekers and employers. Increasingly, libraries are working with local partners to better understand local workforce trends and to have a greater community-wide impact on workforce readiness and "retooling" in an era of rapid and transformative change.

Small business resources and programs are lowering barriers to market entry. One of the biggest traditional barriers to small business has been access to current data on products, suppliers, financing sources, and competitors. Public libraries are the source for new online business databases that reach entrepreneurs around the clock. Additionally, libraries are offering an increasing variety of

FIGURE 3: Public Library Strategies and Contributions to Local Economic Development

PUBLIC LIBRARY STRATEGIES	ECONOMIC DEVELOPMENT CONTRIBUTIONS
Early Literacy	School readiness/academic success
Community Campaigns	Elevate awareness of the need to read early and often
Baby Lap-Sit to PreK reading activities	Elevate levels of early literacy, expand learning resources
Outreach to parents and caregivers	Elevate levels of early literacy, improve quality of child care
Child care training and certification	Strengthen community-wide child care provider network , improve child care worker qualifications
Workforce Development	Expand quantity and competencies of local workforce, long-term community economic capacity
Access to technology	Expand employment aptitudes, competencies
Access to internet	Expand access to employment search and application opportunities
Access to technology training	Expand employment skills and opportunities
English language training, adult literacy resources & services	Expand employment opportunities, economic sustainability
Career skills workshops (w/agencies)	Provide support for career pathways, expand audiences/reach of agencies
Small Business Support	Strengthen key local enterprise base and stimulate new job creation
Access to databases and other resources	Reduce cost for research and planning
Technical assistance for start-ups and micro-enterprises	Reduce costs and barriers to entering market, reduce failure rates, expand audience for other local agencies involved in small business support, expand small business sector
Technical assistance to existing businesses	Strengthen viable small business sector, expand reach and lower costs of other local agencies with shared facilities and resources, increase clustering of enterprises for competitive advantages
Physical Development	Contribute to vibrant urban and suburban life
Downtown (often "central" or "main")	Anchor development, generate foot traffic, revitalize commercial and cultural activity
Mixed-use, residential	Provide amenity value, generate foot traffic, increase quality of life and safety
Mall, commercial development	Generate traffic, but not sales competition, strengthens developer financing pro forma
Joint-Use	Reduce development costs, generate synergy of consumers/service providers

business development workshops conducted with agencies and corporate partners. These resources and programs are reducing market entry costs for start-up businesses, and strengthening the important local sector of small and micro-enterprises. Libraries are in the vanguard, trying new business development strategies. In Brooklyn, seed money is awarded to promising new ventures. In Phoenix (AZ), the public library is part of a statewide network of business, economic development and library professionals who are seeking to expand and diversify the economic base by promoting synergy among clusters of enterprises.

Public library buildings are catalysts for physical development. Libraries are frequented local destinations. Researchers for this study repeatedly found that public libraries are highly regarded, and are seen as contributing to stability, safety and quality of life in neighborhoods. Among private sector developers of malls, commercial corridors, mixed-use developments and joint-use facilities, libraries are gaining recognition for other qualities – their ability to attract tremendous foot traffic, provide long-term tenancy, and complement neighboring retail and cultural destinations.

Making Cities Stronger adds to the body of research pointing to a shift in the role of public libraries - from passive places for recreational reading and research to active agents for local economic development. Libraries are helping to raise levels of literacy, digital dexterity, and entrepreneurial activity in communities, working collaboratively within local, regional and state networks. Rather than succumbing to obsolescence with the advent of new information technologies, the basic business of public libraries is being recast.

Figure 3 provides a quick reference summary to the strategies and contributions to economic development noted in this report. Figure 4 provides a summary of thought-starter ideas for considering how public libraries might strengthen and broaden the impact of their resources further which are found at the ends of Chapters 2-5.

Public libraries are positioned to fuel not only new, but next economies given the rise of new service and partnership models, and effective "niche" roles in building strong, resilient local economies and vibrant, livable places.

FIGURE 4: Ways Public Libraries Can Broaden their Impact on and Contributions to Local Economic Development Conditions

Early Literacy/School Readiness

- Broaden support for outreach
- Establish strong partnerships with area child care providers
- Continually evaluate early literacy programs and collect data on effectiveness over time

Workforce Development

- Establish strong connections with area workforce development agencies
- Build better employer connections
- Know your customers – what do they need? how do they prefer to get it?
- Know the broader workforce outlook

Small Business Support

- Invest in targeted staff training on new databases
- Build community-wide access to business information resources
- Aggressively market library business resources
- Understand and support small business clusters
- Understand small business financing
- Provide tailored support for micro-enterprises

Physical Development

- Demonstrate the symbiotic benefits of public and private development
- Identify ways public libraries complement local development plans
- Provide data to change developer perceptions

APPENDIX

REFERENCES

Barnow, Burt and Christopher T. King. 2005. "The Workforce Investment Act in Eight States." Prepared for US Department of Labor Employment and Training Administration.
http://www.utexas.edu/research/cshr/pubs/pdf/Rockefeller_Institute_Final_Report2-10-05.pdf

Barron, Daniel, et al. 2005. The Economic Impact of Public Libraries on South Carolina. University of South Carolina.

Berk and Associates. 2005. "THE SEATTLE PUBLIC LIBRARY CENTRAL LIBRARY: ECONOMIC BENEFITS ASSESSMENT: The Transformative Power of a Library to Redefine Learning, Community, and Economic Development". http://www.spl.org/pdfs/SPLCentral_Library_Economic_Impacts.pdf

Bertot, John Carlo, et al. 2006. Public Libraries and the Internet 2006: Study Results and Findings. Florida State University.

Bertot, John. C., McClure, Charles., and Ryan, J. 2002. "Impact of external technology funding programs in public libraries: A study of LSTA, E-rate, Gates, and others" *Public Libraries* 41(3): 166-171.

Bellworthy, Cartright. 1990. "Reform of Congressional Remuneration." *Political Review* 7(6): 89, 93-94.

Brooks-Gunn, Jeanne and Lisa B. Markman. 2005. "The Contribution of Parenting to Ethnic and Racial Gaps in School Readiness". *The Future of Children*. 15(1).

Carnegie Mellon University (CMU) 2006. "Economic Impact Study: Regional Benefits of the Carnegie Library of Pittsburgh." Pittsburgh: CMU Center for Economic Development.

Currie, Janet. 2001. "Early Childhood Education Programs," Journal of Economic Perspectives. 15.

Denton, Kristin and Jerry West. 2002. "Children's Reading and Mathematics Achievement in Kindergarten and First Grade". *Education Statistics Quarterly*. 4(1), 19-26.

Doeringer, P., D. Terkla, and C. Evans Klock. 2002. *Startup Factories: High Performance Management, Job Quality, and Regional Advantage*. New York: Oxford University Press.

Durrance, Joan C. 1994. *Meeting community needs through job and career centers*. New York: Neal-Schuman.

Eberts, Randall W. and George Erickcek. 2002. "The Role of Partnerships in Economic Development and Labor Markets in the United States." Upjohn Institute Staff Working Paper No. 02-75. W.E. Upjohn Institute for Employment.

Foorman BR, Anthony J, Seals L, Mouzaki A. 2002. "Language development and emergent literacy in preschool." *Seminars in Pediatric Neurology*. 9(3):173-84.

Gordon, Margaret. et al. 2003. "Most Libraries Maintaining Public Access Computing Programs, but 25% Are Still Fragile." Report to Gates Foundation. Evans School of Public Affairs, University of Washington Seattle, Washington.

Griffiths, Jose-Marie, et al. 2004. Taxpayer Retun on Investment in Florida Public Libraries: Summary Report. Prepared for the State Library and Archives of Florida.

Hart Research, 2006. Public Access Computers in Public Libraries. Study commissioned by the Bill & Melinda Gates Foundation.

Heckman, James and Dimitriy V. Masterov. 2004. "The Productivity Argument for Investing in Young Children." Working Paper 5, Invest in Kids Working Group, Committee for Economic Development. Chicago, IL: University of Chicago.
http://jenni.uchicago.edu/Invest/FILES/dugger_2004-12-02_dvm.pdf

Hill, Edward W. 1998. "Principles for Rethinking the Federal Government Role in Economic Development." Economic Development Quarterly 12(4), 299-312.

Holt, Glen, and Donald Elliott. 2002. "Cost-Benefit Analysis: A Summary of the Methodology," The Bottom Line: Managing Library Finances. 15, 154-158.

Initiative for a Competitive Inner City. 2005. *State of the Inner City Economies: Small Businesses in the Inner City*. Report to the Small Business Administration. October 2005. Boston, MA.

Karoly, Lynn, et al. 1998. "Investing in our Children: What We Know and Don't Know About the Cost and Benefit of Early Childhood Interventions." Santa Monica CA: RAND.

Katz, Cheryl, Christopher Hoene Dylan, Nicole de Kervor. 2003. Strengthening Families in *America's Cities: Early Childhood Development*. Washington, DC: National League of Cities Institute for Youth, Education, and Families.

"Kids in the City: Indicators of Child Well-Being in Large Cities from the 2004 American Community Survey". Brookings Institution & Population Reference Bureau, Washington DC. August 2006.

Liu, Lewis G. 2004. "The contribution of public libraries to countries' economic productivity: a path analysis." *Library Review.* 53:9, 435–441.

Lynch, Beverly. 1998. Public library service to business. *Public Libraries.* 37:6, 382-386.

National Center on Education and the Economy. 1997 *Building A Highly Skilled Workforce: A Labor Market System for 21st Century* Washington D.C.

McClure, Charles R., Bruce T. Fraser, Timothy W. Nelson, and Jane B. Robbins. 2000. "Public Libraries in the State of Florida." Final Report to State Library of Florida.

Parlakian, Rebecca 2003. *Before the ABCs: Promoting School Readiness in Infants and Toddlers.* Washington, DC: ZERO TO THREE.

Porter, Michael E. 2000. "Location, Competition, and Economic Development: Local Clusters in a Global Economy." *Economic Development Quarterly* 14:1, 15-34.

Rolnick, Art and Rob Grunewald. 2003. Early Childhood Development: Economic Development with a High Public Return. Minneapolis, MN: Federal Reserve Bank of Minneapolis.

Sanders, Mavis G. 2001. "The Role of 'Community' in Comprehensive School, Family, and Community Partnership Programs". *The Elementary School Journal.* 102:1 19-34.

Whitehurst, Grover J. and Christopher J. Lonigan. 1998. "Child Development and Emergent Literacy" *Child Development.* 69:3, 848-72.

Wilson, Kerry and Briony Train. 2002. "Business information service delivery within a regional context – the role of public libraries." *Business Information Review.* 19:2, 14-20.

SURVEY SITES

Alameda County Library

Albuquerque/Bernalillo County Library System

Allen County Public Library

Anchorage Municipal Libraries

Ann Arbor District Library

Atlanta-Fulton Public Library System

Baltimore County Public Library

Brooklyn Public Library

Carnegie Library of Pittsburgh

Carroll County Public Library

Chattahoochee Valley Regional Library System

Chesterfield County Public Library

Cleveland Public Library

Columbus Metropolitan Library

Dayton Metro Library

DeKalb County Public Library

District of Columbia Public Library

East Baton Rouge Parish Library

Fresno County Library

Grand Rapids Public Library

Hartford Public Library

Indianapolis Marion County Public Library

Jacksonville Public Library

Johnson County Library

Kansas City Public Library

Kern County Library

Lincoln City Libraries

Madison Public Library

Memphis Public Library

Metropolitan Library System

Milwaukee Public Library

Minneapolis Public Library

New York Public Library

Oshawa Public Library

Pierce County Library System

Pima County Public Library

Pioneer Library System

Providence Public Library

Public Libraries of Saginaw

Public Library of Charlotte and Mecklenburg County

Public Library of Cincinnati and Hamilton County

Public Library of Youngstown and Mahoning County

Queens Library

Redwood City Public Library

Saint Paul Public Library

Salt Lake City Public Library

San Francisco Public Library

San Luis Obispo City-County Library

Santa Clara County Library

Seattle Public Library

Sno-Isle Libraries

Spokane Public Library

Toledo-Lucas County Public Library

Worcester Public Library

CASE STUDY SITE INTERVIEWS

BROOKLYN, NY

Farid Ali
Co-Owner Bogata Latin Bistro
BPL, Business Library PowerUP Program Winner
Brooklyn, NY

Carrie Banks
Supervising Librarian
Child's Place for Children with Special Needs
Brooklyn Public Library
Brooklyn, NY

Joan Bartholomeo
President
Brooklyn Economic Development Corporation
Brooklyn, NY

Jerome Bass
Cypress Hills Child Care Center
Brooklyn, NY

Shelly Drexler
William O'Connor School
Brooklyn, NY

Elisa Glenn
Community Outreach Specialist
Business Library
Brooklyn Public Library
Brooklyn, NY

Mary Graham
Director of Neighborhood Services
Brooklyn Public Library
Brooklyn, NY

Stuart Leffler
Mgr. Economic Development
Con Edison
Brooklyn, NY

Traci Lester
Reach Out and Read of Greater New York
New York, NY

Kathleen Parisi
National Business Development Officer
Citigroup CCDE
Brooklyn, NY

Rachel Payne
Coordinator of Preschool Services
Brooklyn Public Library
Brooklyn, NY

Susan Phillips
Director, Business Library
Brooklyn Public Library
Brooklyn, NY

Letisha Wadsworth
Child Development Support Corporation
Brooklyn, NY

COLUMBUS, OH

Julie Arter
Business Information Specialist Science Business and News Division
Columbus Metropolitan Library
Columbus, OH

Pat Claeys
Early Childhood Specialist
Outreach Services Division
Columbus Metropolitan Library
Columbus, OH

LuAnn McCauley
Supervisor
Childcare Certification Unit
Franklin County Department of Job and Family Services
Columbus, OH

Nancy Stall
CBA, Special Program Coordinator
Ohio Small Business Development Centers at Columbus State Community College
Columbus, OH

Susan Studebaker
Associate Director of Public Services
Public Services Administration
Columbus Metropolitan Library
Columbus, OH

Two early childhood program participants (childcare providers from the Family Childcare Storytime Program).

Three anonymous business program participants (attendees at the B.A.S.E. workshop).

FRESNO, CA

Rita Del Testa
Librarian, Kermin Branch Library
Fresno County Library
Kermin, CA

Monica Espinoza
Core Services Supervisor
Workforce Connection
Fresno, CA

Ralph Garcia
Director of Community Development
Economic Development Corporation
Fresno, CA

Gabriel Gonzalez
City Manager
City of Mendota, CA

Bernice Kao
Workforce Development Librarian
Fresno Public Library
Fresno, CA

Patricia Pondexter
Associate County Librarian
Fresno County Library
Fresno, CA

HARTFORD, CT

Mary Albro
Business Librarian
Hartford Public Library
Hartford, CT

Sadiyo Adell
Literacy Program Participant
Hartford Public Library
Hartford, CT

Louise Blalock
Library Director
Hartford Public Library
Hartford, CT

Debra Carrier Perry
Early Childhood Literacy
Hartford Public Library
Hartford, CT

Catherine D'Italia
Library Development Officer
Hartford Public Library
Hartford, CT

Willie Dowdell
Small Business Program Participant
Hartford Public Library
Hartford, CT

Homa Naficy
Librarian
American Place
Hartford Public Library
Hartford, CT

MEMPHIS, TN

Pam Brooks
South Branch Manager
Memphis Public Library
Memphis, TN

Judith Drescher
Director
Memphis Public Library
Memphis, TN

Heather Lawson
Adult Services Coordinator
Memphis Public Library
Memphis, TN

Audrey May
JobLINC, 211
Memphis Public Library
Memphis, TN

Lakshmie Napagoda
DeNeuville Learning Center
Memphis, TN

Mary Seratt
Children's Service Coordinator
Memphis Public Library
Memphis, TN

Gary Rowe
Memphis Minority Business
Development Center
Memphis, TN

Barb Shultz
Senior Manager, Business and Sciences
Memphis Public Library
Memphis, TN

Inger Upchurch
North Branch Manager
Memphis Public Library
Memphis, TN

Damone Virgilio
Director of Staff Development
Memphis Public Library
Memphis, TN

NEWARK NJ

Wendy Giron
One-Stop Career Center
Newark, NJ

Wilma J. Grey
Director
Newark Public Library
Newark, NJ

Matthew McDermott
New Community Workforce
Development Center
Newark, NJ

Clement A. Price
Board of Governors
Distinguished Service Professor
Rutgers University
Newark, NJ

PROVIDENCE, RI

Kathyellen Bullard
Staff Administrator, PPL
Providence Public Library
Providence, RI

Tonya Butler
Daycare Provider
YMCA Childcare Center:
Love for All Childcare
Providence, RI

Stacey Carter
Center for Women & Enterprise
Providence, RI

Evelyn Castillo
Literacy Teacher
The Family Literacy Program
At the Providence Public Library
Providence, RI

Dorey Conway
Librarian
Providence Public Library
Providence, RI

Nazly Guzman-Singletary
Assistant Director - AmeriCorps
Ready to Learn Providence
Providence, RI

Brian Kirby
Daycare Provider
YMCA Childcare Center:
Love for All Childcare
Providence, RI

Stan Kuziel
Director of Project Operations
Ready to Learn Providence
Providence, RI

Julissa Lugo
AmeriCorps Member - Knight Memorial Branch
Ready To Learn Providence
Providence, RI

Louise Moulton
Literacy Coordinator
Providence Public Library
Providence, RI

Soran Pan
Coordinator of Teen Power Program
Providence Public Library
Providence, RI

Ann Poulos
Business Librarian
Providence Public Library
Providence, RI

Matty Proctor
Daycare Provider
Y Child Care
Providence, RI

Shane Sher
PPL Staff
Providence Public Library
Providence, RI

Maria Tacco
Communications Officer
Providence Public School
Department
Providence, RI

Karissa Tashjian
Literacy Teacher
The Family Literacy Program
At the Providence Public Library
Providence, RI

Dale Thompson
Library Director
Providence Public Library
Providence, RI

Ana Vargas
Bilingual Computer Trainer
Providence Public Library
Providence, RI

Erica Wilder
Early Literacy Coordinator
Providence Public Library
Providence, RI

SAN LUIS OBISPO, CA

Katcho Achadian
County Supervisor
Oceana, CA

Bernadette Bernardi
Literacy Council of San Luis Obispo
San Luis Obispo, CA

Juan Del Christian
Altrusa
Oceana, CA

Brian Reynolds
Director
San Luis Obispo City-County Public Library
San Luis Obispo, CA

Dr. James Harrison
Developer
Atascadero, CA

J.C. Martin
Real Estate Broker
San Bernardino, CA

Laurie Rai
Small Business Consultant
Arroyo Grande, CA

Paul Richardson
Tally Vineyard
Arroyo Grande, CA

TUCSON, AZ

Debbie Elver
President
Clearview Business Solutions
Tucson, AZ

Fran Embrey Senechal
Programs Coordinator
Metropolitan Education Commission
Tucson, AZ

Tom Farmer
Small Business Librarian
Pima County Public Library
Tucson, AZ

Nancy Ledeboer
Library Director
Pima County Public Library
Tucson, AZ

Gina Macaluso
Coordinator of Youth Services
Pima County Public Library
Tucson, AZ

Alma Peralta
Computer Instructor at El Pueblo Branch
Pima County Public Library
Tucson, AZ

Mary Sanchez
Youth Services Librarian
Pima County Public Library
Tucson, AZ

Nancy Smith
Vice President, Strategic Services
Tucson Regional Economic Opportunities
Tucson, AZ

June Webb-Vignery
Director
Metropolitan Education Commission
Tucson, AZ

CONSULTATIONS WITH OTHER LIBRARY PROFESSIONALS

Nicole Edwards
Extension Services Librarian
Rodman Public Library
Alliance, OH

Patience K. Jackson
Library Building Consultant
Massachusetts Board of Library Commissioners
Boston, MA

Matt Kane
Head of State Aid to Public Libraries
Office of Commonwealth Libraries
Pennsylvania Department of Education
Harrisburg, PA

John Piché
Independent Publisher
Love Bunni Press Library Staff,
Cleveland Heights/
University Heights Public Library
Cleveland Heights, OH

Barb Macikas
PLA Deputy Director
Chicago, IL

Dorothy Manty
Librarian
Career & Employment Information Center
Detroit Main Library
Detroit, MI

Bette-Lee Fox
Library Journal
New York, NY

Gerry Rowland
Consultant
State Library of Iowa
Des Moines, IA

The Urban Institute

2100 M Street, N.W.
Washington, D.C. 20037
Phone: (202) 833-7200
Fax: (202) 429-0687
Email: paffairs@ui.urban.org
http://www.urban.org

URBAN LIBRARIES COUNCIL

125 South Wacker Drive
Suite 1050
Chicago, Il 60606
Phone: (312) 676-0999
Fax: (312) 676-0950
Email: info@urbanlibraries.org
www.urbanlibraries.org