Chapter 8

UPDATE THE COMMUNITY

PURPOSE *To inform officials, community members and other supporters about library programs, upcoming events and needed resources.*

In this Chapter

CREATE A NEWSLETTER

SEND PERSONAL UPDATE LETTERS TO KEY CONTACTS

INCREASE YOUR VISIBILITY IN THE COMMUNITY

PURPOSE *To disseminate the library's message, publicize events and activities and communicate the library's resource needs to potential donors.*

Step 1 — Determine if a newsletter is feasible.

Creating a newsletter on a regular basis requires a commitment of time and money. Be sure you have the resources to do this on a regular basis before you print and distribute your first issue.

Step 2 — Determine frequency, length and means of printing.

A newsletter is typically published on a regular basis. Establish a production schedule for yours: Can you publish one monthly or quarterly?

It will help to know how long your newsletter will be before you start to write it. Generally, your newsletter does not have to be long. An 8.5" x 11" sheet of paper printed on both sides can suffice.

Decide in advance how you will print your newsletter. Depending on the number you are distributing, a copy machine in the library may do the job. If you want something of a higher quality, approach your local copy shop or printer for a possible donation.

Step 3 — Name your newsletter.

The newsletter should have a name that people will come to recognize and associate with your library. For example, Thomas Jefferson Public Library's newsletter could be the "Thomas Jefferson Library Leader" or the "Thomas Jefferson Library News." Under the name of the newsletter, include the volume number, the date and your Web site address. In addition, be sure to include the library's name, address, phone number, e-mail and Web site on the back page of the newsletter.

Step 4 — Develop a distribution list.

Consider who you want to receive your newsletter. Start with your "Key Contacts List" and add names.

You may want to consider sending your newsletter to the community at large. Mailing to this large distribution list could get expensive, so explore the possibilities of including your newsletter with other county or city mailings. For example, your mayor's office may be interested in having a "library page" in its newsletter.

You may also ask your local newspaper staff if they would consider including your newsletter as an insert to their newspaper, particularly as an insert to their neighborhood

supplement if they have one. If your community has a weekly newspaper, you might approach its editors about a library page.

Remember to have a stack of newsletters available on the check-out counter at your library.

Step 5 — Make an outline of newsletter contents.

Unlike a press release or pitch letter, a newsletter is your very own communications vehicle designed to get the library's message to a large and/or targeted audience. The newsletter can contain a variety of information and news about your library. The first step is to list all of the newsletter topics and prioritize them according to reader interest.

Your newsletter could include some of the items listed below:

- **Lead story** — This is the most important element of the newsletter. It is the first thing people see logically, so it should be the most important topic in the issue. Possible stories could highlight the arrival of new computers or an upcoming event.

- **Schedule of speakers, classes and other events** — A newsletter is an excellent vehicle to publicize upcoming classes, events and guest speakers, and to publish articles about events after they happen.

- **Pictures and captions** — These will make your newsletter more eye-catching. Be sure to take pictures of your speakers and guests at events. Wherever possible, use pictures to tell your story. For example, try taking pictures of students working on computers or make computers the backdrop of a picture with a speaker.

- **Spotlight on donors** — It is imperative to thank current donors. They will appreciate the gesture, and potential donors will see that gifts to the library do not go unrecognized.

- **Fundraising requests or inserts** — Add a paragraph about the library's needs and how readers can help. Think about inserting an envelope with a fundraising request into the newsletter.

- **Community profile** — Write a profile about a prominent community member or a volunteer who has shown support for the library's computer programs.

- **Kids' corner** — Recruit one or two students to write a short article on how they are using computers to enrich their lives. Or let them express their thoughts in pictures and drawings.

- **Web site info** — List useful sites for students and adults. It could be titled, "What's New on the Web."

- **Historical retrospective** — Technology has advanced at a very rapid pace in the last 20 years. A look back at the way things used to be might bring about a greater appreciation for the ease with which information is available today and the ways technology continues to change our lives. Try using pictures to tell the story (e.g., In 1980, [Picture of card catalog] – in 2000, [Picture of row of computers]).

- **Localized trivia** — Test your reader's knowledge of the local community or interesting facts about your library. Put questions on the front or inside the newsletter and the answers on the back.

Additional story ideas:

- Tie into the launch of other programs, such as your summer reading program or Black History Month celebration.

- Include stories about people who have used the computers successfully (e.g., maybe you know of someone who found a job using your computers).

Remember, since you will produce the newsletter periodically, save some topic ideas or features for future publications and consider which ideas you'd like to make regular features.

Step 6 — Develop a "production" schedule.

Make a timeline of when you can complete each component of the newsletter and who is responsible for each activity. Whether the newsletter is distributed monthly, quarterly or annually, it's important to develop a production schedule with deadlines associated with each item.

Step 7 — Assign stories.

Writing a newsletter can be a daunting task for one person, so ask volunteers, students and local business leaders to provide some of the newsletter content. For example, ask a student to write an article about the importance of computers in the daily life of a local businessperson or ask a local businessperson to write an article about why his or her employees need to be computer literate.

Step 8 — Sell advertising space.

Selling advertising space could potentially pay for the cost of producing the newsletter. Try to solicit local businesses to buy advertising space. Offer free ad space to printers or graphic designers in exchange for their services.

Step 9 — Design your newsletter.

Your newsletter does not need a complicated design. There may be software on your computers that you can use to produce the newsletter, such as Microsoft Word or Publisher.

Step 10 — Proofread.

Your grammar and spelling must be perfect, and your facts and numbers must be accurate. Make sure someone not involved in the writing reviews the final product before it is printed.

> ✱ **HELPFUL HINT**
>
> **Microsoft Publisher's newsletter template** can help you easily create an attractive newsletter.

Sample Newsletter

ANYTOWN LIBRARY NEWS

MAY 2002

Spotlight on Jane Smith

Volunteer of the month is the star of the computer lab

This month, we at Anytown Library News would like to tell you a little about Jane Smith, the most popular computer teacher at our library.

Jane has been a regular visitor at our library since 1980, when she and her husband first moved to Anytown. She also has volunteered at many of our book fairs and bake sales.

One day last year, Jane asked if we could teach her how to send e-mail notes. Jane had never used a computer before. She registered for our free e-mail class and quickly learned how to send notes to her family and friends across the country. Jane became so excited about using the computer that she took more classes and soon became a computer expert.

Jane at the computer.

Before long, Jane was giving us computer tips.

Jane encouraged many of her friends to try the computers. She even helped arrange special classes for the neighborhood Senior Center. She is our computer lab's shining star.

Next time you are in Anytown Library and see Jane Smith, give her a big "thank you!"

MARK YOUR CALENDARS

SPRING BOOK SALE

WE'RE GETTING READY FOR OUR ANNUAL BOOK SALE ON SATURDAY, JUNE 29. THE SALE RUNS FROM 9:00 A.M. – 5:00 P.M. IN THE C STREET PARKING LOT.

EACH YEAR, THE BOOK SALE GETS BIGGER AND BETTER. THIS YEAR WE WILL HAVE THOUSANDS OF NEW AND USED BOOKS, TAPES, AUDIO BOOKS, CDS AND PUZZLES.

THE FRIENDS OF THE LIBRARY, A NOT-FOR-PROFIT ORGANIZATION THAT RAISES MONEY FOR THE LIBRARY, IS THE SPONSOR OF THE ANNUAL BOOK SALE. ALL PROCEEDS FROM THE BOOK SALE HELP SUPPORT OUR LIBRARY. THIS YEAR, MONEY FROM THE BOOK SALE WILL HELP BUY:

- MAGAZINE SUBSCRIPTIONS;
- EDUCATIONAL SOFTWARE FOR STUDENTS;
- HEADSETS FOR COMPUTER USERS; AND
- NEW TABLES FOR THE CHILDREN'S CORNER.

VOLUNTEERS NEEDED! LET US KNOW IF YOU CAN HELP AT THE BOOK SALE. WE NEED PEOPLE TO HELP SORT BOOKS AND BE CASHIERS. CALL MARY AT 234-5678 FOR MORE INFORMATION.

SCHEDULE OF FREE COMPUTER CLASSES

Computer Basics 1
Monday, June 3, 2002
3:00 PM – 4:00 PM
An introduction to computers, including using a mouse.

Introduction to E-mail
Monday, June 10, 2002
7:00 PM – 8:00 PM
Learn how to use a free Web-based e-mail program to send messages to your friends and family anywhere in the world. You will be able to sign up and use your own e-mail account.

Students should have some experience using a computer keyboard and mouse.

Hands-on Class for Beginning Internet
Monday, June 17, 2002
7:00 PM – 8:00 PM
An introduction to using the Internet. Basic computer skills are required.

All classes are free, and everyone is welcome.
Call 234-5678 to register.

PURPOSE *To keep officials and influential community members informed of your library's accomplishments and challenges.*

Step 1 — Determine if update letters would work for you.

An update letter may be a good tool if you do not publish a newsletter on a regular basis or if your local officials and supporters need more detailed information about the library. Typically, officials may be more inclined to read a personal letter than a newsletter.

Step 2 — Finalize your mailing list.

Send updates to those who might influence budgetary and policy decisions, who have supported the library or who have expressed interest in future support. Add the media to your mailing list.

Step 3 — Set a timeline.

Decide in advance when you plan to send letters throughout the year. Keep a file for each of the planned letters and throw in ideas for the letters as you think of them. While you may not be able to send this type of letter every quarter, at the minimum try to send one at least once a year.

Step 4 — Write a concise letter.

Your letter should be relatively short; one page is enough. A typical letter might include the following elements. (See next page for a specific example.)

- An explanation of why you are writing.

- A description of successes of the previous quarter. Perhaps you've received a grant, reached a programmatic milestone or held an event.

- An explanation of upcoming events or ongoing concerns.

- A conclusion that thanks readers for their support and interest and encourages them to visit the library.

Sample update letter
(Put on library letterhead.)

[DATE]

[NAME]
[ORGANIZATION]
[ADDRESS]
[CITY], [STATE] [ZIP]

Dear [NAME]:

Thank you for your support of [INSERT NAME OF LIBRARY]. I'd like to take this opportunity to give you a brief update on what has been happening in our library.

As you know, we have been able to provide our community with free access to computers and the Internet over the past [INSERT NUMBER MONTHS/YEARS]. I thought that you would enjoy the following snapshot of how successful this program has been in the last year:

- More than [INSERT NUMBER] patrons have used our computers to conduct research, write résumés and e-mail far-away relatives and friends.

- More than [INSERT NUMBER] citizens have taken advantage of our computer training classes.

- More than [INSERT NUMBER] volunteers have donated their time and expertise to support free public access to technology.

For some of our patrons, we offer their only access to information technology. We are proud to provide this service; however, it does require staff time and other resources. To help support this service, we are planning a [INSERT FUNDRAISING EVENT, DATE AND TIME]. We hope that you will join us.

If you have any questions about our public access computing program or our upcoming event, please do not hesitate to call us at [INSERT MAIN LIBRARY NUMBER]. Of course, we hope to see you in the library soon!

Sincerely,

[YOUR NAME]
[TITLE]
[PHONE NUMBER]
[E-MAIL]

PURPOSE *To promote your library and its services at community meetings and functions.*

Step 1 — Determine two or three points you want to make about the library.

On a regular basis, develop two to three points that you want others to know about the library. These points do not have to be complex; in fact, they are probably already part of your daily vocabulary.

Sample points could be:

- The types of computer classes available.

- A summary of how many people are using the computers and for what purposes.

- The biggest challenge to sustaining the computing programs and how the library hopes to overcome it.

In general, try to keep your points as positive as possible but don't be shy about having one or two issues-related points.

Step 2 — Get visible.

You, your board members, staff and volunteers are the best salespeople for your services. Look for opportunities where each of you can make an announcement about the library. For example, a volunteer could promote the free access to computers during the announcement session of a church service. Or a staff member could remind other parents at a PTA meeting that the computers are available for children to use after school. These types of announcements can also be informal; tell your neighbor at the supermarket or at the theater.

These informal announcements are also an effective way to reach your officials. Consider attending your monthly city and county council meetings to give updates on the library services.

Chapter 9

RAISE FUNDS

PURPOSE *To seek financial support and donations of in-kind goods and services for your public access computing programs.*

In this Chapter

IDENTIFY FUNDRAISING OPPORTUNITIES

APPROACH POTENTIAL FUNDING SOURCES

CONDUCT FUNDRAISING EVENTS

RESOURCES FOR FUNDRAISING AND GRANTMAKING

PURPOSE *To identify opportunities for fundraising and a list of individuals, foundations, organizations and businesses that can donate funds or other resources.*

✱ **HELPFUL HINT**

The Public Library Association outlines "Policy Considerations for Public Libraries Accepting Donations" at *www.pla.org/resources/donate.html.*

Step 1 — Recognize the implications of fundraising for your library.

Many individuals, foundations, organizations and businesses are willing to support public libraries. Before you embark on fundraising efforts, however, take time to consider the implications. Will successful fundraising efforts result in decreased government funding? Can you guard against that? If you are receiving funds from the private sector, can you guarantee that these private interests are separated from your decision making? Be prepared to work through these implications.

Step 2 — Recruit others to help with this effort.

Successful fundraising requires a significant investment of time from your staff, board members and volunteers. If possible, establish a fundraising or resource development committee. Many individuals have a special interest in fundraising, so don't be shy about asking for help. For example, you might look to your patrons who have business or non-profit backgrounds or to a local public relations firm for pro bono advice.

A few big libraries or several smaller libraries working together might consider forming a foundation, as the libraries noted under "Good Ideas" on page 82 did.

Step 3 — Brainstorm on needs.

Your program needs should drive your fundraising activities, not the other way around. Determine what resources you will need to maintain services or create new, related programs. These resources should include funds to cover hardware or software, equipment upgrades, staffing, supplies and other costs. Be aware that most funding sources will not fund your day-to-day operating costs.

Be creative when developing your list of needs. Some donors may not be able to donate funds but could offer other types of support, such as in-kind donations or manpower. (See "Approach Potential Funding Sources" on page 83 for ideas.)

Step 4 — Compile a list of funding prospects.

Develop a list of local businesses and retailers, civic and charitable groups, government agencies and local and national foundations. This list can build on names you compiled for your "Key Contacts List." Add more names to this list by word-of-mouth and informal canvassing of your community. Be sure to consider less obvious sources of support such as trade or professional organizations, media outlets and educational institutions.

Step 5 — Target!

Match potential funding sources with your needs. Learn more about potential funding sources by visiting their Web sites, requesting their annual reports and brochures, speaking with representatives of the organization and contacting other organizations that they have supported. Find out if the funding source limits its support to specific categories, such as certain geographic regions, subject areas or populations to be served by their program.

Knowing what types of projects the funding sources usually adopt will help you use your time efficiently. For example, if a source has funded only large-scale projects and you are proposing a small community program, then it may not be worth your time and effort to approach that source.

TOOLS & RESOURCES

The following chart illustrates possible ways to match funding sources with donations.

FUNDING SOURCE	DONATION
Rotary Club	Monetary donation to pay for library staff member attending technology class at the local community college.
Printing Company	Printing of mousepads with the library's Web address. The name of the printer is also printed on the mousepad.

When Penny Jones, formerly of the Bruneau Valley District Library in Idaho, bought her car, she spontaneously thought of asking the car dealer to support the public library. To her surprise the response was very positive. The dealership agreed to pay the library's Internet access fees for one month in exchange for placing a note near the library's computers that thanked the company for its support.

Jones then decided to approach other businesses in town and managed to get the commitment of 12 businesses, including the car dealership, to cover the library's Internet service fees for a full year. For details, contact the Bruneau Valley District Library, Bruneau, Idaho, 208-845-2131.

New Mexico Tribal Librarians have formed a "Friends of the Tribal Libraries" foundation, an entity that can receive grants and gifts on behalf of all of them. The process has developed a strong network among the libraries, improving their long-term sustainability.

PURPOSE *Secure donations of funds or other resources.*

Step 1 — Cultivate relationships with organizations, foundations and businesses.

Identify the appropriate person in the organization who can help you garner support. This could be the manager of a small business, a marketing person in a larger business or the chairperson of the Rotary Club's allocation committee. Invite him or her to your events, add him or her to your mailing list and, if possible, meet to discuss potential interest in the library's technology services.

Step 2 — Develop a "turnkey" proposal.

Compile a basic set of materials with consistent language and up-to-date information about your computing programs. That way you can ensure a consistent message and more efficient response to funding opportunities.

A proposal should include:

- A cover letter

- An overview of the service to be provided and justification (such as statistics or anecdotes)

- A work plan or statement of activities to accomplish goals and objectives

- Contact information

Include other materials with the proposal, such as newspaper clippings on the library, a list of board members, a list of past contributors, a fact sheet and any other materials you've produced, such as a newsletter or flier.

Many organizations, foundations and businesses have a standard way they like their grant requests to be written. Be sure to know their exact preferences and application deadline.

Nothing will hinder a sincere, well-designed proposal more than mistakes. No matter what the format is, your proposal must be free of typographical, grammatical and factual errors.

Step 3 — Give potential funding sources a menu of options of how they can support the library.

There are many ways organizations, foundations and businesses can support your library and its public access computing program.

These might include:

- **Project or event underwriting** — An organization can pay for all or a major portion of the costs of producing fundraising or community events, public service announcements, training for library staff, or newsletters and brochures to support your efforts to raise funds.

- **In-kind support** — Businesses with limited cash resources, or those prohibited from making cash contributions, can often donate products or services.

- **Cause-related marketing** — A business can tie product sales to donations. For example, every time a local computer store sells a certain software package, the computer store donates a dollar amount to support the library's public access computing program.

- **Employee volunteers** — Businesses can support community activities by offering their employees as volunteers, often on company time. These volunteers may provide expertise in administration, fundraising, public relations, marketing, information technology or accounting. (See the "Build a Volunteer Network" chapter, page 31, for more ideas.)

- **Board membership** — Many business leaders in your community may have time or expertise that they can contribute to your board. You can call on your board members to help expand your reach by introducing their associates to your cause or by lending their name to your projects.

Step 4 — Recognize your funding support publicly.

A thank-you letter to donors should be just the beginning. Other means of recognition include:

- Using their name and/or logo in places where library patrons will see it

- Mentions in press releases

- Mentions in newsletters

- Presence and recognition at events

- Awards at an annual meeting or a special awards program

Step 5 — Share the success of your library's programs with the organizations that support you.

Many funding sources may require official updates on the results of their grants. Even if they don't, make sure you communicate how their support benefited the community. You might even consider asking your patrons to write letters of thanks that list the benefits of the program. This will help these donors make an affirmative decision the next time you ask for support.

Library director Jean Krause, of the Madison County Public Library in North Carolina, says visibility and partnerships are key to successful fundraising. Krause regularly speaks at civic club meetings and has joined community organizations and supported their fundraising activities. By participating in other groups' car washes, bake sales and other activities, Krause finds it easier to get help when the library conducts its own fundraisers.

Krause also invites influential community members to join a steering committee for the library's fundraising activities. The library staff developed a "wish list" of individuals who they wanted on the committee. They then contacted each individually with letters and follow-up phone calls. About one third of those invited actually participated in the committee's activities.

By choosing people with a variety of professions and backgrounds, Krause has a large network of contacts and resources from which to draw. For example, one of the steering committee members is a banker who enjoys golfing. He was able to use his own contacts to organize a golf tournament to benefit the library and was able to secure a $9,000 contribution from the bank. For details, contact the Madison County Public Library, Marshall, North Carolina, 828-649-3741.

Sample cover letter for funding source
(Put on library letterhead.)

[DATE]

[NAME]
[TITLE]
[ORGANIZATION]
[ADDRESS]
[CITY], [STATE] [ZIP]

Dear [NAME]:

[NAME OF LIBRARY] has always opened the door to knowledge and lifelong learning for our community members. Now, in the digital age, computers and the Internet have become fundamental learning tools.

At [NAME OF LIBRARY], we currently provide free public access to computers, the Internet and lifelong learning. This access to digital information is enjoyed by community members of all ages and all incomes, many of whom do not have access to computers at home.

Unfortunately, our annual operating budget alone cannot cover the cost of maintaining the computers, keeping our staff adequately trained and providing educational opportunities for our community members. We hope you will consider supporting our program so that we can continue to bridge the divide between those who have access to technology and those who don't.

Enclosed you will find some additional materials that illustrate the value of computers and public access to our library users. I would be more than happy to meet with you and others in your organization to explain the new role that libraries play in offering free public access to technology.

Thank you in advance for your help in providing our community with free public access to information technology. I will call you to determine your interest and how we might work together. In the meantime, do not hesitate to call me at [TELEPHONE NUMBER].

Sincerely,

[YOUR NAME]
[TITLE]
[PHONE]
[E-MAIL]

PURPOSE *To raise money and awareness for your library by hosting an event.*

Step 1 — Evaluate the need for an event.

Fundraising events require plenty of energy and time to be successful. Before you conduct a fundraiser, consider the following questions:

- Do you have the volunteer support you need to plan and conduct the event successfully?

- What is the potential financial net gain from the event? ("It takes money to raise money!") Is it worth it?

- Is there an organization or business that might be interested in sponsoring the event for you? Do you know an expert in this area who might be willing to volunteer his or her time to coordinate the event for you?

- Could funds from an existing library fundraising event (such as an annual book sale) be earmarked for your public access computing program instead of creating a new event?

The ideal arrangement is the library being the beneficiary of an event that another organization or business conducts on the library's behalf. The library may need to provide volunteers to assist with some aspects of the event, rather than having to manage it completely.

Step 2 — Determine the type of event that will generate the funds that you need.

Fundraising events can range from "bargain" events (such as an annual book sale or a bingo tournament) to an "educational program" (such as a lecture by an author) to an "extravaganza" (such as a dinner or concert).

Determine the type of event you can afford to produce (financially and time-wise) and define how much money it might raise for your programs.

✱ HELPFUL HINT

For more specific details, see the "Plan Events" chapter, page 39.

Step 3 — Consider the key elements in planning events.

- **Staffing** — One or two people alone cannot conduct a fundraiser; there must be a committee. In fact, forming a committee is a good way to recruit volunteers who have a particular interest in such events.

- **Budget** — Do you have enough funds to conduct the event you're planning on, and will it net enough money under a worst-case scenario?

- **Partners/sponsors** — Develop an approach for asking businesses or organizations to help pay for events.

- **Date** — Reduce stress by leaving enough time to make the arrangements, invite guests and publicize the event. Also keep in mind competing community events.

- **Guests** — Determine your audience and how you will invite them to participate. An "extravaganza" may call for printed invitations to a select guest list; an annual book sale may best be promoted with fliers or PSAs.

! GOOD IDEAS

Library staff from the Frankfort Community Public Library in Indiana arranged an art sale to raise over $50,000 to purchase furniture and equipment for the technology lab. The Friends of the Library and library staff jointly administered the art sale, which was held in the library. They asked potential participants to pledge the amount of money they would spend at the event. Once they secured pledges in excess of $16,000, they were better able to entice artists to participate. Director Claude Caddell notes that they had 120 artists from all over the nation as well as from Japan, Israel and China take part in the sale. They recruited artists by attending other art shows and street fairs. For details, contact the Frankfort Community Public Library, Frankfort, Indiana, 765-654-8746.

The Seymour Public Library in Connecticut has a long history of hosting creative events for its community. Inspired by Chicago's "Cows on Parade," the library began its own rendition of the popular fundraiser to coincide with National Library Week. The library asked local residents to decorate 40 three-dimensional moose sculptures. The residents had one month to decorate the "animals" before the library collected the sculptures. This is the third year Seymour Public Library has organized the event and, although it has been using the artistic pieces to decorate the library, it is now considering auctioning them off to raise funds.

The library also hosts a mystery dinner where a local theater group comes into the library to act out a mystery and dinner attendees actively participate in determining the outcome and solving the case. For details, contact the Seymour Public Library, Seymour, Connecticut, 716-637-1051.

RESOURCES FOR FUNDRAISING AND GRANTMAKING

WEB SITES

ALA Links to Fundraising Resources on the World Wide Web:
www.ala.org/work/international/links.html
Provides a list of organizations offering library-specific as well as general grants.

Changing Our World, Inc.: *www.changingourworld.com*
A consulting firm that assists nonprofit and corporate clients with philanthropy.

The Chronicle of Philanthropy: *www.philanthropy.com*
The publication's Web site includes a summary of the contents of the Chronicle's current issue, an archive of articles, a listing of award and RFP deadlines and links to other nonprofit resources.

The Foundation Center: *www.fdncenter.org*
Includes links to foundation and corporate giving programs and helpful articles on the grant-seeking and fundraising process.

Free Management Library: *www.mapnp.org/library*
A complete library of resources for nonprofit and for-profit organizations, with a focus on providing free, online management resources on topics such as board roles and responsibilities, communications skills, finance and taxes, program development, program evaluation and consultants.

The Grantsmanship Center: *ww.tgci.com*
A clearinghouse of fundraising information and training in grantsmanship and proposal writing for nonprofit organizations and government agencies. The Center also offers grant source information on community foundations, federal, state and international funding and current Federal Register grant funding information.

GrantSmart.org: *www.grantsmart.org*
A project of Canyon Research with support from the J.C. Downing Foundation, GrantSmart.org serves grantseekers, philanthropic organizations and individual donors.

Internet Nonprofit Center: *www.nonprofits.org*
A project of The Evergreen State Society based in Seattle, Washington, this Web site is the home of the Nonprofit FAQ, based on frequently asked questions and their answers drawn from the nonprofit e-mail discussion forum.

Internet Prospector: *www.internet-prospector.org*
Produced by a network of volunteers who troll the Internet for nonprofit funding opportunities. The site also provides a comprehensive resource development reference desk.

Nickelnews.com: *www.nickelnews.com/comp/resources*
A resource for nonprofits to aid in their fundraising efforts, mainly through an online publication that nonprofit organizations can customize to include advertisements from sponsors.

Nonprofit Guides to Grants: *www.npguides.org*
This provides a comprehensive guide to grant-writing for nonprofits, including strategies for estimating total costs of a proposal and writing inquiry and cover letters.

Online Fundraising Resources Center: *www.fund-online.com*
A collection of online fundraising resources from the book **Fundraising and Friend-raising on the Web**. Includes excerpts from the book and a good set of successful Web site examples. Also includes links to nonprofit, fundraising and charity review sites, published articles related to "cyber fundraising" and teaching materials from Internet fundraising classes.

BOOKS

Achieving Excellence in Fundraising: A Comprehensive Guide to Principles, Strategies, and Methods. Henry A. Rosso and Associates; The Jossey-Bass Nonprofit Sector Series; 1991.

Insider's Guide to Grant Making. Joel J. Orosz; The Jossey-Bass Nonprofit Sector Series; April 2000.

200 Terrific Web Sites for Nonprofit Organizations. Brownie S. Hamilton, Ph.D.; The Grantsmanship Service, Inc.; March 1998.

The Five Strategies for Fundraising Success: A Mission-Based Guide to Achieving Your Goals. Mal Warwick; The Jossey-Bass Nonprofit Sector Series; November 1999.

Becoming a Fundraiser: The Principles and Practice of Library Development. Victoria Steele and Stephen D. Elder; American Library Association Editions; June 2000.

CPR for Nonprofits: Creating Strategies for Successful Fundraising, Marketing, Communications and Management. Alvin H. Reiss; Jossey-Bass Nonprofit Sector Series; September 2000.

Secrets of Successful Grantsmanship: A Guerrilla Guide to Raising Money. Susan L. Golden and Alan Shrader; The Jossey-Bass Nonprofit Sector Series; February 1997.

Chapter 10

DEVELOP EFFECTIVE PARTNERSHIPS

PURPOSE *To form mutually beneficial associations between your library and other organizations.*

In this Chapter

IDENTIFY POTENTIAL PARTNERS

APPROACH POTENTIAL PARTNERS

CULTIVATE YOUR PARTNERSHIPS

PURPOSE *To identify opportunities for partnerships and to create a list of organizations, foundations and businesses with which to pursue relationships.*

✱ HELPFUL HINT

The American Library Association lists partnership tips at *www.ala.org/celebrating.*

Step 1 — Determine the projects and activities that could involve partners.

Set realistic and manageable goals. What do you want to accomplish? How could partners help? What will you ask of your partners?

Step 2 — Create a list of potential partners for specific projects and target the best opportunities.

Most local organizations, foundations and businesses have strong ties to the community and are often willing to engage in activities that benefit the community at large, especially if they see clear results from their participation.

Your goals from Step 1 should be reflected in your list of potential partners. Take the time to research these organizations and businesses to determine joint interests as well as potential conflicts. What are their services? Who is their target audience (women, children and families, specific age groups, ethnic focus)? Do they currently work with other organizations on projects? Try to find out as much as you can about each potential partner.

Groups to consider include your local businesses, your local historical society, public and private schools, foundations, two-year and four-year colleges, churches, civic clubs and local or state agencies.

Think outside the box. If you could partner with any organization, business or nonprofit, which would you choose and why? At the same time, a good, short list of active partners is better than a long inactive list.

Step 3 — Conduct an inventory of benefits that you can offer partners.

Ask staff members, board members and even patrons to brainstorm about what the library can offer potential partners. Be creative: You have more to offer other organizations than you think. For starters, the library's good name and visibility in the community are an invaluable source of goodwill.

This grid outlines some specific examples:

ORGANIZATION	BENEFIT TO ORGANIZATION	BENEFIT TO LIBRARY
Kiwanis Club	Kiwanis Club groups use the library facilities for meetings or events.	Kiwanis members provide volunteer support to the library and approach local officials on behalf of the library.
Local community college	Library provides space for distance learning classes offered by the college, or the library posts information about community college courses.	College coordinates student volunteer(s) to help with patrons' use of computers.
"Adopt a Computer"	The library displays the business name and/or logo on the computer's desktop.	The business funds the necessary upgrades for a computer that it adopts in the library.
Local genealogical or historical society	Library provides free office or class space and use of computers for training members and storing records.	Society provides assistance with transcribing and creating databases. Society provides classes to patrons.

Step 4 — Be willing to commit staff and time.

It takes time to recruit partners and to develop and reinforce relationships. Successful partnerships cannot be built without dedicating staff time to forging them.

Tips for successful partnerships

Partnerships with local organizations, foundations and businesses will help you gain important allies and support for your programs. As you begin soliciting partnerships, keep the following tips in mind:

- **Remember that you are presenting organizations, foundations and businesses with an opportunity.** Emphasize the mutual benefit of jointly helping the community. Explain how the partnership will demonstrate good corporate citizenship and generate community goodwill.

- **Passion and commitment sell.** If you are enthusiastic about the opportunity to work with others, it will come across when you approach them.

- **Be concise.** Keep your initial conversation short and to the point. Organizations, foundations and businesses want to know the basics: who you are, what you want, what it will cost them (if anything) and what they will get in return.

- **Start small and build your relationship.** The important thing is to convince the potential partner to take a first step, no matter how small, toward supporting your cause.

- **Forming partnerships takes time.** Start early! It is not unusual for months of calls and information exchange to take place before an organization, foundation or business gives you the green light for its involvement. Each has its unique decision-making process and cycle. Your patience and persistence will pay off.

Viewing their grant as a huge resource and learning opportunity, Thorson Memorial Library in Minnesota believed that it was something best shared from beginning to end with the local community of 1,200 people. They approached other groups in the community to help complete a lab to house the new computers. The Economic Development Association donated funds to remodel the library to make room for a computer lab. In addition, with only three days' notice, local electricians agreed to prioritize wiring the lab and moved it to the front of their schedule. The telephone company provided a large discount on data wiring and free DSL connection. The person hired to paint was willing to work on a weekend to keep preparations for the new lab on schedule.

Partnerships with the community, especially schools, continued even after the lab was set up. Local schools take advantage of the new educational tools, with two sixth-grade classrooms visiting on a monthly basis. Local nursing students use the computers to take proxy tests online with library staff acting as facilitators. For details, contact the Thorson Memorial Library, Elbow Lake, Minnesota, 218-685-6850 or library@runestone.net.

The Albion Public Library in Maine was located in a small corner of a public school for 20 years. In June 2001, the library qualified for four computers, a printer and a content server from the Bill & Melinda Gates Foundation but had no room for them. Library director Rick Lawrence and board member Martha Doore decided to ask the community for help in getting a bigger space for the library.

Their outreach efforts were successful. A piece of land in the middle of the town was donated to them. Then the library successfully applied for a grant from the Stephen and Tabitha King Foundation for books, furniture and more computers. Local businesses gave the library contributions, plus a 50 percent discount on certain services.

The Albion Public Library moved into its new building in February 2002. The move involved everyone in the community. Elementary-school kids carried the books to the new location, police directed traffic and monitored safety and the school's PTA provided hot chocolate and cookies for everyone. For details, contact the Albion Public Library, Albion, Maine, 207-437-2220.

PURPOSE *To secure partnerships with a targeted list of organizations, foundations and businesses.*

Step 1 — Prepare an information sheet on your library and ways in which partners can be involved.

This simple overview should be no more than two pages. It should include information about your library and its public access computing program, a small number of statistics on your community's access to computers and how many people use your library's computers and a list of ways in which partners can help. (This sheet can be tailored easily from the suggested fact sheet in the "Conduct Media Relations" chapter, page 55.)

Step 2 — Find a contact person at the organization, foundation or business and meet with him or her, in person whenever possible.

Meeting in person is labor intensive, but has many benefits. By meeting face-to-face, you will be able to communicate your key message points more effectively and get the potential partner excited about working with you. While you may not have time to meet with every company or organization on your list, try to meet with your top choices.

During this meeting, suggest the project that you had in mind but also ask potential partners how they want to be involved with the library's public access computing program.

Step 3 — Follow up, follow up and follow up.

It is essential that you follow up after each contact with a potential partner. Do not wait for them to call you back. The more you follow up, the more successful your partnerships will be.

Your first follow-up should be in the form of a thank-you letter after you have met with or spoken to a potential partner. This short letter can also serve as a summary of the proposed relationship between your library and the partner, based on your conversation.

Step 4 — Create a simple letter of agreement.

After a partner says, "Yes," create a simple letter that outlines what both sides agree to do. While not legally binding, this will be a good tool to summarize the responsibilities of each partner. Keep this letter as a reference in case your contact at the organization or business changes.

Step 5 — Accept rejection graciously.

If a potential partner says "No," you should still thank the contact for his or her time and continue to keep that organization informed about your activities. You never know when another opportunity might present itself. And remember, a "No" is directed to your project, not to you personally.

To advertise the library's open house and computing programs, the Washington County Public Library in Virginia asked a local Boy Scout troop to distribute promotional door hangers door-to-door as a service project. The library staff found this was an effective way of reaching out to the community. The door hangers received a great deal of attention, and library staff received numerous phone calls as a result. For more details, contact the Washington County Public Library, Abingdon, Virginia, 276-676-6383.

The Fort McDowell Tribal Library has formed a close, mutually beneficial partnership with the tribal council government. Fort McDowell's tribal government is supportive of the technology needs of the community and is very receptive to forming cooperative partnerships with the library. The library advanced its partnership with the local governing body by offering career development and computer training services to tribal government officers. Tribal officers who lack computer skills or need additional training are required by the tribal council to take computer courses at the library. For details, contact the Fort McDowell Tribal Library, Fort McDowell, Arizona, 480-816-7848.

PURPOSE *To strengthen partnerships for future opportunities.*

Step 1 — Keep in regular contact with your partners during and after the specific project that you agreed to work on together.

Clear and consistent communication is the key to a good partnership. Make sure your partners know who manages the partnership from your organization. Encourage comments and suggestions throughout the project by asking your partners what they would do differently and what they found helpful. Send your partners your newsletter, fliers about upcoming events and other information that you send to the public.

Step 2 — Recognize your partners.

Involve your partners in relevant decision-making, inform them of progress and updates in the library and, of course, recognize them publicly as often as possible.

Step 3 — Send thank-you notes.

It is a nice touch if these notes of appreciation come from other sources such as library patrons, as well as from you.

Step 4 — Consider other ways in which the partner can be involved.

By staying in touch with the partner beyond the specific project that you worked on, you can build a relationship that may allow you to engage the partner in future efforts.

Chapter 11

REACH NON-TRADITIONAL LIBRARY USERS

PURPOSE *To encourage individuals who are not traditional users of libraries to use your technology resources.*

In this Chapter

CONNECT TO NEW COMMUNITIES

EMPHASIZE MULTICULTURAL RESOURCES

ENSURE YOUR COMPUTERS ARE ACCESSIBLE

MULTICULTURAL LIBRARIANS ASSOCIATIONS

PURPOSE *To spread the message about your library program and its resources (English as a Second Language programs, computer classes, multicultural events, etc.) to underserved communities.*

These ideas are aimed at reaching people who do not generally have access to computers, such as new citizens who may not speak English fluently. These populations also include people with disabilities, individuals from rural and low-income backgrounds and people of color.

Step 1 — Collaborate with businesses that traditionally hire employees making at or just above minimum wage.

Distribute materials and fliers about library services during lunch breaks or post information on bulletin boards at the workplace.

Employers to target include:

- Construction firms
- Housekeeping/janitorial businesses
- Laundry/linen/dry cleaning services
- Grocery stores
- Auto and home repair businesses
- Textile mills/factories
- Farms
- Beauty salons
- Fast food restaurants
- Bodegas (neighborhood grocery stores)

✱ **HELPFUL HINT**

Allow for a dialogue. Invite an organization to participate in a way that works for them. Remember to be flexible. You may go into a meeting with one idea and leave with a different but equally important one.

- Discount stores

- Hotels

- Restaurants

Step 2 — Work with local notarios.

Notarios are a trusted source for information in Hispanic communities and help people with wiring money to relatives in other countries, immigration and other legal issues.

Step 3 — Seek out social agencies that work with new immigrants and the economically disadvantaged.

Ask staff to disseminate information, sponsor the printing or translation of brochures and other outreach materials or publish an article about the library's services in a state or local bar association chapter or journal or other bar publication.

! GOOD IDEAS

The Fort Collins Public Library in Colorado has been very successful in reaching out to the local Hispanic population. Larry Maynard, who has a Hispanic background and speaks fluent Spanish, recommends that libraries be proactive in making the Hispanic population feel welcome in the library. Maynard takes the time to introduce himself to the Hispanic families that visit the library and to familiarize them with the library's services. Maynard stresses the importance of verbal communications when trying to reach out to the Hispanic population, as this is a large part of their culture and community. Simply asking members of the Hispanic community who are already active patrons of the library to recommend the library to their friends and family members is much more effective than distributing hundreds of fliers.

The Fort Collins Public Library offers basic computer classes in Spanish, and this service has been very well received. To publicize these classes, Maynard has visited bilingual schools, ESL classes, Head Start programs and other schools or organizations that cater to a Spanish-speaking population.

While the library is lucky to have a staff member who speaks fluent Spanish, there are many ways to find bilingual volunteers, Maynard says, such as through a local school, university or volunteer organization. The Fort Collins Public Library has a bilingual youth program, through which they hire local Hispanic youths over their summer vacations to teach computer skills in the library. For details, contact the Fort Collins Public Library, Fort Collins, Colorado, 970-416-2012.

Step 4 — Reach out to religious congregations.

They are key partners for outreach activities. Try to garner support from and build a network of various congregations throughout your community.

> • Schedule a meeting with your local faith-based organizations and share information about your library's programs.
>
> • Use church events as opportunities to reach out to other congregation members.
>
> • Insert fliers or an article into church bulletins.
>
> • Participate in church fairs.

Step 5 — Create partnerships with local literacy, citizenship, English as a Second Language (ESL) or Graduate Equivalency Degree (GED) programs.

Talk to your local community college about expanding the services they offer to minority communities. Offer the use of the library's computer facilities for classes.

Step 6 — Get the whole neighborhood involved.

Organize "A Taste of Culture" night. Attract new patrons with an internationally flavored, multicultural, social extravaganza. This after-work gathering of staff, families and friends could feature a sharing of foods reflective of the many cultures and heritages that comprise your community. (Refer to "Plan Events" on page 39 for more tips.)

! GOOD IDEAS

Steubenville County and Jefferson County Public Library in Ohio turned to local organizations like the American Association of Retired Persons (AARP) to publicize the library's free public access programs among older community members. The local AARP chapter president informed the members about the computing classes at the library. At first, only four members signed up for classes. Then, word of mouth and curiosity spread, and the computer classes became very popular among the older community. The library has even arranged for regularly scheduled classes tailored specifically to senior citizens. Contact the Steubenville County and Jefferson County Public Library, Steubenville, Ohio, 740-282-9782.

PURPOSE *To help you use existing library resources to attract patrons from underserved communities.*

> **! GOOD IDEAS**
>
> **The Boulder, Colorado, Public Library dedicates** considerable resources to multicultural outreach, including posting relevant Internet links on their Web site at *www.boulder.lib.co.us/special/multicultural/.* For more details about this and their other efforts, contact the library at 303-441-3100.

Step 1 — Recruit personnel who are skilled and comfortable dealing with diverse people.

Provide customer service training for staff on how to create a welcoming atmosphere for people from diverse backgrounds and with different needs and interests. If appropriate, provide multilingual signage and computer information.

Step 2 — Bookmark popular multicultural sites on the Web.

Create a list of informative Web sites that would attract the attention of people of diverse backgrounds. This list could be printed on a handout or listed on the "Favorites" chapter on the Internet browser.

Here is a list of some respected sites that are updated frequently:

- **www.Africana.com** — Online encyclopedia of African and African-American history. An informative site for locating music, books, movie reviews and radio stations geared to African-American issues.

- **www.BET.com** — Music, health, home ownership, urban development and technology are some of the featured items on the home page for Black Entertainment Television.

- **www.Univision.com** — Homepage for the most watched Spanish-language television network in the United States.

- **www.Terra.com** — Popular Web portal in Spanish that features free e-mail, news and other cultural information.

- **www.IndianCountry.com** — Home page for Indian Country Today, a leading newspaper covering Native-American interests.

- **www.AsianWeek.com** — California-based weekly newspaper reporting on national and international news concerning Asian Americans.

- **www.nativeweb.org** — Resources for indigenous cultures, including news, announcements and e-mail services.

Step 3 — Encourage use of free Web-based e-mail services.

Help people create e-mail accounts using free Web-based services such as Hotmail, Yahoo! and Excite. Include this information in various languages.

Step 4 — Expand existing programs to include multicultural resources.

Free readings, workshops and lectures should include topics from Asia, Africa, Europe, the Middle East, Latin America and the Caribbean.

Step 5 — Diversify and expand your multicultural resources.

The American Library Association provides financial support for librarians to attend the Guadalajara International Book Fair in Mexico each year (**www.fil.com.mx**). This program provides librarians who serve Spanish-speaking patrons the opportunity to acquire Spanish-language books and materials from Latin American publishers. Information about the program is available on the Web at **www.ala.org/work/international/index.html**.

✱ HELPFUL HINT

The American Library Association's Spectrum Initiative recruits applicants and awards scholarships to African American, Latino/Hispanic, Asian/Pacific Islander and Native American/Alaskan Native students for graduate programs in library and information studies. Information about the program is available on the Web at *www.ala.org/spectrum/scholarship.html*. The University of Arizona's Knowledge River project focuses on library issues from the needs and perspectives of Hispanic and Native-American people. For information about this program and available scholarships, go to *http://knowledgeriver.arizona.edu*. The Bill & Melinda Gates Foundation also awards scholarships to African Americans, Native Americans, Asian Pacific Americans and Hispanic Americans in college or graduate school through its Gates Millennium Scholars Program. Information about these scholarships is available online at *www.gmsp.org*.

PURPOSE *To make your public access computing stations friendly to all users.*

✳ HELPFUL HINT

The American Library Association's excellent resource book, *"Adaptive Technology for the Internet: Making Electronic Resources Accessible to All,"* is available at *www.ala.org/editions/samplers/mates/index.html*.

Step 1 — Assess the equipment in your library.

Enlist patrons in wheelchairs or with vision disabilities to take a tour of your computer lab and then tell you what works and what doesn't work. Their input will help you improve your computing programs.

Step 2 — Make your computers more accessible.

- Put the computer at a wheelchair-accessible table. Provide clear floor space at least 30" wide and 48" deep at the workstation.

- Make sure informational signs are printed large enough for all to read. Signs should offer people the choice for more accessibility.

- Create a user account with larger on-screen text and icons.

- If a patron who is visually impaired wants information from a Web page, try copying the text into Microsoft Word, selecting the text and changing the font face and size. Times New Roman 22 is a good size to try. Then print it out. (Printed text is easier to read than on-screen text.)

- In Microsoft Word, change the Zoom view of the screen to 200% so patrons can see what they type.

Step 3 — Promote your accessibility.

Put up a poster in your library, promote accessible public access computing on local radio and tell people in your library to spread the word so these features are widely known.

WEB-BASED RESOURCES

Compiled by the Washington Assistive Technology Alliance (WATA):
www.wata.org

Jim Lubin's Disability Resource List: *www.makoa.org*
A comprehensive collection of disability-related links and resources classified into various categories. Searching capability is provided.

ABLEDATA Database and ABLEDATA Fact Sheets and Consumer Guides:
www.abledata.com/Site_2/search.htm
The ABLEDATA database is an accessible nationwide searchable database of information on assistive technology and rehabilitation equipment available from domestic and international sources. ABLEDATA contains information on more than 23,000 assistive technology products, from white canes to voice output programs. The database contains detailed descriptions of each product including price and company information.

The easy-to-understand ABLEDATA Fact Sheets include discussions of various types of assistive technology. They describe components, accessories, applications and often manufacturers. ABLEDATA Consumer Guides are more general than fact sheets. They discuss categories of disability-related information from a consumer standpoint, such as "Selecting a Wheelchair."

DO-IT Disabilities, Opportunities, Internetworking & Technology:
www.washington.edu/doit
Information on the Do-It program activities, events and resources and links to many other resources, including Raised Dot Computing, Berkeley Systems, Command Corp. Inc., Gus Communications, Inc., IBM Special Needs and lists of disability listservs.

Trace Research and Development Center: *www.trace.wisc.edu*
Information on communication needs for people with severe disabilities covering four areas: communication, control, computer access and access to next-generation communication systems.

ADA and Disability Information: *www.public.iastate.edu/~sbilling/ada.html*
Provides a wide variety of links to a number of disability-related topics. Includes links to ADA resources, general disability information, products and services, organizations, legal resources and much more.

National Library Service for Blind/Physically Handicapped: *www.loc.gov/nls/*
Provides National Library Service information services and help with accessing online catalogs, reference documents and services for persons with disabilities.

MULTICULTURAL LIBRARIANS ASSOCIATIONS

The following organizations associated with the American Library Association target their resources to support traditionally underserved populations in library communities.

American Indian Library Association (AILA):
www.nativeculture.com/lisamitten/aila.html
Victor Lynn Schill, President
Harris County Public Library, Fairbanks Branch
7122 N. Gessner; Houston, Texas 77040
Telephone: 713-466-4438; Fax: 713-466-9757
E-mail: vschill@hcpl.net

Asian Pacific American Librarians Association (APALA):
www.uic.edu/depts/lib/projects/resources/apala/
Tamiye T. Meehan, President
Indian Trails Public Library District
355 S. Schoenbeck Road; Wheeling, Illinois 60090
Telephone: 847-459-4100; Fax: 847-459-4760
E-mail: tmeehan@itpld.lib.il.us

Black Caucus of the American Library Association (BCALA): *www.bcala.org*
Gladys Smiley-Bell, President
Harvey Library, Hampton University
130 E. Tyler Road; Hampton, Virginia 23668
Telephone: 757-727-5371; Fax: 757-727-5952
E-mail: gladys.bell@hamptonu.edu

Chinese American Librarians Association (CALA): *www.cala-web.org*
Liana Zhou, President
Indiana University, The Kinsey Institute
401 Morrison Hall; Bloomington, Indiana 47405
Telephone: 812-855-3060; Fax: 812-855-8277
E-mail: zhoul@indiana.edu

**REFORMA — The National Association to Promote Library Services
to the Spanish-Speaking:** *www.reforma.org*
Susana A. Hinojosa, President
Librarian, University of California-Berkeley
218 Doe Library; Berkeley, California 94720-6000
Telephone: 510-643-9347; Fax: 510-642-6830
E-mail: shinojos@library.berkeley.edu

Chapter 12

ADVOCATE FOR YOUR LIBRARY

PURPOSE *To keep officials informed about concerns, trends and successes on a regular basis so they become supporters, and even champions, of your library.*

Note: Portions of this chapter were graciously supplied by the American Library Association. "A Library Advocate's Handbook" can be found at *www.ala.org/pio/advocacy/*.

In this Chapter

RESEARCH YOUR OFFICIALS' PRIORITIES

SHAPE YOUR MESSAGE

VISIT YOUR PUBLIC OFFICIALS

WRITE YOUR PUBLIC OFFICIALS

INVITE PUBLIC OFFICIALS TO YOUR LIBRARY

ADVOCACY RESOURCES

PURPOSE *To gather information about officials before scheduling a meeting.*

The more you know about an official, the more effective you can be in communicating the library's message regarding public access computing and ensuring a successful outcome from your advocacy efforts.

Some officials are more important than others because they control more votes, sit on important committees, are members of the governing body's power structure/leadership or are considered experts in a particular area. When deciding which officials to approach, always ask yourself who can make or break your issue.

Officials who hold appointments on key committees (particularly committees dealing with your budget) should be targeted first. After all, if your bill doesn't make it out of committee, it will never be voted on.

To stay up to date on current legislative issues at the federal level that may affect your library, check out the ALA's Legislative Issues Web page on the site for the association's Washington, D.C., office at **www.ala.org/washoff**. To track your officials' votes on key federal library legislation, you can research their votes on the Library of Congress' site, **http://thomas.loc.gov**.

Visit the American Library Association Web site at **www.ala.org**. Sign up for updates about federal policy issues, find national library facts and figures, learn about upcoming library events and discover many other helpful resources.

At the state and federal levels, committees that often consider issues affecting libraries include:

- Ways and Means

- Appropriations

- Education

- Urban Affairs

- Judicial

- Commerce

Information to gather about targeted officials include:

- District

- Political party affiliation

- Date first elected

- Key supporters

- Priority issue areas

- Committee appointments

- Date of next election

- District demographics

- Positions on library issues

The worksheet on page 113 will help you keep track of this information.

Tips for good relationships with public officials

- **Start with officials who you know support libraries** (i.e. city council members, district representatives, etc.). Keep them informed as your issue/policy moves forward.

- **Recognize that officials can't be experts on everything.** Be prepared to provide them with information or places to find the information they may need in the future.

- **Stick to one issue.** Decision-makers do not want to listen to a "laundry list" of issues.

- **Do your homework.** Find out what you can about the officials. Link the library message to something that you know relates to your officials' special interests or causes.

- **Get to know staff at your officials' offices.** If convinced of your position on the issue, staff members can become important and powerful allies. Staff members change frequently. Be sure to stay current and offer to brief new staff on library issues.

- **Don't give misinformation.** If you don't know the answer or don't have the information at your fingertips, promise to get back to the official as soon as possible. Then make good on that promise.

- **Be personal.** Be yourself at the meeting. Officials are people just like you.

- **Seal the deal.** Be direct about what you want and try to get a commitment about your issue.

Faced with county budget cuts, library director Marilyn Colter in Red Feather Lakes, Colorado, encouraged voters in her district to vote in a referendum election to fund the public library.

The Red Feather Lake Community Library's annual budget was $30,000, with half of those funds from the county government and half from private contributions. When the county cut this money, the library was forced to seek alternative funding.

The library staff decided to petition for the creation of a special taxing district, called a mill levy, for financial support. In order for the county to put the mill levy on the ballot for a referendum vote, library staff first had to gather more than 500 signatures on a petition. Once that was done, they mounted a concerted effort to personally contact every member of the small community to survey their thoughts and ideas on the library.

The library staff wasn't able to reach everyone in the community, but the survey revealed a great challenge: Many people in the community were not aware that the library existed. To raise awareness of the library and gather support for the referendum, the library staff assembled leaders from each of the six communities served by the library to be spokespeople for the library. The library staff chose these leaders carefully, seeking positive and effective spokespeople from diverse backgrounds. With the help of this committee, the library began a nine-month public education and information campaign, printing brochures and fliers explaining how the tax money would be allocated and addressing the community's concerns proactively.

The referendum passed, with about 65 percent of the community voting for the mill levy, which allocated 10 percent of every penny of the estimated property values of the community to the library. As a result, the library's budget more than tripled.

The library staff has been committed to giving the community news about the library even after the referendum passed. The library now sends a quarterly newsletter to every member of the community. The newsletter includes regular updates about the computing services. For details, contact the Red Feather Lakes Community Library, Red Feather Lakes, Colorado, 970-881-2664.

Sample worksheet to gather information about an official

Name of official: _____

District: _____

Political party affiliation: _____

Date first elected: _____

Key supporters (seniors, labor, business, education, etc.): _____

Priority issue areas: _____

Date of next election: _____

District demographics: _____

Position on libraries: _____

_____

Library connections (family, friends, advocates): _____

_____

Who is the best messenger? How should the message be delivered? _____

_____

_____

_____

PURPOSE *To clearly state how a public library issue can benefit or harm constituents and to ask officials to take action on behalf of that issue.*

Step 1 — Be clear.

Know exactly what you are asking your officials to do (e.g., vote for/against a particular measure, persuade other committee members to support your side or propose a policy to support public access computing). Whenever possible, provide supporting facts, examples and stories specific to the officials' districts.

Step 2 — Be prepared.

Summarize the library message in two minutes or less. Time is extremely precious for officials because of the many demands on them. It's not uncommon for meetings with officials to be limited to five minutes. Don't expect meetings to last more than one half-hour. Use your time wisely.

Step 3 — Be organized.

A well-organized presentation is much appreciated by time-pressed officials and their staffs. Know your message and decide who is delivering that message. Well-intentioned individuals who do not stay "on message" hurt your cause more than help it.

The following worksheet will assist you in preparing and delivering a concise message to your official.

Sample "Shape Your Message" Worksheet

The issue: _____
_____
_____
_____

The message (25 words or less): _____
_____
_____
_____

Three key points:

1. _____
2. _____
3. _____

This is important to your constituents because: _____
_____
_____

We need you to (call for action): _____
_____
_____

Other notes: _____
_____
_____

TIME INVOLVED: 16-32 hrs.

PURPOSE *To develop relationships with officials before asking for their support of library issues.*

It is valuable to establish a comfortable working relationship with your officials. Face-to-face visits with officials are effective ways to develop relationships.

Step 1 — Schedule meetings when governing bodies are not in session.

During these times, you will usually have less competition for the officials' time and attention. Call the officials' offices to make appointments. Ideally, invite the officials to the library so you can highlight your public access computing program. Always call ahead to reconfirm your appointments. (See "Tips for Successful Visits," page 117.)

Step 2 — Select the best person to deliver your message.

This can make the difference in whether your message is heard or not. Pick a person who is in a position to influence the official and ask him or her to join you at your meeting. The most important person to any elected official is often a voting constituent.

Other important people to consider bringing to a meeting with your official are:

- Campaign donors

- Local civic and business leaders

- Editors of local media who shape editorial opinions and news coverage

- Individuals who have had a positive impact on the official's life

Once you have met your officials, telephone calls are appropriate and easier

Step 3 — Call to ask for support before a hearing or floor vote.

Consider making an annual or semiannual call or visit to keep the official and his or her staff informed of trends and issues that have surfaced during the year.

✱ HELPFUL HINT

Many states have an annual Library Legislative Day when library staff are encouraged to visit their elected officials on behalf of libraries. Check with your state library agency or association for information.

Tips for successful visits

Preparation and planning are the keys to successful visits. That means having the right message to deliver to the right official by the right advocate at the right time.

- **Keep your group small.** Your group should be small enough for an easy exchange of views. Every member of your group should be a constituent, if possible. Designate a chief spokesperson and decide in advance who will speak when and what he or she will say.

- **Be on time.** Officials have hectic schedules. If you are late, you may miss your window of opportunity.

- **Be sure to give examples.** Tell specific stories about libraries from the officials' districts.

- **Dress comfortably and professionally.** It may be a long day of visits, but you need to be fresh and alert for each contact.

- **Be positive.** Most officials and staff are committed, conscientious public servants, whether or not they agree with you on a particular issue. Don't convey negative attitudes about other officials, the political process or other libraries.

- **Know your message.** Refer to local library and constituent needs. Small talk is fine, but don't allow yourself to be distracted by talking about the weather or mutual acquaintances. Time is short; stay focused.

- **Be assertive, but polite.** Ask; don't threaten or demand. Always appear appreciative.

- **Remain calm, no matter what.** If officials ask difficult questions that aren't relevant to issues being discussed, try saying, "This is an important issue. Could I quickly talk about this issue and then come back to your question, because we'd really like to get your perspective?" Most officials will accept this approach. If he or she insists on proceeding, practice techniques for handling tough or hostile questions.

- **Don't get discouraged.** If the officials are called away or unavailable and you end up meeting with a staff member, take advantage of the opportunity to become better acquainted. Staff members often determine how officials vote on a particular bill or with whom the officials meet, so gladly make your points to them.

- **Be appreciative.** Express your thanks for past support, as well as ask for help with current issues.

- **Don't overstay your welcome.** Stay on message and answer questions succinctly. Be sure to leave your business card and a concise briefing statement.

• **Follow up.** Write thank-you letters that reiterate the important points relating to your issue. If appropriate, let your state library association know the result of your visits and whether association staff needs to communicate with those officials as well.

When should you meet with an official?

The legislative process often seems complicated and inaccessible. In reality, it is similar to other endeavors. Timing, preparation and relationships matter. To successfully navigate and influence the legislative process in your area, you will need to identify informational and personal resources, understand the timing and structure of the process and make your views known to the appropriate decision-makers. As with most things, timing is everything.

Familiarize yourself with the various stages of the legislative process, which can be lengthy. A good place to start is your state's Web page. Most state legislatures now offer good Web sites that enable you to search and track legislation. The state configuration for Web site addresses is consistent: For example, the official Web site of the state of Texas can be found at www.state.tx.us, and the state of Michigan's can be found at www.state.mi.us.

Legislative action schedule

Six to eight months before the session…

- Coordinate with state librarians association's legislative committee. Meet with the official in your district. (The legislative Web site will generally have a ZIP code search capability to help you find your representatives and senators.)

- Keep in regular contact with the staff person who covers library issues.

- Identify the committees that have jurisdiction over library issues. Meet with committee staff.

- Compile pertinent local data (e.g., current Internet usage, library usage/demographics).

- Train advocates.

- Invite potential supporters to the library.

- Identify allies/collaborators.

When the session/budget cycle begins…

- Look for the library provisions in proposed legislation.

- Visit legislative offices when you need to provide information.

- Monitor library legislation and keep advocates informed.

- Know when appropriate committees are meeting and time advocate visits and media outreach (i.e., op-eds, editorial board meetings, letters to the editor) accordingly. (See the "Conduct Media Relations" chapter, page 55.)

Throughout the session…

- Write or call your elected officials to inform them of your preferences on legislation of concern.

- Learn from your mistakes and adjust your strategy.

- Ask for feedback.

After the session ends…

- Attend fundraisers.

- Thank the officials.

- Invite officials to visit the library.

- Give recognition awards.

Before re-election time…

- Volunteer to help during re-election time.

- Identify key officials who supported you.

- Invite candidates to the library to meet staff, users and advocates.

- Organize and publicize the library agenda.

- Encourage candidates to include library issues in their platforms.

- Cultivate relationships with policymakers and key constituents.

During primary and general elections…

- Focus on key committees. Get to know the interests and priorities of each committee.

- Maintain informal but ongoing contact with officials.

- Continually introduce yourself to officials and committee members and identify your issues.

PURPOSE *To inform officials of library trends and issues.*

> **!** **GOOD IDEAS**
>
> **The staff of Slayton Public Library in Minnesota initially was not able to secure funding** from their city council to pay for remodeling necessary for a new computer lab. Library staff and other advocates organized a citywide publicity campaign in which they asked citizens to write the city council expressing their views on the grant and the expansion of the library's services. When the city council took a re-vote, the measure passed without hesitation.
>
> Since that time, Slayton Public Library has made reaching out to its community a top priority. Preschool students visit the new computer lab four times a month to use the educational software, and the library has begun holding Internet skills classes. As the community becomes more familiar with its new resources, the library is expanding its efforts to provide meeting space and training classes for the local business community. For details, contact the Slayton Public Library, Slayton, Minnesota, 507-836-8778.

Letters are the fuel that powers the legislative process. Letters are read. Letters elicit responses. They represent votes. Each letter writer is deemed to represent several like-minded, if less highly motivated, constituents.

Letters may be formal or informal, typed or handwritten. They should be composed by you, giving reasons for your position and how it will make a difference for the lawmaker's constituents.

You can e-mail or fax your officials, particularly when time is of the essence. The best option is to call the officials' offices and ask which method of communication is preferred. It's a good idea to call in advance and keep a list of names, numbers and e-mail addresses handy for quick action.

> ***** **HELPFUL HINT**
>
> **When writing letters be sure you are acting consistently** with local and state regulations regarding advocacy.

Tips for effective letters

Officials want to hear from their constituents and to be perceived as responsive. Well-written letters let them know that you care and can provide valuable facts and feedback that will help the officials take well-reasoned positions.

- **Use the correct form of address.** See the following page for guidelines.

- **Identify yourself.** If you are writing as a member of your library's board of trustees, a school librarian, friend of the library or concerned library patron, say so.

- **State why you are writing.** Let your officials know why you believe libraries are central to our democracy and that you are counting on them to make sure that libraries have adequate funds and resources.

- **Be specific.** Cite a bill number or other identifying information, whenever possible. Give examples. If budget cuts have forced your library to cut book and journal budgets, or if students are graduating without necessary information literacy skills, say so.

- **Write from the heart.** Avoid clichés. Form letters that look like they're a part of an organized pressure campaign don't have as much impact as a personal letter.

- **Focus on the people who depend on library services.** Include real-life stories as examples of how the library makes a difference in the lives of constituents.

- **Be brief.** A one-page letter is easier to read — and more likely to be read.

- **Be strategic.** Know the budget cycles for various governing bodies. Send letters early to maximize their impact.

- **Include your contact information.** Your name, mailing address and telephone number should be in every letter, not just on the envelope. Otherwise, if letters get separated from the envelopes, the officials may not be able to respond.

- **Send copies to other officials.** Compound your letters' impact by sending copies to other officials that represent your community.

FORMS OF ADDRESS

For e-mail addresses, see the official's Web site.

U.S. Congress

Senators:
The Honorable [INSERT FULL NAME]
United States Senate
Washington, D.C. 20510

Representatives:
The Honorable [INSERT FULL NAME]
United States House of Representatives
Washington, D.C. 20515

State

Governors and Lieutenant Governors:
The Honorable [INSERT FULL NAME]
Governor (Lt. Governor) of [STATE]
[STATE CAPITAL]
[CITY], [STATE] [ZIP]

Representatives and Senators:
The Honorable [INSERT FULL NAME]
[INSERT STATE] State House of Representatives (Senate)
[ADDRESS]
[CITY], [STATE] [ZIP]

Local

County Council Members and City Council Members:
The Honorable [INSERT FULL NAME]
[INSERT CITY OR COUNTY COUNCIL]
[ADDRESS]
[CITY], [STATE] [ZIP]

Mayors:
The Honorable [INSERT FULL NAME]
Mayor of [INSERT CITY]
[ADDRESS]
[CITY], [STATE] [ZIP]

Sample letter to official
(Put on library letterhead if permitted under local or state regulations.)

[DATE]

The Honorable _____
[ADDRESS]
[GOVERNMENTAL ORGANIZATION]
[CITY], [STATE] [ZIP]

Dear [NAME]:

I am writing to ask for your support of [BILL] to provide full funding for our library.

Libraries benefit the community in many ways. For example, [YOUR LIBRARY NAME] provides free public access to technology, which is an invaluable resource in [YOUR TOWN].

Last month, [NAME], a third grade student from the local elementary school, came to the library looking for information for a history assignment. This information was readily available on the Internet, but he does not have a computer or Internet access at home. Most students in [NAME]'s class have computers at home, and he [OR SHE] was worried the assignment would be incomplete because he [OR SHE] didn't have access to the same resources as the other students. The library was the only place to find the desired information.

This is just one example of why your support for [BILL] is critical.

Thank you for your time and consideration,

[YOUR NAME]
[NAME OF YOUR LIBRARY]
[ADDRESS]
[CITY], [STATE] [ZIP]
[TELEPHONE]
[E-MAIL]

PURPOSE *To showcase your public access computing program to officials who have access to financial, in-kind and/or political resources in your community.*

Step 1 — Invite public officials to activities and events at your library.

These community members have political clout, and they often communicate with other influential members of your community. Visiting your library can help them understand your capabilities and needs. With this understanding, these individuals can act as conduits to potential resources.

Ideas for encouraging these individuals to visit your library include the following:

- Provide a meeting space for their next community forum.

- Take them on a tour of the library to showcase your new technology.

- Ask them to speak at a kick-off event for a new library program.

- Invite them to participate in story hours.

- Inform them of events that local organizations hold at your library.

> **✳ HELPFUL HINT**
>
> **Even if public officials do not always come to your events,** you raise awareness by inviting them.

Step 2 — Invite the local media to cover the visit.

If a public official is visiting your library, you may consider inviting the media to cover the event by distributing a press release announcing the visit. (See "Conduct Media Relations" chapter, page 55.) Appearing in the newspaper or on the broadcast news is a great way for a public official to obtain public exposure. Be sure to inform the official of any invitation you may have extended to the media so he or she is prepared.

Director Anne Fredine of the Moorhead Library in Minnesota says building a good working relationship with city council members and local decision-makers is one of the most important things a library professional can do. To do this in her own community, Fredine stays involved in community activities and regularly attends council meetings to make herself known to the council members. She says this visibility was a key factor in the city's willingness to build into the library's budget allowance replacement schedules for the computers and other technology equipment.

To further increase their profile in the community, the Moorhead Library staff invited the city council to hold a committee meeting in the library's conference room. They opened the computer lab and encouraged the council members to check out all of the features and software on the lab's new computers. This gave the library staff an invaluable opportunity to present the statistics they had gathered concerning the increase in visitors to the library and the demand for the free computing classes. This event was a great success, and the library plans to invite other local government agencies to hold meetings at the library as well. To invite and convince such groups to meet in the library, Fredine recommends sending a written invitation but stresses the importance of a personal follow-up phone call. For details, contact the Moorehead Library, Moorhead, Minnesota, 218-233-7594.

After a successful $1 million fundraising campaign to put an addition on the library, staff at the Norway Memorial Library in Michigan saw an opportunity to raise awareness among local officials of the library's resources and benefits. They invited local officials, trustees and Friends of the Library to a pizza party to celebrate the library's new addition. Since the party, the library has been asked to host the city's Web site and one of the city council members has become actively involved with the library's reconstruction effort. For details, contact the Norway Memorial Library, Norway, Michigan, 207-743-5309.

ADVOCACY RESOURCES FROM THE AMERICAN LIBRARY ASSOCIATION (ALA)

EVENTS

National Library Legislative Day
Library supporters from across the nation gather each spring on Capitol Hill in Washington, D.C. For information, contact the ALA Washington, D.C., office.

ONLINE

ALA Legislative Action Center
Check this comprehensive Web page for updates on key library and information issues, action alerts, contact information and links to members of Congress: *www.ala.org/washoff/*.

Library Advocacy Discussion List
Individuals with questions, suggestions and stories to share about library advocacy can share them via a Library Advocacy Now! electronic discussion list. To subscribe, send an e-mail message to listproc@ala.org. In the body, type "subscribe aladnow" followed by your first and last name.

Washington Newsline (ALAWON)
ALAWON offers an online newsletter from the ALA Washington, D.C., office with timely updates and action alerts on federal legislation and policies regarding libraries and information issues. The newsletter is free over the Internet. To subscribe, send the message "subscribe ALA-wo" followed by your first and last name to listproc@ala.org.

PROMOTIONAL MATERIALS

ALA Graphics
Colorful posters, bookmarks, pins and other promotional items promoting libraries and literacy can be purchased from the ALA Graphics Catalog or from the ALA Online Store at *http://alastore.ala.org*. To request a free catalog, call 800-545-2433, ext. 5046.

PUBLICATIONS

Libraries & The Internet Toolkit
For tips and guidelines for developing and communicating Internet policies, contact the ALA Public Information Office. The toolkit is available online at *www.ala.org/pio/internettoolkit/index.html*.

A Library Advocate's Guide to Building Information Literate Communities, ALA Library Advocacy Now! Action Pack 2001
This guide contains ideas and strategies, messages and sample publicity materials for advocating the importance of information literacy and the critical role of

libraries and librarians. A print copy is $10, but the guide is free as a part of Library Advocacy Now! Training Programs (see below for details). The print edition is available on the ALA Web site at *www.ala.org/pio/advocacy*.

Quotable Facts about America's Libraries
Give these pocket-sized cards to trustees, friends and advocates to quote from at a moment's notice. Free copies are available from the ALA Public Information Office.

TRAINING

Library Advocacy Now! Training
Workshops are available to local, regional and state library groups at no or minimal cost (for travel). Topics include tips and techniques for building an advocacy network, being an effective library spokesperson and dealing with officials and the media. Programs can be structured to focus on information literacy, the Internet and legislative advocacy or special audiences, such as trustees and Friends of the Library. Contact the ALA Public Information Office.

KEY CONTACTS

ALA Public Information Office: *www.ala.org/pio/advocacy*
50 East Huron Street
Chicago, Illinois 60611
Telephone: 800-545-2433, ext. 5041/5044
Local telephone: 312-944-6780
Fax: 312-944-8520
E-mail: pio@ala.org

ALA Washington Office: *www.ala.org/washoff/*
1301 Pennsylvania Avenue NW, Suite 403
Washington, D.C. 20004
Telephone: 800-941-8410
Local telephone: 202-628-8410
Fax: 202-628-8419
E-mail: alawash@alawash.org

Association for Library Trustees and Advocates: *www.ala.org/alta/*
American Library Association
50 East Huron Street
Chicago, Illinois 60611
Telephone: 800-545-2433
Local telephone: 312-280-2160
Fax: 312-280-3257
E-mail: alta@ala.org

Chapter 13

ESTABLISH A SPEAKERS BUREAU

PURPOSE *To set up an organized way to schedule speakers and speeches on behalf of the public access computing program in your library.*

In this Chapter

SETTING UP A SPEAKERS BUREAU

SAMPLE LIST OF ORGANIZATIONS

SAMPLE FLIER

SAMPLE SPEAKERS BUREAU WORKSHEET

SAMPLE PRESENTATION

PURPOSE *To find opportunities to speak to community groups about public access computing in your library.*

Step 1 — Compile a list of willing and knowledgeable speakers.

Determine who can represent your library and its computer access program effectively. Recruit volunteers from your board, Friends of the Library, staff or community leaders.

Step 2 — Develop a presentation about your library's services or customize the following sample Microsoft PowerPoint presentation.

Conduct practice sessions for yourself and other potential speakers to help everyone get comfortable with the materials.

You can consider including a request for funds or volunteers in your presentation. This is often expected, especially during presentations to service and civic organizations.

Step 3 — Develop a list of potential speaking opportunities.

There are many groups in your community who regularly seek outside speakers, including service clubs, local churches, parent-teacher organizations and chambers of commerce. When possible, match speakers with the appropriate audiences. For instance, if one of the speakers from the list you created in Step 1 is a member of the Rotary Club, he or she should speak to that group.

Step 4 — Coordinate speaking engagements.

Use the following worksheet to help you collect detailed information about the speaking engagement.

Step 5 — Publicize availability of speakers.

Send a flier to potential audience groups. Be strategic with your promotion and don't solicit more than you can handle. Start with a few key audiences in your community rather than a mass mailing. Be sure to make follow-up phone calls. A sample flier is on the following pages.

Step 6 — Send a thank-you note to the organization after your presentation.

PowerPoint presentations can be presented in kiosk mode (see below for instructions) or as part of a guided presentation. Use slide transitions to make the presentation more visually interesting. Here's how:

- Open an existing PowerPoint slide show.

- Click View on the menu bar and click Normal.

- Click Slide Show on the menu bar and click Slide Transition.

- Toward the bottom of the box, there should be a title that says Advance. Here you can choose to advance the presentation on a mouse click or automatically after a certain period of time. Click in the box next to Automatically After and change the time to 3 seconds.

- Click Apply to All.

Set Up Slide Show

- Click Slide Show on menu bar and click Set Up Show.

- Click in the box next to Loop Continuously Until Escape.

- Click OK.

View Slide Show

- Click View on Menu Bar.

- Click Slide Show. This should begin your presentation.

ORGANIZATION	CONTACT	TITLE	ADDRESS	PHONE	E-MAIL	NOTES
Rotary Club Breakfast	Mary Smith	President	1111 Elm St., Anywhere, USA 11111	123-456-7890	Msmith @rotary.com	Meets every Wednesday, 8 a.m., at Denny's. Often gives grant money to children's issues.

To download this template so you can use it at your library CLICK HERE

Sample flier to promote speakers

SPEAKERS
AVAILABLE

Your Library: Connecting our community with a world of information

Many people in our area do not have easy access to computers and the Internet. Here at [NAME OF LIBRARY], we help solve this problem by offering free public access to computers and the Internet for everyone.

Last year alone, more than [NUMBER] people used the computers in our library.

We would like to tell your organization about all the good things happening at your local library. We are available to speak at no charge to community organizations.

For more information or to schedule a speaker, contact [NAME] at [PHONE NUMBER] or [E-MAIL].

Sample Speakers Bureau Worksheet
(Use this worksheet when scheduling presentations.)

Name of organization: _____

Date of scheduled presentation: _____   Time: _____

Location: _____

Organization's contact name and number: _____

Proposed length of presentation: _____

Brief description of audience: _____

Number of people scheduled to attend: _____

Seating and room arrangements (podium, head table, etc.): _____
_____

Can you use visual aids (overheads, slides)? If yes, describe: _____
_____

Can you distribute information, such as a fact sheet, on the public access computing program? Is this ready? _____
_____

Other notes: _____
_____

Sample presentation
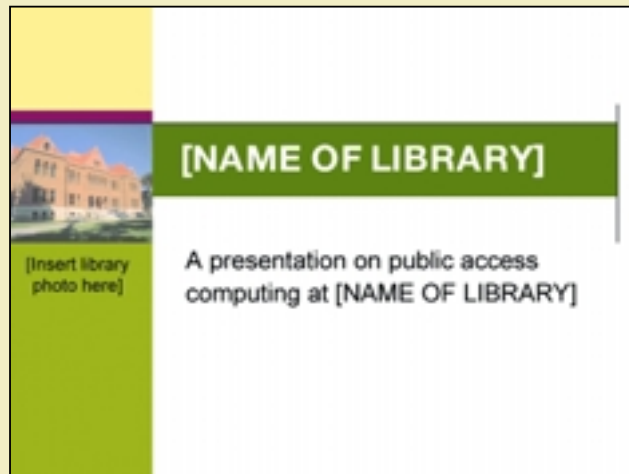
Slide 1: [NAME OF LIBRARY] has always opened the door to knowledge and life-long learning for our community members.

I'm here today to tell you about our efforts to continue to provide this knowledge … not just through books, but through computers and the Internet.
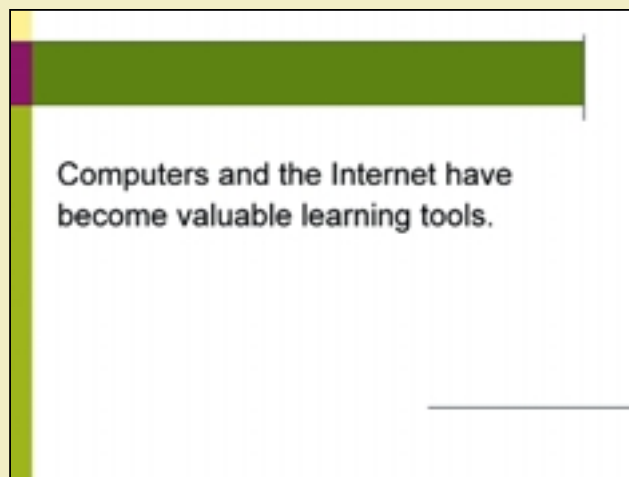
Slide 2: Electronic information sources, including computers and the Internet, have joined the traditional book as a fundamental learning tool.

But in America, there is a gap between those who have convenient access to technology and those who don't.

WHAT DETERMINES ACCESS:

- Family income levels
- Race
- Geography

Slide 3

Several factors determine access to technology, but unfortunately, it's usually the poorest communities that have the least access.

INCOME

- **75%** of households with incomes below $15,000 annually are not connected to the Internet.

- **66%** of households with annual incomes between $15,000 and $35,000 lack Internet access.

(Source: U.S. Commerce Dept. Report, "A Nation Online: How Americans Are Expanding Their Use of the Internet," 2002.)

Slide 4

RACE

While over **50% of the nation** has Internet access at home, only **32% and 30%** of Hispanics and African Americans, respectively, have access.

(Source: U.S. Commerce Dept. Report, 2002.)

Slide 5

The gap between African-American and Caucasian households with home Internet access continues to widen each year.

GEOGRAPHY

- At every income level, rural households are **half as likely** to have home Internet access than those in urban areas.

- Single-parent households are **twice as likely** to be unconnected to the Internet as two-parent households.

(Source: U.S. Commerce Dept. Report, 2002.)

Slide 6

IN [INSERT COMMUNITY]:

An estimated **[xx] percent** of our community does not have easy access to computers.

Slide 7

WHAT LIBRARIES CAN DO

For most families without Internet access, the main factor is **cost**.

(Source: U.S. Commerce Dept. Study, "A Nation Online: How Americans are Expanding Their Use of the Internet," 2002.)

Slide 8

That's where public libraries fit in.

We are in a unique position to offer all community members free and convenient access to information technology.

Community members who lack home connectivity are **1.5 times more likely** to turn to public libraries for access to the Internet.

(Source: U.S. Commerce Dept. Report, "Falling Through the Net: Toward Digital Inclusion," 2000.)

Slide 9

Our doors are open to everyone, and we offer convenient hours in the evenings, on weekends and in the summer.

Our staff has experience helping people seek and manage information, whether from books or on the Internet.

THE INTERNET: A VALUABLE TOOL

- Perform research
- Search for job opportunities
- Seek health information
- Find important information about government services
- Keep in touch with family and friends via e-mail
- Complete school assignments
- Access news, sports and weather information
- Pursue online educational opportunities (e.g. GED, college or vocational courses for credit)

Slide 10

There are many ways patrons can use the library's computers and free Internet access to their advantage.

At **[NAME OF LIBRARY]**, we have **[xx] computers** and **[xx] printers**.

[NUMBER] computers have access to the Internet.

Slide 11

We are fortunate to be able to offer public access computing in our own library.

And, educational software:

[LIST SOFTWARE]

Slide 12

TOOLS & RESOURCES *(continued)*

Since we've had this equipment, **[INSERT NUMBER] people** have used our computers.

These patrons represent all ages…from **[INSERT AGE] to [INSERT AGE].**

Slide 13

Take [NAME] for an example:

[INSERT LOCAL USER AND HIS/HER STORY]

Slide 14

[Tell one person's story, or describe the types of people using the computers. For instance, do school children use them after school?]

OUR POLICY ON INTERNET USE

[Insert specific details about filters or policies you have in place.]

Slide 15

We have been able to purchase [LIST EQUIPMENT] thanks to funding from [LIST SOURCES].

Slide 16

We are incredibly pleased that we can provide all patrons access to technology, and we know our community has benefited from this service.

However, providing this service requires funding and other resources.

[Highlight current partnerships, use of volunteers, successful grants.]

Slide 17

We are continuously looking for budget money, grants, volunteers and partnerships so we can maintain our hardware and software and upgrade our equipment as needed.

Through such **generous support,** the library can continue to provide **free public access** to information technology…

Slide 18

...and ensure that the **divide** between those with access to technology and those without **gets smaller each day.**

Slide 19

Thank You.

Questions?

Slide 20

Chapter 14

MEET YOUR TECHNOLOGY NEEDS

PURPOSE *To assess the technology you have, what you need and how to manage it. While entire books have been written on this subject, this toolkit contains enough information to help you get started.*

Note: Portions of this section have been graciously provided by NPower, *www.npower.org*, and Tech Soup, *www.techsoup.org*.

In this Chapter

CHOOSE BETWEEN VOLUNTEER AND PAID ASSISTANCE

USE VOLUNTEERS FOR SPECIFIC TECHNOLOGY PROJECTS

CONSIDER HIRING A TECHNOLOGY STAFF MEMBER

CONSIDER HIRING A TECHNOLOGY CONSULTANT

CONDUCT REGULAR MAINTENANCE

PURPOSE *To determine if you should use volunteers or paid assistance.*

> ✳ **HELPFUL HINT**
>
> **For ideas on building a volunteer network,** see the "Build a Volunteer Network" chapter on page 31.

Volunteers can be wonderful sources of technology support. Before you bring on a volunteer, however, address which of your technology needs are suited to a volunteer project and which would be better met by a consultant or a system administrator. A mismatch between the project and the kind of assistance you seek can waste time and resources for everyone concerned.

Step 1 — Decide if your need is short-term or ongoing.

A volunteer is usually best used as a short-term solution for a short-term need. For regular maintenance issues, a system administrator or a contract with a consulting firm is a better choice. Volunteers' schedules are often varied, so it's best not to count on a longer commitment than a few hours a week. It's wonderful if a volunteer decides to continue on, but that shouldn't be part of the initial plan.

Some libraries find that if they have more than 15 computers, they need to hire a part-time or full-time system administrator or contract with a consulting firm to do regular maintenance. Volunteers can still be useful on specific tasks, but they should not be a substitute for consistent, ongoing support from a trained staff person or regular contractor.

Step 2 — Determine if your project is urgent and/or mission-critical.

If your project is urgent, it's best to hire a consultant or a system administrator. A crucial and time-sensitive task puts too much pressure on a volunteer. From your perspective, a volunteer gives you no guarantees. Without a guaranteed commitment, it's harder to meet tight deadlines and ensure high quality work on a critical project.

However, if you are more flexible on the timeline for the project, a volunteer may fill your need. If you need training on how to use your database to generate reports for a grant deadline six months from now, a volunteer might be perfect for the task. If, however, you need someone to repair your database so that you can access contact information about your patrons, you should probably hire a consultant.

Step 3 — Determine your potential budget.

A volunteer is a low-cost, immediate solution. If you need a consultant or system administrator, however, you may be able to raise the money for it, especially if it is a convincing part of your technology plan.

Step 4 — Determine if your project is limited in scope.

Essential features of a volunteer project are that you can break it down into specific, achievable tasks and that you can see a definite end in sight. The project should be a small part of the overall technology plan for your library.

For instance, the maintenance of most Web sites now requires a greater time commitment and follow-up than it is advisable to expect of a volunteer. You don't want to be stuck with an outdated Web site because no one on staff has the time or skill to do the updating and the volunteer has moved on to other things.

Volunteers have been most successful with very simple library Web sites that are not interactive or time-sensitive but are essentially online brochures. Even if you need to hire a Web developer to create your site, a volunteer might assist with part of the process, such as helping you think through what you want the site to offer and who you want to target.

Step 5 — Decide what kind of follow-up will be needed.

Does the project require ongoing maintenance? If so, you may want to hire or dedicate a staff member. For instance, if you ask a volunteer to create a Web site with a page of information about upcoming events, you may be out of luck when the volunteer leaves. You may not have the resources or expertise to update it. If the project requires follow-up that is relatively easy, however, you can ask the volunteer to train a staff member as part of the project.

PURPOSE *To use donated resources to help support your public access computing programs.*

Step 1 — Outline possible technology projects for volunteers.

A volunteer's enthusiasm and know-how may be boundless, but he or she will need well-defined guidance from library staff. For the volunteer to be effective, he or she must be given a manageable set of tasks. The work you do defining your project before you enlist a volunteer will help you write a work plan on which you can both agree.

Following are some ideas for technology projects that could be handled by a volunteer:

- **Staff training** — Volunteers can be especially good for one-on-one tutoring, a kind of training that is extremely desirable but not always cost-effective with a consultant. For example, a volunteer could observe a staff person working and then teach him or her to increase efficiency and use applications better. A volunteer may even have the teaching experience necessary to give a full-fledged training to a group of people. When you are screening volunteers to perform training, make sure they have aptitude for and an interest in teaching, not just technical expertise. Ask what teaching experience they have had in the past.

- **Web design** — Creation of a Web site often can be too big a task, with too much follow-up required, to be a successful volunteer project. In a few cases, however, if a library wants a very simple Web site that functions like an online brochure, a volunteer may be able to handle it. A volunteer could help a staff person who already has some knowledge start the project by offering advice about which Web editing programs to use and by providing some training. Volunteers can also be useful with the initial brainstorming and planning phase, when you are thinking through what you want the site to accomplish, who your audience is, and what is feasible for your budget.

- **Troubleshooting hardware and software** — A volunteer can be successful at troubleshooting tasks as long as you are very clear about what the specific prob-

---

✱ **HELPFUL HINT**

Many libraries use volunteers to manage their computers. You can view a sample application from the Kitsap Regional Library in Washington at *http://infotrackers.krl.org/app.htm.*

lems are. For example, you might ask a volunteer to look at a computer that keeps crashing or a printer that sometimes garbles your print jobs. In the long term, however, it is best to make one consistent person, who knows your systems, responsible for troubleshooting.

- **Assessing donated equipment** — If you receive donated equipment, a volunteer could help you assess what you have and what use it can serve.

- **Assessing computers for a memory upgrade** — If you know you need more memory but don't know exactly what that means or how to get it, a volunteer can help assess your computers and then make recommendations for memory upgrades.

- **Installing memory or new peripherals** — A volunteer could install new memory or set up a new printer, scanner or backup system.

Step 2 — Find technology volunteers.

After you have written your volunteer job description, look in your community for volunteers with the necessary technical skills. (See "Build a Volunteer Network" for details, page 31.)

! GOOD IDEAS

The Blacksburg Library in Blacksburg, Virginia, approached RSVP, a national volunteer organization for senior citizens, and the local university, Virginia Tech, for volunteer services.

Virginia Tech provides an average of 10 student volunteers each semester to monitor the library's computer lab weekday afternoons when local middle-school students come to use the facility. These volunteers ensure that patrons maintain a low noise level in the lab and also provide assistance whenever needed. Library director Rhonda Moncada notes that when the university students go on semester break, the library asks responsible and mature middle school students to fill in. She says these students do a great job and that the experience is empowering for them.

The library also relies on volunteers from the local chapter of RSVP for various tasks. RSVP volunteers helped the library conduct a survey to determine the community's need for computing services. The senior volunteers distributed copies of the surveys to local service and civic organizations. Survey results indicated that senior citizens have the highest need for computer training. The library plans to capitalize on its partnership with RSVP to reach out to older community members and encourage them to enroll in basic computing classes at the library. For more details, contact the Montgomery Floyd Regional Library System, Blacksburg, Virginia, 540-382-6965.

Here is a partial list of places to start:

- **Corporate volunteer programs.** Many corporations have bulletin boards that list volunteer opportunities. You can find tech-savvy volunteers in most companies, not just in companies that specialize in technology. The Human Resources department is the first place to contact.

- **Schools and community colleges.** Many vocational schools and community colleges will post your volunteer job description in a career center or on a departmental bulletin board. Some professors may announce the opportunity in their classes. Try contacting departments related to technology, such as engineering and computer science.

- **Your colleagues.** Ask other libraries or nonprofits in your community where they go for technical volunteers.

- **Other volunteers.** Often, current volunteers will be the best source for new volunteers. They may know of someone, or they can tell you where to post a job description.

- **Listservs.** More and more, people are using listservs to communicate about community needs and events. Ask around about the listservs people in your community belong to, especially listservs that people with computer skills might be on. Find a person who belongs to the list to post your job description for you.

- **User groups**. User groups are groups that meet either in person or online to discuss different types of hardware and software. Look for them in your local computer newspaper, if you have one, or online. Yahoo's Internet user groups and Yahoo's hardware user groups are good places to start.

- **Newspapers and newsletters.** You can list your volunteer job description free of charge in many neighborhood newspapers, PTA newsletters and other community publications.

Step 3 — Choose the right volunteers for you.

You may be tempted to welcome with open arms the first volunteer who shows up. Remember, you are going to invest time and energy managing the volunteers, and you are going to entrust them with care of your computer systems. It is crucial to screen potential volunteers, even check their references as you would with a consultant.

Some questions to consider when interviewing volunteers include:

- **What skills will the volunteer need to accomplish the task?** Ask about volunteers' previous experience with the technology you want them to work on. Bear in mind that some volunteers can learn skills as they go, especially if they have other technical expertise or are taking a class.

- **Is the volunteer willing to work in a library or nonprofit context?** Many volunteers may be coming from a corporate environment. Ask if the volunteer has any experience working in a library or nonprofit. How was it? If he or she has not worked in that type of environment, explain some of your ways of working, including your budget, staff skill level and library atmosphere. Ask volunteers if they would be comfortable working in an environment with fewer resources. Are they willing to help you reach technology compromises that work and not necessarily recommend the latest, most expensive system?

- **Will the volunteer communicate clearly about the work he or she does?** Can they explain technical issues in a way that you understand? If they use words you don't know, will they define the terms clearly? Are they willing to report back regularly on their progress and document their work?

- **Is the volunteer reliable?** Make sure each volunteer is willing to make a specific time commitment and finish the project before the deadline you give. Checking references is the best way to see if the volunteer is likely to follow through.

PURPOSE *To have a person on staff to maintain your computers.*

You may need to hire a technology staff person, often known as a system administrator, to troubleshoot your computer problems. Depending on the size of your library and the complexity of your technology, a system administrator's job can range from 10 hours per week to full time.

Step 1 — Define the position.

Before you start interviewing, think through how you will structure this position to attract the right person and minimize turnover, since technology staff are so hard to replace.

For many technology people, continued training and chances to keep their technical knowledge up to date are of vital importance. They may be willing to accept library salaries, but they will leave if they feel their technical skills are stagnating. It is vital to budget for regular training opportunities and to provide time to take the training.

It's also important to keep technology staff in the mainstream of the library. It's easy sometimes to isolate the IT staff and not interact unless you have a computer problem. But appreciating the contribution they make to the library's mission — and sharing that appreciation with them on a regular basis — will help you to keep your system staff loyal and involved.

Step 2 — Post your job description.

Places to post a job description include:

- **Colleges, universities and trade schools.** Many libraries have been able to hire computer-literate college students at relatively low rates to become their system administrators. Contact the school's career center and see how job listings are

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✱ HELPFUL HINT

Don't let your system administrator be the only person who understands your systems. If you become too dependent, you could be in for trouble if he or she becomes sick or takes another job. The system administrator should develop full documentation of your library's computer systems and share skills and information routinely with other staff. To keep staff informed, the system administrator can organize general training sessions and share any information that will affect staff who use the computer resources at your library.

posted. Career centers may have online job posting services as well as job binders or bulletin boards.

- **Online nonprofit job board**s. Opportunity NOCs (**www.opportunitynocs.org**), Nonprofit Career Network (**www.nonprofitcareer.com**) and Idealist.org's job search page (**www.idealist.org**) are some sites to check.

Tips for working with your system administrators

Following are the basic responsibilities of a system administrator:

- Staff training and support

- Software installation, maintenance and upgrades

- Hardware installation, maintenance and upgrades

- Research and troubleshooting

- Routine network administration and maintenance

- Network documentation

- Database supervision

If your system administrator also manages your network, he or she should have the following skills:

- Knowledge and experience with the type of network you have

- Knowledge and experience with your office applications

- Knowledge and experience with network software installation and upgrades

- Knowledge and experience with hardware installation and upgrades

- Ability to teach and train others about network use and software skills

- Knowledge and experience with network e-mail

Following are some of the day-to-day support tasks a system administrator should perform:

- Doing backups of your staff's computers and server, if you have one

- Adding and deleting new network users

- Making sure that virus protection software is up-to-date and cleaning any viruses that infect computers

- Training and assisting staff in using their hardware and software efficiently

- Troubleshooting any routine problems that staff cannot fix on their own, such as a problem with the printer or a computer that freezes repeatedly

PURPOSE *To hire a consultant for more specialized technology tasks.*

Step 1 — Find a technology consultant.

Below is a list of ways to hunt down a consultant in your community. Finding the right person is not automatic; in most cases you will have to invest some time and energy into contacting and interviewing prospective consultants to make a good match.

- **Consult your local technical assistance provider.** An organization that provides technology services to nonprofits is probably your best resource for consultants. Most technical assistance providers do consulting themselves. Even if they don't, they are likely to be able to refer you to someone who does.

See "Technical Assistance Providers," page 157, to find resources in your area.

- **Seek out recommendations.** Which consultants have other libraries in your area used? Ask around among organizations of a similar size and complexity as your own. Find out as much as you can about the consultant, but be sure to decide for yourself which to choose based on an interview.

! GOOD IDEAS

A consultant is a good idea for many larger projects, such as installing a network, creating a Web site or building a database. These require more specialized knowledge and resources than you can usually expect from a volunteer or a system administrator.

In some cases, a contract with a consultant can also be appropriate for ongoing maintenance needs. Some network consultants will contract with you to maintain the network for a monthly fee. They may include a certain number of visits per month and charge extra for emergency calls.

A specialized consulting option for libraries is to take advantage of a circuit rider. A circuit rider is a library technical consultant who services many libraries on a rotating basis. This way you can spread the cost of one consultant over several organizations or libraries. Smaller libraries can likely manage with a part-time circuit rider.

- **Search an online database.** The following searchable databases are geared specifically to consultants who work with nonprofits:

  - Alliance for Nonprofit Management's Provider Database: **www.allianceonline.org**.

  - Idealist.org's Search for Companies and Consultants: **www.idealist.org**.

  - Technology Solutions Directory: **www.asaenet.org**.

  - Consultants ONTAP: **www.ontap.org**.

- **Recruit more actively.** If you are in an area with fewer resources, you may need to recruit a consultant more actively.

  Here are some places to start:

  - Resource centers for small businesses.

  - User groups and professional associations.

  - Computer retail stores.

  - Technical newspapers.

Step 2 — Manage your consultant.

Consultants are used typically for short-term projects or, if you don't have a system administrator, for projects that are more than your staff can handle.

Here are a few tips on working successfully with a consultant:

- **Assign a point person**. The consultant should report to a single person. The point person should be the only one who gives the consultant instructions or new tasks.

- **Establish expectations.** Before the consultant starts, make sure you have a meeting to go over the contract and work plan. Clarify upcoming milestones and plan your next check-in.

- **Communicate regularly.** What progress is the consultant making? What does he or she need to know to continue? What problems is he or she encountering? Have your needs or situation changed in a way that might affect the project? It's best to set a time for regular meetings between the consultant and the point person, perhaps weekly. In addition, the consultant should document his or her work so that you have a written record of what has been done. The point person should work closely with the consultant as he or she begins to make recommendations, so that the final set of suggestions aren't wildly divergent from your library's reality.

- **Obtain staff buy-in.** Keep the staff informed about what the consultant is doing and set up procedures for them to give the consultant input early on and to comment on the draft recommendations.

- **Give yourself an out.** In a worst-case scenario, when a consultant does not meet deadlines or communicate with you about progress, you must follow through with consequences. If your work plan and contract are divided up into phases, you can pull out at the end of a phase if things are not going well.

- **Make the project sustainable.** Once the consultant leaves, someone will need to use and maintain what the consultant has done. No project is complete without an element of training and planning for the future.

  Becoming too dependent on a consultant can be extremely risky. Consultants may not be available forever, or they may not be available right when you need them. Even if they are, you will waste large amounts of money paying them to fix each little problem that comes up. The ideal solution is to insist that they document their work thoroughly. Ask them to train you on basic aspects of maintaining your computer systems. If training you is a substantial task, it might be a sign that you need a system administrator or that your system administrator needs additional formal training.

- **Finish the project on your own terms.** It's important to set the exit terms yourself. Don't let the consultant walk out until you are satisfied that your original goals have been met. Will you be able to contact the consultant with questions and problems? How much will it cost you? Establish expectations about ongoing communication and availability.

TECHNICAL ASSISTANCE PROVIDERS

These organizations provide the following services to nonprofit organizations: technical consulting, technical planning assistance, software development, in-house technical training, database design, technical support, maintenance or repair.

Technology is an ever-changing field, and some of these resources may change. Please visit w*ww.techsoup.org* and check on local consultants for an up-to-date list of technical assistance providers.

Alliance for Technology Access: *www.ataccess.org*
2175 East Francisco Boulevard, Suite L
San Rafael, CA 94901
Phone: 415-455-4575; Fax: 415-455-0654
The Alliance for Technology Access is a national network of community-based resource centers, developers and vendors that provide information and support services to people with disabilities.

Applied Arts Ltd.: *www.a2soft.com*
208 Stone Avenue, Suite 3
Lexington, KY 40508
Phone: 859-225-1572; Fax: 859-225-1021
Since 1994, Applied Arts has specialized in FileMaker Pro development, training and Web site management.

Asha Technologies: *www.ashatech.com/home.html*
1215 2nd Avenue
San Francisco, CA 94112
Phone: 650-303-5324; Fax: 650-745-3309
Aimed at providing socially beneficial technology, Asha offers extensive services such as Web-based application, development, database design, database configuration and management, system and application architecture, software engineering, graphic design, system administration, object-oriented software engineering and project management.

Convio: *www.convio.com/index.html*
4801 Plaza on the Lake, Suite 1500
Austin, TX 78746
Phone: 512-652-2600; Fax: 512-652-2699
Convio provides relationship-management software and services, as well as other professional services including site design, integration of existing databases and e-marketing consulting.

Coston Dorsey Consulting, LLC: *www.costondorsey.com*
4411 Barford Road
Chantilly, VA 20151
Phone: 703-850-8597; Fax: 703-222-8710
Coston Dorsey provides consulting and contracting services in information systems, e-commerce and information systems management to charities, nonprofits and other organizations whose line of business is to help others and create a better world. Services provided are systems design, database management, LAN and WAN administration and technical consulting.

Civic Resource Group: *www.civicresource.com*
3435 Ocean Park Boulevard, Suite 108
Santa Monica, CA 90405
Phone: 310-392-9266; Fax: 310-392-3664
Civic Resource Group offers strategic Internet and technology consulting, creative technology programs and project development and training.

Civilution.com: *http://civilution.com*
149 NE 133 Street
Seattle, WA 98125
Phone: 617-354-0825; Fax: 617-821-5368
Civilution.com offers online assistance and aids nonprofits in the development and maintenance of Web sites.

Confluence: *www.confluencecorp.com*
2164 Westglen Court
Vienna, VA 22182
Phone: 202-296-3920, ext. 31; Fax: 202-296-3948
Confluence provides technical support services to Washington, D.C., metro area (D.C., Maryland and Virginia) nonprofits including software, database, hardware, networking, Web site, IT planning, vendor selection and COTS integration and customization.

CTCNet (Community Technology Centers Network): *www.ctcnet.org*
230 Third Avenue, 4th Floor
Waltham, MA 02451
Phone: 781-684-0830; Fax: 781-684-0052
CTCNet provides assistance with equipment, software and telecommunications evaluation and selection.

The e Organization: *www.theeorganization.com*
4 Iroquois Road
Arlington, MA 02476
Phone: 781-777-1348
The e Organization is an Internet strategy consulting firm that works exclusively
with nonprofit organizations to define and develop the mission-driven uses of
available Internet technologies. In addition, the firm provides both design and
implementation oversight services.

Eugene Free Community Network: *www.efn.org*
43 West Broadway
Eugene, OR 97401
Phone: 541-484-9637; Fax: 541-484-6306
EFN is a division of Oregon Public Networking, offering computer and Internet
classes, Web site and database design and domain hosting. Classes are offered
online; cost per class is sliding scale. Web site and database design are offered
at low cost.

Jacobson Consulting Applications, Inc: *www.jcainc.com*
330 West 42nd Street, 30th Floor
New York, NY 10036
Phone: 212-465-2336; Fax: 212-465-2349
A full-service consulting firm dedicated to providing technical assistance to non-
profit organizations. Jacobson Consulting Applications, Inc., specializes in helping
organizations select and implement fundraising systems that fit their needs.

Lotus Media: *www.lotusmedia.org*
408 Pritchard Avenue
Chapel Hill, NC 27516
Phone: 919-933-9383
Lotus Media helps nonprofits utilize and share information electronically. Lotus
Media provides database-driven Web sites, HTML instruction and electronic pub-
lishing for nonprofits.

The Management Center: *www.tmcenter.org*
870 Market Street, Suite 360
San Francisco, CA 94102-3009
Phone: 415-362-9735; Fax: 415-362-4603
The Management Center's IT Consulting Services department works with local
nonprofits to improve their technology systems and use these systems to enhance
the services they provide to the community.

NetAction: *www.netaction.org*
601 Van Ness Avenue, #631
San Francisco, CA 94102
Phone: 415-775-8674; Fax: 415-673-3818
NetAction is a national nonprofit organization dedicated to promoting use of the Internet for effective grassroots citizen action campaigns and to educating the public, policy-makers and the media about technology policy issues.

Next Page, LLC: *http://nxpage.com*
3 Highland Road
Glen Cove, NY 11542
Phone: 516-676-6470; Fax: 516-676-2743
Next Page, LLC, serves the nonprofit sector with a full range of Internet/intranet technology solutions. The firm specializes in outcome-measurement programs as well as custom application and database development, interface design, business process analysis/redesign, technology literacy training and project management.

Teaming for Technology: *http://comnet.org/acconf/*
(Visit *www.ncccsf.org/teamtech/links.html/* for local contact information.)
Teaming for Technology assists nonprofits in effectively using technology to increase the impact of their work in the low-income communities they serve.

TechRocks: *www.techrocks.org*
633 Battery Street, Suite 110
San Francisco, CA 94111
Phone: 415-291-9535; Fax: 212-812-4399
TechRocks is a national nonprofit dedicated to accelerating social and political progress by building technological capacity for citizen engagement and community collaboration.

Telecommunications Cooperative Network: *www.tcn.org*
20 University Road, 4th Floor
Cambridge, MA 02138
Phone: 877-400-5594; Fax: 800-214-0351
TCN provides LAN, WAN, phone, Internet and intranet services to nonprofit organizations.TCN has offices in Cambridge and Allston, MA; New York, NY; Washington, D.C.; Shelborne, VT; Seattle, WA; and Montgomery, AL.

Voluntech.org: *www.voluntech.org*
Phone: 212-512-7666
Voluntech is a group of technical volunteers who donate their time and expertise to help community organizations take advantage of the latest computer and communications technologies.

PURPOSE *To ensure your technology is up-to-date and virus-free.*

Spending a few minutes a day, week and/or month to maintain your computers will save you time in the long run. Simple computer maintenance will ensure your computers run efficiently and will help keep them virus free. Computers often hold on to information longer than necessary, which results in a cluttered machine. Performing a few tasks to delete unwanted files and programs will help your computers run more efficiently.

There are many Web-based tutorials that outline technology maintenance. Here are a few examples of tutorials to get you started:

- Microsoft Windows Support Main Page — **http://support.microsoft.com/**

- Virtual DR.Com — **www.virtualdr.com/**

- Tech TV — **www.techtv.com**

- PC Support.com — **http://pcsupport.about.com/c/ht/How_index.htm**

- Tech 24 — **www.tech24inc.com**

Chapter 15

RESOURCE LIST

LIBRARY ASSOCIATIONS

American Library Association (ALA)
www.ala.org

Multicultural librarian associations
www.nativeculture.com/lisamitten/aila.html
www.uic.edu/depts/lib/projects/resources/apala/
www.bcala.org
www.cala-web.org
www.reforma.org

Public Library Association
www.pla.org
www.pla.org/conference/planning/planning.html

TECHNOLOGY RESOURCES

Anti-virus protection updates
www.mcafee.com
www.symantec.com

Database of consultants for hire
www.allianceonline.org
www.idealist.org
www.asaenet.org
www.ontap.org

Internet use policies
www.ala.org/alaorg/oif/internetusepolicies.html

Inventory your hardware
www.npower.org
http://207.21.202.169/techsurveyor/
www.belarc.com/BelManage.html

Inventory your software
www.isogon.com/index.shtml
www.globetrotter.com/products.shtml
www.clevertolls.com/products/lanauditor/index.htm

Security policies
http://rr.sans.org/policy/policy_list.php

Technical assistance providers
www.techsoup.com/resourcelist.cfm?resourcelistid=24&order=region

Technology training
www.techsoup.org

FUNDRAISING

Fundraising and grantmaking
www.pla.org/resources/donate.html
www.fdncenter.org
www.changingourworld.com
www.philanthropy.com
www.mapnp.org/library
www.tgci.com
www.grantsmart.org
www.nonprofits.org
www.nickelnews.com/comp/resources
www.fund-online.com
www.internet-prospector.org

Effective partnerships
www.ala.org/celebrating

ADVOCACY

American Library Association
www.ala.org/pio/advocacy

ALA legislative action center
www.ala.org/washoff

MULTICULTURAL SITES

Multicultural sites
www.africana.com
www.bet.com
www.univision.com
www.terra.com
www.indiancountry.com
www.asianweek.com
www.nativeweb.com

VOLUNTEER RECRUITMENT

Nonprofit job boards
www.opportunitynocs.org
www.nonprofitcareer.com
www.idealist.org

Chapter 16

MY LIBRARY RESOURCES

PURPOSE *To collect additional resources pertinent to supporting and promoting library programs and technology.*

From time to time, you will come across other materials and ideas on supporting and promoting your programs and technology. Use this section of the binder to store these materials, so your resources are in one convenient location.