

CALIFORNIA CULTURAL
CROSSROADS

The logo consists of a large orange triangle. Inside the triangle is a green wireframe globe. A line of seven brown human figures is holding hands in a circle around the globe. The word "CALIFORNIA" is written in blue, arched letters along the left side of the triangle, and "CULTURAL" is written along the right side. Below the triangle, the word "CROSSROADS" is written in large, blue, block letters.

BY **PATRICIA M. WONG, GRACE FRANCISCO AND SHELLY G. KELLER**

2007

This publication was produced under the California Cultural Crossroads Support grant to the Metropolitan Cooperative Library System. The California Cultural Crossroads Program was developed through a partnership between the Metropolitan Cooperative Library System and the California State Library.

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About the Authors

Patricia “Patty” M. Wong was appointed deputy director of the Stockton-San Joaquin County Public Library in February 2001. As deputy director she is responsible for daily Operations of a thirteen-branch system, a mobile library and mobile youth literacy vehicle in the Central Valley. Her library administrative experience includes management positions in the Oakland Public Library (CA) as coordinator of children’s and youth services and supervising librarian of the South Branch and the Tool Lending Library at the Berkeley Public Library (CA). She has worked as a school librarian, children’s librarian, cataloger, and special librarian. Ms. Wong is a part-time faculty at the School of Library and Information Science at San Jose State University, specializing in youth services. Ms. Wong continues to serve as a consultant for libraries in the areas of managing change, youth development, fundraising, cultural diversity, developing homework centers in libraries, and developing joint ventures and collaborations between libraries and community agencies. She serves as an independent consultant for the Metropolitan Cooperative Library System on the California Cultural Crossroads program, in addition to having been a participant in the California State Library’s Partnerships for Change program.

She is an active member of the American Library Association and currently serves as chair of the Budget Analysis and Review Committee and a Councilor-at-Large. Patty has also served as a Member of the ALA Executive Board. She has also been active in the California Library Association, the Chinese American Librarians Association, REFORMA, (the National Association to Promote Library and Information Services to Latinos and the Spanish Speaking), and the Asian/Pacific American Librarians Association (APALA). She served as President of APALA, Board Member for the United States Board on Books for Young People, and has worked as a member and chair of many conference planning and working committees throughout several professional associations. Ms. Wong has been a keynote speaker at a number of professional conferences and a trainer for the California State Library. Prior to her work in San Joaquin County, she served on the board of the Spanish Speaking Citizens Foundation and was Board President of the Ohana Cultural Center, an Asian Pacific performing arts and community center. Recent accolades include nomination as a Library Journal 2007 Mover and Shaker and the 2006 Joint Conference of Librarians of Color Advocacy Award for the Asian/Pacific American Librarians Association.

Ms. Wong’s publications include: *Joint Ventures: The Promise, Power and Performance of Partnering* (California State Library, Sacramento, 2001), *Cultivating Change: a Manual on Transforming Your Library* (California State Library, Sacramento, CA, 1999), “Asian American Videos for Children and Young Adults,” in *Multicultural Videos for Children and Young Adults* (Neal Schuman, NY, 1999), and, *Harmony in Diversity: Recommendations for Effective Library Service to Asian Language Speakers* (California State Library, Sacramento, CA, 1998). Her passions include advocacy, programming, grant writing and outreach. Ms. Wong has successfully garnered more





than \$2 million in support for libraries and nonprofit organizations throughout her career.

Ms. Wong received a Masters in Library and Information Science from the University of California at Berkeley and received her bachelors from that same institution.

Grace B. Francisco is children's and Hispanic services librarian for the Oceanside Public Library. Ms. Francisco was director of *Adelante!*, the Oceanside Public Library's joint venture with the San Diego County Health and Human Services Agency's Public Health Department. *Adelante!* was fully integrated into the extension services outreach division of the library since its inception as a California State Library grant program in 1990. Ms. Francisco serves as an independent consultant for the Metropolitan Cooperative Library System on the California Cultural Crossroads program, in addition to having been a participant in the California State Library's Partnerships for Change program. She has served as a trainer and presenter for the Partnerships for Change workshops and was a contributing author to the California State Library publication, *Cultivating Change—Redesigning Library Services Using the Partnerships for Change Approach*. She is also one of the authors of *Joint Ventures: The Promise, Power and Performance of Partnering*, published by the California State Library.

Born in Argentina, Ms. Francisco immigrated to the United States with her parents in 1961. She began her library career at the San Diego County Library in 1980, moving over to the Oceanside Public Library where she just celebrated her 25th anniversary.

In 1991 Ms. Francisco was one of 12 librarian-delegates selected by California to the White House Conference on Library and Information Services in Washington, D.C. She is a member of California Library Association and The North County Latinas Association. Ms. Francisco is very committed to helping libraries work with partners in their neighborhoods for the benefit of the entire community.

Shelly G. Keller is a free-lance writer, editor and publications specialist with over 20 years of experience working with California public agencies and small businesses. She is editor and writer for *California Cultural Crossroads*. Ms. Keller began providing marketing and communications services to the California State Library in 1988, serving as campaign manager for the California Campaign for Libraries, a multi-year, multi-media campaign promoting libraries, books and reading, from 1998 to 2002.

She has written and edited dozens of publications for the State Library, including *Joint Ventures—The Promise, Power and Performance of Partnering*; *Cultivating Change—Redesigning Library Services Using the Partnerships for Change Approach*; *Harmony in Diver-*



sity—Recommendations for Effective Library Service to Asian Language Speakers; Keeping the Promise—Recommendations for Effective Library Service to African Americans; and Adelante!—Recommendations for Effective Library Service to the Spanish-speaking.

Ms. Keller has served as: project director for the State Library Convocation on Providing Public Library Service to California’s 21st Century Population and public relations trainer throughout the State Library’s seven-year Partnerships for Change program. She also edited the American Library Association’s *Celebrate Diversity* manual and has contributed articles to ALA’s *PR Activity Report* and *The Reference Librarian*. She has written dozens of articles for *The Sacramento Bee* and is currently food editor and book columnist for *Solano Magazine*.

Ms. Keller’s clients also include the California Earthquake Authority, California Energy Commission, California Office of Tourism, City of Sacramento, California State Employees Association and numerous nonprofits and small businesses. She has served on the boards of directors of Sacramento Community Service Planning Council, Sacramento Ad Club, Theatre for Children Inc. and Stones Lakes National Wildlife Refuge. Ms. Keller earned her bachelor’s degree from the University of Maryland and has taught Writing for Public Relations at the University of California, Davis.



Introduction

A tradition of public library partnerships with the cultural community

Partnerships and joint ventures are an important trend in providing library services, introducing the library to new users while building support for the library. The California State Library has a history of encouraging public libraries to initiate partnerships with local cultural communities and people. Experience has proven that partnerships and joint ventures strengthen the library's roles as both a participant and leader in community planning and development. Joint ventures and partnerships with cultural or ethnic organizations can enhance your library's image and develop the leadership potential of your library.

From 1988 to 1995, the State Library's Partnerships for Change program led the way in developing innovative library services programs while forging community partnerships. The State Library's Joint Ventures from 2000 to 2002 continued that tradition of community collaboration. The Library's California Cultural Crossroads program from 2004 to 2007 renews the State Library's commitment to helping public libraries engage their cultural and ethnic communities in meaningful, effective partnerships and joint ventures to better serve all Californians.

California's population has changed dramatically in the last 30 years. Within a single generation, California has become the country's most ethnically diverse and complex society.¹ By 2040, Latinos will comprise the largest ethnic group in California. Whites will be the second largest ethnic group, Asians the third, with Blacks the fourth largest.² Despite these rapidly changing demographics, public libraries have sometimes struggled to adapt their local programming accordingly. Since ethnic or cultural programming is not widely available in California's public libraries, many under-served ethnic communities are not aware of, or do not use their local public library.

About California Cultural Crossroads

California Cultural Crossroads (CCC) was developed to respond to three recommendations developed during the California State Library's Convocation on Providing Public Library Services to California's 21st Century Population, held in Sacramento May 20-21, 1997. Those recommendations include:

- *The State Library should implement a grant program for organizational joint ventures to raise awareness of libraries in the community.* CCC provides grants for joint ventures between libraries and community cultural organizations that would raise awareness of libraries within ethnic or cultural communities.
- *The State Library and public libraries should expand the Partnerships for Change methodology to include children, young adults, aging baby boomers, seniors, etc.* CCC



2004-05 California Cultural Crossroads Pilot Programs

Fresno County Library

Partnering entity:
Arte Americas (founded to promote Latino arts in California's Central Valley)
Target group: Latinos

Sacramento Public Library

Partnering entity:
La Raza Galería Posada (a cultural center for the Chicano/Latino community)
Target group:
Chicanos and Native Americans

San Diego County Library

Partnering entity:
The World Beat Center
Target group:
African Americans, Latinos and Native Americans

San Diego Public Library

Partnering entity:
San Diego Media Arts Center (producer of San Diego Latino Film Festival)
Target group:
Urban Latinos

builds upon the Partnerships for Change philosophy and methodology, taking that process to the next logical step—public library joint ventures with cultural or ethnic organizations.

- *Barriers to access should be addressed as follows: ...Public libraries should promote their services to non-users who have no previous experience or knowledge of public libraries...All public libraries should respond to the language needs of their service areas.* CCC helps libraries draw non-users into the library, especially those with cultural or language differences.

This publication documents the first year (2004-05) of CCC pilot programs funded with Library Services and Technology Act (LSTA) monies. Seven libraries participated in 2004-05 with another seven participating in 2006-07. As of this writing, 2006-07 programs are still under way. Training for this group included lessons learned and best practices of the 2004-05 pilot programs and the second group is building on the successful experiences of the first year programs.

CCC targets both adults and children who are under-served by public libraries due to ethnic and cultural barriers. Successful applicants were required to establish a joint venture (as defined in the State Library publication, Joint Ventures: The Power, Promise and Performance of Partnering) with an ethnic or cultural entity or community organization to establish ongoing programming for a targeted under-served ethnic/cultural population. The ultimate goal of this project is for local libraries to develop long-term partnerships with community notables that would result in sustainable cultural programming.

The goals of the CCC program are:

- Californians will have access to ethnic cultural programming at their local public library.
- Non-users will gain knowledge of library services at cultural events in their community.

CCC combined training, technical assistance from library consultants, and an LSTA-funded grant for \$25,000 for each program. Successful grant applicants were required to send a three-person team to a mandatory training session in Sacramento. Each team consisted of a library administrator to oversee the grant, the library project coordinator, and a representative from the partnering cultural organization. Training objectives included:

- Understand the benefits and obstacles to establishing a successful joint venture.
- Identify the steps in establishing a library joint venture.
- Learn how to draft and execute a written joint venture agreement.

Project consultants Patty Wong and Grace Francisco provided technical assistance to all seven public libraries involved in the first year of CCC. Wong and Francisco have developed exceptional expertise in cultural diversity as well as library partnerships and joint ventures through their work with State Library-initiated programs including Partnerships for Change, and Joint Ventures, as well as through their work within their own public



libraries. Technical assistance took the form of multiple site visits to each library to help them: navigate the challenges of developing their partnerships; draft and execute Memorandums of Agreement (or Memorandums of Understanding) between the public library and cultural partner; deliver comprehensive cultural programming and promotion to their communities; and manage individual LSTA grants of \$25,000.

Consultants tailored their training and technical assistance to the unique needs of each library partnership with the goal of helping the library strengthen its partnership and provide quality programming for the community. Assistance included: working with the library's and partner's administration, staff and volunteers; reviewing contract considerations to develop a Memorandum of Understanding between library and partner; developing realistic work or action plans; facilitating effective meetings; and providing advice on public relations and marketing, evaluation criteria, leveraging future funding, and procuring additional sponsors.

Who is this document for?

The content of this publication profiles the first year of CCC grants, supported by Library Services and Technology Act funds, to seven public libraries in California. It is designed primarily for those who have an interest in developing cultural community partnerships but who may not have an in-depth understanding of the concept or process. It provides a focus for partnership and joint venture discussions within public agencies, community organizations or communities at large.

How to use this document

This publication is not a handbook. Rather, it is an overview of the public library pilot programs that embarked on carefully structured joint ventures with one or more cultural or ethnic organizations in their service areas. This document is designed to provide information, tips and resources about the basics of library partnerships and joint ventures. By reading this manual, you should be able to:

- Define the term partnership;
- Distinguish the difference between a partnership and a joint venture;
- Understand how partnerships, especially joint ventures, can benefit public libraries, cultural organizations, and the community at large;
- Develop the components of a Memorandum of Understanding or Memorandum of Agreement between a public library and another community organization; and
- Discover new strategies for addressing the challenges that partnerships and joint ventures present.

Chapter 1 discusses the importance of library readiness and commitment to partner and examines the Stockton-San Joaquin County Public Library's joint venture with two Af-

2004-05 California
Cultural Crossroads
Pilot Programs

**Stockton-San Joaquin
County Public Library**
Partnering entities:
Stockton Chapter of The
Links, Inc. and Tracy African
American Association
Target group:
African Americans

**Watsonville Public
Library**
Partnering entity:
The Museum of Art &
History in Santa Cruz
Target group:
Latino migrant farm
worker families

Whittier Public Library
Partnering entity:
Hispanic Outreach
Taskforce
Target group: Latinos



2006-07 California
Cultural Crossroads
Pilot Programs

Madera County Library
Partnering entity: Association of Mexican-American Educators, Madera Chapter
Target group: Latino families

Pleasanton Public Library
Partnering entity: East Bay Marathi Mandal
Target group: East Indian Americans

San Bernardino County Library
Partnering entity: Santos Manuel Cross Cultural Center of California State University, San Bernardino
Target group: Latinos

San Diego Public Library
Partnering entity: Media Arts Center San Diego (producer of San Diego Latino Film Festival)
Target group: African Refugees

rican American organizations—the Stockton Chapter of The Links, Inc. (The Links) and the Tracy African American Association—to produce *Gifts of Blackness*.

Chapter 2 covers partnering and partners, including how to nurture a partnership and create a shared vision. It also examines Historías, the San Diego Public Library’s joint venture with the San Diego Media Arts Center, to expand the library’s cultural programming, promotion and service to San Diego’s Latino community.

Chapter 3 discusses planning and organization, especially how to allocate resources including people, time and dollars. This chapter looks at the Watsonville Public Library’s joint venture with Museum of Art & History in Santa Cruz to produce cultural programming for Watsonville’s Latino population.

Chapter 4 addresses communications, including internal communications and masterful public relations and marketing. In this chapter, examples of successful communications are provided by: Whittier Public Library’s joint venture with the Hispanic Outreach Team; Fresno County Library’s joint venture with Arte Américas to produce *Festejar! The Heritage of Farm Workers in the Central Valley*; Sacramento Public Library’s joint venture with La Raza Galería Posada to produce library programming for the Latino and Native American community entitled *Arte, Libros y Cultura!*; and Stockton-San Joaquin County Public Library’s joint venture with The Links and the Tracy African American Association to produce *Gifts of Blackness*.

Chapter 5 looks at how to measure the success of a partnership or joint venture with examples from each of the CCC public library joint ventures.

Chapter 6 examines tools for a successful joint venture, especially coalitions, advisory groups and Memorandums of Understanding or Memorandums of Agreement. This chapter takes a close look at the experience of San Diego County Library’s joint venture with The World Beat Center to deliver a wide range of cultural programming to African Americans, Latinos and Native American residents. The chapter also looks at tools used by Stockton-San Joaquin County Public Library’s joint venture and San Diego Public Library’s joint venture.

This publication does not provide everything you need to know to pursue a successful partnership. It is beneficial to seek out additional resources and talk to individuals who have experience in the design, development and implementation of public library partnerships and joint ventures.



The choice is yours

CCC is about making choices for your library. It's about choosing to improve service to an under-served population in your service area, or not. It's about reallocating resources—staff, time, in-kind resources and money—to better serve your communities, or not. It's about making the difficult decisions required to realign the old library service paradigm with your community's new demographics, or not.

Libraries truly are at a crossroad in California. The choices your library makes about serving the entire community can have lasting impact on your library's future. If you track your library service area demographics and service performance, you know the hard facts.

Meeting the goal of delivering quality library service to everyone in your community is no easy feat. If your library has seen demographic changes, whether they are slight or dramatic, are you ready to choose a new direction that will deliver success? If you are, then consider developing a partnership with a local community cultural group that already serves the community that you wish to serve better.



¹ Henry Bates et al, *Cultivating Change: Redesigning Library Services Using the Partnerships for Change Approach* (Sacramento, CA, California State Library, 1999), p. 2.

² Shelly Keller, editor, *Convocation on Providing Public Library Service to California's 21st Century Population*, Convocation Proceedings, California State Library, July 1997, pp. 8-11.

2006-07 California
Cultural Crossroads
Pilot Programs

San Jose Public Library
Partnering entity:
Viet-American Cultural
Foundation
Target group: Vietnamese

**Solano County Library,
Vacaville Town Square Branch**
Partnering entity:
Vaca Jazz Society
Target group: African
Americans

**Stockton-San Joaquin
County Public Library**
Partnering entity:
Hmong International
Culture Institute
Target group:
Hmong Americans



Chapter 1: Readiness and Commitment

What is a Partnership?

- *Connects people and groups who share interests and concerns and create a vision for the future*
- *Is relationship-based*
- *Varies in degrees from casual to committed*
- *Is not the same as a sponsorship*

Library readiness and commitment to developing community partnerships provide the basis for successful projects like California Cultural Crossroads (CCC). Since it first began promoting library and cultural community partnerships, the California State Library has recognized the vital role that library linkages with the community play in redefining library services to communities, especially those undergoing changes in their service area demographics. In the past twenty years, California libraries have engaged in a variety of community partnership programs to better serve their changing communities. During that time, one basic principle emerges: a library’s successful service to emerging populations depends on the library’s commitment to change and its readiness to change. In “An A to Z Guide to Partnerships and Networks,” author Davis Wilcox writes:

“Partners have to work on a multitude of practical tasks, and also develop trust in each other and a shared style of operation... The center line of partnership-building is gaining commitment. It depends on developing a shared vision and some ownership of the ideas which are to be put into practice.”³

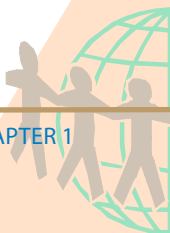
Library administration’s commitment and ongoing support of community partnerships is essential. But the library staff’s readiness to pursue new opportunities to better serve the entire community is equally important to achieve success.

In this chapter, we’ll examine the Stockton-San Joaquin County Public Library’s program—*Gifts of Blackness*—and how the library’s readiness and commitment laid the groundwork for successful cultural community coalition-building and carefully targeted programming.

Readiness, commitment and a powerful coalition drive success at Stockton-San Joaquin County Public Library

The Stockton-San Joaquin County Public Library (SSJCPL) has witnessed the continued growth of an active and robust African American cultural community for several years. The State Library’s CCC grants presented the library with an excellent opportunity to pursue the goal of better service to this community. And SSJCPL was both ready and committed. The library had ongoing, productive relationships with two accomplished African American organizations: the Stockton Chapter of The Links, Inc. (The Links) and the Tracy African American Association. The library also benefited from an administration that had years of experience in restructuring library services and programs to meet the changing needs of their cultural communities. That library readiness and commitment also provided fertile ground for their coalition building.

The library and its partners were well organized, involving many members of each organization and creating infrastructure for the maintenance and ongoing support of the new partnership. Both partners dedicated key leaders from their organizations to meet regularly with the library as part of the coalition. The *Gifts of Blackness* coalition hired



staff, directed and implemented programs, and provided direct and in-kind support of SSJCPL's CCC efforts. All of the library's branches and units involved CCC in their programming. When developing their Memorandum of Understanding (MOU), the partners ratified it exuberantly, and the *Gifts of Blackness* program continued into its second year beyond the terms of the MOU. SSJCPL's readiness and commitment to its CCC program was apparent from its choice of coalition partners for *Gifts of Blackness*. The library had a history of working with both The Links and the Tracy African American Association on a number of activities providing cultural and academic enrichment to the library's African American community. Both organizations have a proven track record of commitment to programs that stimulate and inspire the community. At the same time, each organization is positioned to serve a different geographical portion of the library's large service area. The Links serves the City of Stockton and the surrounding area, while the Tracy African American Association serves the City of Tracy and the communities in the southern portion of San Joaquin County. Early on, the coalition defined its mission and goals:

- Promote, contribute and sponsor educational activities promoting African-American culture and community throughout the county;
- Develop interest in library careers within the African-American community;
- Cultivate library use among African-American families; and
- Strengthen the ties between organizations and individuals, serving African-American people.

Gifts of Blackness produced a wide variety of programs beginning with the celebration of Kwanzaa during December 2004 and ending with a celebration of Black Music Month in June 2005. In all, the coalition embarked on an ambitious schedule that included 28 programs and four displays in ten library branches, reaching over 4,500 people in the library's service area. These programs spurred the coalition to expand its partnerships to public agencies and business organization to sponsor programs and events. Public agency and community partners included the City of Stockton's Bob Hope (FOX) Theatre, the City of Stockton Civic Auditorium, San Joaquin Delta Community College, The Haggin Museum, the Library and Literacy Foundation for San Joaquin County, Friends of the Stockton Public Library, and San Joaquin Storytellers Guild. Business partners included Barnes and Noble Booksellers and Borders Bookstore. Programs and events also relied heavily on participation from local African-American artists and experts, including storyteller, Diane Ferlatte; Christopher Paul Curtis, author of *The Watsons Go to Birmingham-1963*; local rappers, dancers and artists who participated in the "Hip Hop Summit: Who Hijacked Hip Hop?"; African-American cartoonist, Stephen Bentley (creator of Herb and Jamaal); African-American historian Grant Ashley; award-winning African-American poets for the Juneteenth celebration; local jazz musicians and author Alicia Hugg for the library's Celebration of Black Music Month in June.

The library's partnership readiness and commitment contributed greatly to the success of the *Gifts of Blackness* programs and events. The African-American Community Advisory

What is a Joint Venture?

- *Akin to a business relationship where money, accountability and impact come into play*
- *Similar to an established relationship:*
 - * *Mutually beneficial*
 - * *Created to last*
 - * *Defined by a formal, legally binding contract*



Why Partner? Mutual Benefits of a Joint Venture

- *Working together is more effective than working alone.*
- *Partnerships strengthen the library's ties with the community.*
- *Partnerships position the library as a strategic quality of life partner.*
- *Partnerships provide political strength and visibility in the community.*
- *Partners accomplish more with limited resources.*
- *Partnerships enable partners to share resources, expertise, ideas, connections and risk.*
- *Partnerships expand experience and expertise.*
- *Partnerships expand economic and community development opportunities.*
- *Partnerships provide opportunities for the public library to learn and grow.*

Group included representatives from 15 different organizations. All of them assisted with promotion of the planned programs. The City of Stockton assisted with media releases and printing and donated the usage of the Civic Auditorium for the book signing with author Christopher Paul Curtis. The Haggin Museum provided a location for an author's reception. San Joaquin Storytellers Guild provided facilitators for the storytelling workshop. San Joaquin Delta Community College partnered with the library to produce the Pin Points Theatre's production of "The Meeting." Through its association with the African-American Media Advisory Committee to *The Record* newspaper (Stockton's daily newspaper), the library secured substantial local print media coverage of events and programs. The San Joaquin County Office of Education promoted the programs among staff and students throughout schools in the county. The Black Employees Association of Stockton Unified School District distributed program flyers in its monthly newsletters.

The library's coalition and advisory group propelled the *Gifts of Blackness* vision, with each and every partner benefiting with increased visibility, name recognition and good will in the African-American community. By using local African-American artists and historians, the library and the coalition were able to further enhance their commitment to serving African Americans in the library's service area. The depth and breadth of the partnerships is further evidence of the library's commitment, providing the basis for successful programming that could not have been achieved without that support. As the library reported in its final narrative on the project, "The information and insight that the coalition received from our collaboration with other organizations was essential to the success of future programs."

Relationship-building with partners is critical to the ongoing development of outreach and community-based programming. It requires library administration and staff readiness and commitment. *Gifts of Blackness* demonstrated that such partnerships create significant and long-lasting impact for both the library and the cultural communities it seeks to serve. SSJCPL's CCC program illustrates how developing and maintaining strong linkages with the community can enhance almost every aspect of library service, including access, collection development, staff development and recruitment, programs and services, awareness and funding. By relying on The Links, the Tracy African American Association and their coalition partners, SSJCPL established credibility and trust in the African-American community. And that further increased the library's commitment to continuing the high level of service that *Gifts of Blackness* established.

The library's CCC programming also brought new presenters to the libraries throughout the county while raising awareness among library staff about the need to offer cultural programs that celebrate the African-American experience and promote the rich history of African Americans. The success of the presentation of "The Meeting," the play based on what might have happened if Martin Luther King, Jr. and Malcolm X had met prior to their assassinations, gave *Gifts of Blackness* programming tremendous credibility in both



the African-American community and the community as a whole. Stockton's African-American community expressed pride in the attention garnered as a result of the variety and quality of programming offered.

Since completing their CCC program grant, SSJCPL's administration is even more firmly committed to supporting cultural programs based on the CCC model. That commitment found expression in the library's pursuit and award of additional funds from the Comcast Foundation through the Library and Literacy Foundation for San Joaquin County to continue and expand *Gifts of Blackness* programming. The Links noted that the success of this program magnified member interest in the library-The Links partnership. Members of The Links saw how the coalition met each goal and how the program benefited their organization. As a result, members of The Links expressed eagerness to assist in future activities.

During the planning phase, the coalition really did dream big, reaching for levels of programming that seemed almost out of reach. Administration met with gatekeepers in the African-American community to help the library focus on activities and programming that the community really wanted. The library's decision to invite Newbery Award-winner, Christopher Paul Curtis, to speak about his book, *The Watsons Go to Birmingham-1963*, for their One Book program showed tremendous commitment. By linking *Gifts of Blackness* with their annual reading program, the library enjoyed the most successful One Book program ever.

Feedback from library administration and coalition partners demonstrated that both readiness and commitment greatly impact library partnerships with the cultural community in planning, goal setting, relationship building and encouraging both positive feedback and healthy critique of programs. SSJCPL's positive experience with their CCC project has led them to new partnerships: one with a local high school to create a mentoring program for 10th grade girls, and another with San Joaquin County AIDS Foundation to raise awareness of the devastating effect of this disease on people of African descent.

While different libraries approach community cultural partnerships from different places on a range of readiness and commitment, these two qualities inherently impact the prospects of success.

Signs of success:

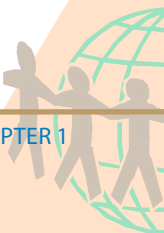
When a library demonstrates both commitment and readiness to the project, signs of success include:

- Buy-in from library administration and staff continue to evolve and become institutionalized.

- The library's credibility in the cultural community grows, making the library a sought-after partner in the community.
- The cultural community views the library as responsive, proactive, trustworthy and as having valuable resources.
- Library commitment encourages the partnership to develop, evolve and expand, even after the grant program ends.



³ Grace Francisco et al, *Joint Ventures: The Promise, Power and Performance of Partnering* (Sacramento, CA, California State Library, 2001), pp. 125-128.



Chapter 2: Partnering and Partners

Partnering with cultural and ethnic organizations requires leadership. Library partnerships do not just happen. Partnerships require planning, promotion and evaluation. They need care and nurturing. They command resources, staff support and time. Partnerships—like people—thrive in a flexible, open, supportive environment.

A partnership is a relationship between people or organizations who agree to do something together that will benefit everyone involved. Partnerships often share a mission, resources and decision-making. But partnerships also involve sharing work, risks, responsibility, power, benefits and burdens.⁴ Because of that, the best public library/community partnerships are often those that are not new, but ones that are built on an already established relationship. It is much easier to partner with an organization and people you have a relationship with, than someone you don't. No matter how attractive a potential partnering organization may be, success comes from partnering with organizations and people with whom you share some history—no matter how limited that history may be.

Wooing and nurturing the partnership

Two of the most important aspects of a successful partnership are shared interests and a shared vision.⁵ Partnerships can vary from the casual to the committed. Libraries with a history of successful partnerships sometimes compare them to marriages. When an organization wants to sponsor a library event, that relationship might be analogous to “flirting.” When an organization or agency wants to engage in a casual partnership to produce or promote a new library program, that relationship is akin to “dating.” When a library formalizes a partnership in writing to engage in a joint venture, that relationship approaches “matrimony.”⁶

Goals, outcomes and resources can distinguish partnerships from joint ventures.

PARTNERSHIPS	JOINT VENTURES
Casual Agreement <ul style="list-style-type: none"> • Even casual agreements can be in writing • Library director or staff person can make the partnership commitment 	Written agreement <ul style="list-style-type: none"> • Agreement is legally binding • Agreement requires an agreed-upon budget & layers of review & approval beyond the library director
Short-term <ul style="list-style-type: none"> • Partnership is usually activity-, event- or project-based • Partnership usually has a single objective • Relationship has a finite time line with no promise of continuation. 	Long-term <ul style="list-style-type: none"> • Joint Venture agreement provides for review, evaluation & change • Joint Venture usually has major goal & many objectives
Sometimes share resources <ul style="list-style-type: none"> • Library sometimes gives more than it gets • Partners usually provide in-kind resources 	Shared resources necessary <ul style="list-style-type: none"> • Agreement clearly defines who gives what • Sharing is usually fair, equitable and agreed upon in advance
Sometimes share outcomes <ul style="list-style-type: none"> • Library is often more focused on outcomes than the partner. 	Shared outcomes necessary <ul style="list-style-type: none"> • Outcomes & results are equally valued by each partner
Sometimes share goals <ul style="list-style-type: none"> • Partners may share beliefs or an objective 	Shared goals necessary <ul style="list-style-type: none"> • Partners have a common vision, mission and share well-defined goals & objectives

Source: Shelly Keller, Patty Wong and Claudia Kane; Joint Ventures Workshops (California State Library) ©2002

Top 10 Reasons for Libraries to Partner with Other Organizations

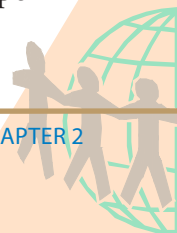
1. *Further the mission and vision of the library and the partner.*
2. *Extend or enhance library and partner services.*
3. *Gain economic and political advantage.*
4. *Expand staff experience and expertise.*
5. *Enrich the resources and intellectual capacity of the library and partner.*
6. *Accomplish or advance a program or service that neither organization can do alone.*
7. *Advance the library and partner's community standing.*
8. *Try something new without considerable risk.*
9. *Enhance overall community resources.*
10. *Increase the library and partner's visibility in the community.*

PARTNERSHIPS (CONT.)	JOINT VENTURES (CONT.)
Library bears risks and burdens <ul style="list-style-type: none"> Partnership has limited risks & exposure 	Shared risks and burdens <ul style="list-style-type: none"> Agreement clearly defines liability for both partners
Mutual benefits not necessary <ul style="list-style-type: none"> Partnership success is usually library-focused 	Mutually beneficial <ul style="list-style-type: none"> Joint Venture success is based on shared decision-making, planning & outcomes
Accomplish library objectives <ul style="list-style-type: none"> Because partnership is library-driven Partnership is neither symbiotic nor sustainable 	Accomplish something neither partner can do alone <ul style="list-style-type: none"> Because of costs, magnitude of the problem, lack of knowledge, amorphous nature of the issue, or the need to involve a large number of people Joint Venture creates new entity based on a symbiotic, sustainable relationship
Library leads partnering effort <ul style="list-style-type: none"> No "give & take" required 	Library may have to lead, follow or "get out of the way" <ul style="list-style-type: none"> Partners are equal; no one partner is in control "Give & take" is necessary for the venture to evolve; library may have to defer in areas beyond their expertise
Not exclusive relationship <ul style="list-style-type: none"> Commitment is not necessarily on-going. Library can probably get what it needs from several potential partners 	Exclusive relationship <ul style="list-style-type: none"> Requires total commitment of each partner Agreement may contain a "no compete" clause
Library driven <ul style="list-style-type: none"> Library can focus exclusively on its own needs 	Partner driven <ul style="list-style-type: none"> Requires equal participation by each partner on all levels
Partners not necessarily equal <ul style="list-style-type: none"> Partners aren't necessarily "equals" & this has no consequences 	Partners are equal (valued) <ul style="list-style-type: none"> Each partner's role is clearly defined Partners view each other as equals
Partners may or may not have input <ul style="list-style-type: none"> Library determines how much input partner can have 	Partners have equal input <ul style="list-style-type: none"> Partners work together to develop agreed upon roles Partners share responsibility for intellectual contribution
Some trust, accountability, responsibility, commitment <ul style="list-style-type: none"> Potential partners view library as trustworthy; no need for library to "earn" partner's trust Requires responsibility & commitment but not accountability 	High level of trust, accountability, responsibility, commitment <ul style="list-style-type: none"> Partners work to develop, nurture & maintain trust Both partners highly value accountability, responsibility & commitment
Don't need to have an established relationship <ul style="list-style-type: none"> Library can partner with strangers because of its perceived value in the community 	Need to have an established relationship <ul style="list-style-type: none"> Relationship has been cultivated over time Joint Venture is based on common values & shared experience Partners know each other, like each other & are motivated & committed to work together

Source: Shelly Keller, Patty Wong and Claudia Kane; *Joint Ventures Workshops*; (California State Library) © 2002

Creating a shared vision

Libraries can achieve great things when they partner with other organizations. Sharing resources, expertise, points of view, ideas and connections can lead to new solutions and new opportunities. Community partners often have connections that libraries may not have, thereby expanding resources and audiences. In the California Cultural Crossroads (CCC) program, libraries were encouraged to create partnerships where partners worked together to create a shared vision. By working together to define the partnership's mission, goals and objectives, resources and measures of success, both partners create



a vision of the future that can drive the project. Developing a common understanding of each partner's roles and responsibilities ensures that all parties are on the same wave length, especially as to deliverables and timelines.

San Diego Public Library builds on a successful relationship to create a shared vision

San Diego Public Library (SDPL) demonstrated the importance of partnering with an organization they already had developed a relationship, and created a shared vision. With its proximity to the Mexican border and strong heritage of Spanish influences, it is not surprising that San Diego Public Library's service area is host to a growing Hispanic population. Past evaluations of library events indicated that the Latino population was under-represented at most library events. While Latinos make up almost 27% of the City's population, they comprised only two percent of audiences for library programming. To address this disparity, the library partnered with the Media Arts Center San Diego for their CCC project—entitled *Historías*—to create a multifaceted program, promoting dialog and collaboration with Latinos and the larger San Diego community.

When SDPL decided to pursue a joint venture program, their relationship with Media Arts Center San Diego (MACSD) spanned nine years. MACSD produces the San Diego Latino Film Festival, the largest festival of its kind in the U.S. Films are in Spanish with English subtitles and are shown at the 20-theatre Mann Cineplex. To celebrate Latino culture and experience, *Historías* consisted of book discussions, film screenings and digital story workshops for youth. *Historías* enabled the library to expand its resources and access to Latino scholars, authors, educators and filmmakers. As a result of the project, SDPL will be able to call on those Latino cultural leaders for advice on selecting Spanish language materials and films, and to plan exhibits, book discussions, lectures, programming and volunteer opportunities.

Both the library and MACSD enjoyed a higher public profile while developing a strengthened allegiance during their CCC project. The broader visibility brought additional media attention to the project. Partners also shared information on their web sites about the book discussions, Library Night at the San Diego Latino Film Festival, and the scrapbooking project for youth.

Believing that literature is the ideal catalyst for discussion and cross-cultural understanding, books selected for book discussions provided a sense of the history of Chicano literature while emphasizing border sensibilities. Three bilingual book discussions were held at the Linda Vista Branch in March, April and May. The library's partnership with MACSD also demonstrated that film is an ideal medium to create cross-cultural dialog. Over 1,000 people attended Library Night at the San Diego Latino Film Festival on March 14, 2005—the festival itself attracts more than 50,000 film enthusiasts. Library cardholders

Potential Partners/
Advocates

Education

School districts: staff, faculty, principals and staff associations
Higher education institutions such as colleges, universities and community colleges
High schools
Trade or vocational schools
County Office of Education

Municipal and other government

Police Department
Fire Department
Parks and Recreation Department
Other departments
Staff associations
Library Friends or Foundation



received a \$2.00 discount off the \$8.50 movie ticket price, and festival goers were encouraged to apply for library cards. *Historías* also provided for encore presentations of three Spanish-language films (from Argentina, Spain and Mexico), shown for free at the Central Library and the City Heights Branch Library on April 4, May 9 and June 6 with over 400 people attending.

The third component of *Historías* was a digital scrapbooking program, conducted in conjunction with the MACSD's Teen Producers Project. Youth video production was integrated with classroom learning to provide bilingual educators and language learners from 5th to 12th grades the chance to produce digital scrapbooks in print and on video. Thirty students conducted research on their local heroes, prepared interview questions in English, shot and edited video and sound. A free event on June 24 included children's awards and screening of the digital scrapbooks that the children had produced with the help of the Teen Producers from MACSD.

SDPL exhibited tremendous savvy in selecting MACSD as their partner for *Historías*, and the partnership continues to evolve, with the partners growing closer. The staffs of both agencies continue to collaborate, achieving a level of comfort in supporting each other's programs. In a system as large as SDPL, it is gratifying to hear staff unrelated to the program, speak highly of its impact and effect on the community. This is a partnership that has repeatedly demonstrated the library's commitment to effective communication, solid media relations and public access opportunities for San Diego's Latino population.

Since *Historías*, the Latino media is more responsive to covering the San Diego Public Library's programming and activities, even focusing on the importance of libraries to San Diego's Spanish-speaking community. As library consultants who worked with the *Historías* team noted, the lead people from both SDPL and MACSD work so closely that "they are able to complete each other's sentences." By working with partners that they had come to trust through years of collaboration, both the library and MACSD were able to target their outreach to particular groups and create programs that attracted different users within the Latino cultural community. This, in turn, attracted Latino users to library programs, encouraged library card ownership among Latinos, and expanded SDPL's Spanish-language collection to include noteworthy films as well as the locally produced digital scrapbooks that are now part of the library's collection. MACSD has also made a commitment to include Library Night in all future Latino Film Festivals. The organization also believes that projects that have the greatest impact on the local community are those developed and coordinated with strong partners who bring to the table different skills and diverse audiences. The partners' goal is to eventually bring these programs to other neighborhoods within the City of San Diego, creating a model program that can benefit diverse populations.

Potential Partners/ Advocates

Community-based Organizations

*Churches, temples and
spiritual groups*

Civic groups

Consumer-based groups

Local family service agencies

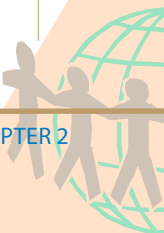
*Ethnic and cultural
organizations*

Cultural awareness committees

*Community health
organizations*

*American Association of
University Women*

*Community service groups
such as Elks, Lions, Kiwanis
and Rotary*



As a result of *Historías*, SDPL benefited from involvement with MACSD’s Latino Film Festival, receiving publicity and proceeds from the event. MACSD expanded its award-winning youth video production to a larger, more diverse audience by using the library’s youth participants and by collaborating with a local school. The evolution of the partnership demonstrated how one organization can rely on another, expanding programming without additional support. This is the primary focus of CCC: the ability to bring additional resources and partners together to achieve common goals and objectives.

Signs of success:

When a library develops a successful, ongoing partnership with a cultural community organization, signs of success include:

- Partnering expands to other community relationships.
- Partnering expands to new under-served target groups.
- Both the library and the cultural community partner enjoy increased value in the eyes of the community.
- Library usage by the library target group (established with the partnership) increases.
- The library enjoys increased media attention when its partner is media savvy.

Potential Partners/

Potential Partners/
Advocates

Financial Institutions

Banks
Savings and Loans
Credit Unions

Businesses

Merchants
Marketing firms
Restaurants

Local media

Radio
TV
Newspapers
Newsletters



⁴ Ibid., p. 4.

⁵ Ibid., p. 4.

⁶ Ibid., p. 5.

Chapter 3: Planning and Organization

Library partnerships do not just happen; they command time, resources, leadership and staff support.⁷ Planning skills can help move the partnership from general intent to real action. Planning occurs at many levels, from creating the vision, to allocating resources, to evaluating and communicating success. There are also many types of planning. Long-term planning is sometimes called strategic planning. Turning goals into action plans with deadlines and assigned roles and responsibilities is operational planning. Planning takes time. Sometimes, in a hurry to get things done, we do not pay enough attention to planning. This is like going on a long road trip without a map. Having a plan helps us see where we are going and how we will get there. Planning is also useful when things get tough or when obstacles occur along the way.⁸

Oftentimes, when things aren't going to plan, it is usually because there never was a plan. It's also important to remember that while planning is a very good thing, if you spend all your time planning, very little action can take place.

Over the years, the California State Library has encouraged public libraries to use a five-step approach to planning. Known as the "GRACE" method, those steps include:

- **G**oals and objectives: Set partnership goals and objectives in the initial planning stages when you are working with your partner(s) to create a vision and mission.
- **R**esources: Identify resources necessary to pursue those goals and objectives.
- **A**ction plan: Determine activities needed to achieve goals and objectives, including roles, responsibilities and deadlines.
- **C**ommunication: This includes internal and external communications necessary to influence staff, volunteers, coalition members, target audience and the public at large.
- **E**valuation: Assess the effectiveness of planning, programs, activities and promotion by measuring success.

These five steps require teamwork and can help partnerships avoid pursuing a clumsy, uncharted course.⁹ A good plan is both structured and flexible, and it requires participation by key players involved in the partnership and programs.

Allocating resources: people, time and dollars

Partnership resources include anything you need to carry out the project. Resources are not solely based on money, despite occasional comments from library professionals that "the partnership simply won't continue without an infusion of money." This statement often exhibits nothing more than lack of commitment by library administration and staff. At the same time, a partnership is not a substitute for adequate funding. That funding often comes from reallocating resources within the library's existing budget.

Resources needed to implement a partnership include:

- Human resources
- Equipment
- Space
- Time
- Money

Human resources focus on the staff and volunteers that each partner makes available to the partnership. What skills do they possess? Have they participated in other partnerships? Are they ethnically and culturally reflective of the partnership goals?

Equipment is a resource that is often overlooked. But it is also a resource that can be leveraged, or borrowed through partner contacts.

Space is another resource that can be leveraged by the partnership. When neither partner can provide the necessary space for programming or a special event, partners need to look to their contacts who might be able to provide the needed space at no charge or at reduced cost. Oftentimes, taking programming or events outside the library reaches more people than when you try to bring an audience into the library, especially when the target audience does not have a history of library use.

Time is also a resource. Most partnerships operate under time constraints and have a deadline for activities and for the partnership itself. The partnership goals and objectives must usually be completed in a certain amount of time. You need time for promotion and evaluation. The amount of time staff can devote to a partnership is another factor.

Leveraging resources is often critical to the success of any partnership, especially when resources are limited. Access to resources does not mean ownership of resources. When the partnership has done a good job of developing a community coalition or advisory group to pursue their goals and objectives, those groups can provide new resources. And those resources can often be found among city or county agencies, organizations participating in the coalition, or even among partners' local business contacts. Through coalition-building, libraries can garner financial and in-kind support as well as access to off-site locations to host library programming. In many communities, businesses and organizations are generous with in-kind donations to projects or programs they support. When you have most of the resources you need to accomplish big goals, it isn't difficult to leverage the resources you have to get the few remaining resources you need.

Putting a partnership plan into action is as much an art as a science. There is often no "right way" to accomplish each component of your plan. Experience has shown that the single most critical factor is the active participation by those involved in carrying out the plan. Good planning reflects good management and increases the chances for success.

Watsonville Public Library highlights complementary services of Santa Cruz’s Museum of Art & History

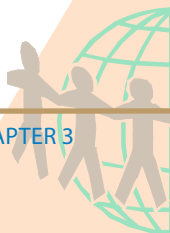
The Watsonville Public Library and Museum of Art & History in Santa Cruz developed a very collaborative and creative plan to build audiences and expose under-served families to the services of both the library and museum. The two were well organized, carefully crafting thematic progressive events to highlight the strengths and complementary services of each physical facility. Although geographically distinct from one another, the organizations worked together to deliver well-executed, charter bus transportation between the two facilities, enabling dozens of children and their families to experience the best of the many services that each institution offered. Many participants had never visited the museum or Santa Cruz. Families also recognized the library as a valuable, community-based resource that could identify other community resources while delivering those services to them firsthand. Library and museum staff worked collectively and collaboratively to support each other’s programs, highlighting local and regional experts and artists and a nationally recognized collection, to inspire and delight program participants.

When the library and museum finalized their Memorandum of Understanding (MOU), library and museum staff had already done most of the planning for the California Cultural Crossroads (CCC) program. They also chose to include many planning details in their MOU, highlighting activities and responsibilities. In the “recitals” portion of their MOU, they included assumptions, goals and responsibilities for programming, publicity and budgets. The goals listed in the MOU clearly defined the individual and shared goals of the partners:

- The Museum’s goal—*“expand and strengthen educational offerings to South County residents and design programs that target family audiences;”*
- The Library’s goal—*“provide a welcoming place where people of all ages can come to gather, learn and celebrate their multicultural community;”*
- Appropriateness of the partnership; i.e., *“the Library’s commitment to providing programming for people of all ages”* and *“the Museum’s interest in designing programs for family audiences”* make it appropriate that both entities goals *“can be met by collaborative efforts;”*
- Partners’ *“commitment to provide programming designed to establish the connections between art, history and literature within a broad cultural and historical context;”* and
- Partners’ shared goals of *“creating and strengthening ties between people and institutions, providing increased learning experiences for their constituents by combining the strengths of both institutions”* by sharing *“resources of staff, collections and services.”*

The MOU also spelled out roles and responsibilities:

- Library and Museum will *“conduct five programs between October 2004 and June 2005”* with details of those programs and approximate dates;



- Details of promotion and publicity, including strategy—*“programs will be publicized directly to ethnic and cultural organizations,”* library and museum logo usage in publicity materials, design of flyers and postcards (by museum staff) and translation into Spanish (by library staff); and detailed list of distribution points for flyers: *“libraries, schools, youth centers, family resource centers, Watsonville campus of Cabrillo College, and through booths at City events attended by library staff;”*
- Responsibility for costs related to charter bus transportation; and
- Designation of the authorized representative for each partner (the library director and executive director of the museum) with provisions for designating a change in representatives.

Including this level of planning detail ensures that the specifics for working together are mutually agreed upon, especially as they apply to assumptions, roles and responsibilities.

The detailed MOU proved extremely useful because lots of changes occurred at both the Watsonville Library and at the Museum of Art & History in Santa Cruz during the grant period. Several staff changes occurred at Watsonville Library (including library director and project coordinator). Budget cuts at the museum resulted in departments being combined and staff shifted to different positions. Despite these changes, the library-museum partnership continued due to their strong commitment to the project and early planning for their co-sponsored programming. Project goals included increasing awareness of both institutions as valuable cultural and educational resources to help better meet the cultural needs of the larger community. The City of Watsonville’s population is more than 47,000, and 75 percent of residents are Hispanic, and 30 percent of that population is under 18 years of age. The city’s geographic isolation from cultural institutions in Santa Cruz County meant that the children of Watsonville did not have access to quality art programs, especially since many of those programs had been eliminated from the local school curricula.

Watsonville Public Library and The Museum of Art & History partnered to create six programs, incorporating culture, history, literature and art. Those programs included: Día de los Muertos on October 16; Folkloric Dancing on December 11; Pre-Columbian Sculpture on February 19; Painting and History on April 16; Bus trip to the Museum of Art & History on May 28; Photographing Our Terrain on June 25; and another bus trip to the museum on July 3. Bus trips to the museum created a larger context for the workshops conducted at the library. The partnership also produced themed traveling exhibits, or trunk shows, reproducing historic objects, books, videos and family projects. The four themed trunks included Día de los Muertos, Ballet Folklorico, Japanese America, and Agriculture in the Pajaro Valley. These traveling exhibits were cataloged by the library and are available to be checked out by local families. Using art and its universal appeal, the library and museum tap into local families who are hungry for experiences that connect art, history and literature.

The partners' decision to hire a charter bus to take families and children to the museum in Santa Cruz contributed greatly to the program's success. For many, this was their first experience in a cultural institution outside the library. The partnership's greatest achievement was providing family programs where Latino parents could learn beside their children. The free family bus trips to the museum, combined with library programming, demonstrate how much can be achieved when a library and museum share their riches of staff, collections and resources.

Signs of Success:

When the library and their partnering organization devote time to create a shared vision and plan carefully, signs of success include:

- Detailed planning results in mutually beneficial resource-sharing.
- Likelihood of success increases when details about planned programming, roles and responsibilities are spelled out as much as possible.
- Money is only one aspect of resource-sharing when a true partnership is developed. It's not just about money.
- Planning requires organizational buy-in from administration and staff of both partners.
- Library and partner enjoy increased value in the eyes of the community.



⁷ Ibid., p. 14.

⁸ Flo Frank and Anne Smith, *The Partnership Handbook* (Quebec, Canada, Human Resources Development Canada, 2000), p. 50.

⁹ Bates, *op. cit.*, p. 23.

Chapter 4: Communications

One of the benefits of working with other cultural organizations in the community is spreading the word about library resources. When we hear the comment, “I didn’t know the library had that!”, we know we’ve helped increase people’s awareness of the library. Internal and external communications are key to partnership success.

Internal communication

Open and frequent communication with a partner is a critical component of a successful relationship. It is key to building trust and credibility. Finding effective ways of communicating internally with library administration, staff and volunteers as well as with partners, coalitions and advisory groups is a necessary component of getting things done. Good internal communication with partnering organizations also helps manage expectations and keeps everyone on the same page. During planning, it is important that each partner state what they are willing to do, as well as what they are not willing to do.

Good internal communication is also critical when defining partnership roles and responsibilities. Sometimes the process of talking is as important as the end result. As both sides communicate their issues and share common language, they begin to identify areas of mutual benefit and concern.

By involving those internal audiences in informational meetings about what is going on or in brainstorming sessions during the planning phase, you achieve buy-in to the partnership’s goals and action plans. On the other hand, external communications results in spreading the word to people and organizations outside of the partnership.

External communication: Masterful public relations and marketing

When a library is trying to reach an under-served segment of their service area, effective external communication is key to reaching new audiences and potential library users. Creating a high profile for the library is critical to increasing usage. That means taking advantage of every opportunity to promote using the library and owning a library card.

In many communities, library communications and marketing, whether external or internal, have been modest at best. The fact is, effective communications—whether you call it outreach or marketing or public relations—is a necessary component of effective library service. In today’s world of shrinking budgets and changing communities, libraries can no longer take a hands-off approach to external communication. Ultimately, effective communications can help libraries increase, or at least sustain, financial support for their services and programs.



Public Relations, Marketing and Promotion

Marketing and promotion play an increasingly important role in enhancing libraries' perceived value in the community. When your library has embarked upon a wondrous partnership with a valued organization in your community, public relations is the way to let people know what's new and exciting in their neighborhood! Public relations is a promotional means of helping your organization meet its goals and objectives. Its purpose is to familiarize, educate and inform present and potential patrons/customers, members of the community, elected officials, staff and the media about your programs, services and products.

Libraries participating in California Cultural Crossroads (CCC) discovered that their partnership with a cultural community organization enabled them to tap into their partner's external communications channels and methods. In most cases, the library and the partner participated in cross-promotion of each other's services, events and programs. This in turn tapped new audiences for the library and the partner. When the library developed a community coalition or advisory group, tapping into those networks to help spread the word about programming or events produced impressive results. In working with the media, several libraries discovered that their new partnership itself was newsworthy, opening up access to editors and reporters in ways they hadn't imagined. By partnering with a media savvy cultural organization, several CCC libraries improved their own external communication and media relations and now enjoy new attention from the media contacts they developed during the partnership.

Whittier Public Library taps into communications network of the Hispanic Outreach Taskforce

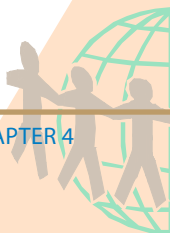
Whittier Public Library did an exemplary job of tapping into communications networks of local schoolteachers and students as well as the communications networks of local Latino organizations. This resulted in establishing an efficient and effective network to promote the library's programming for Latinos. The wisdom of pursuing this strategy was apparent during the first site visit by the program consulting team. The members of the Hispanic Outreach Taskforce (HOT) and the library recognized the importance and value of the program as a community resource. All of the staff—from the director to the volunteers—brought a high level of commitment to the CCC program. The library planned a significant portion of their staff training and development day around their CCC effort.

Whittier Public Library's decision to pursue this project was largely in response to the rapidly changing demographics in the Whittier community. Latinos are the fastest growing segment of the City, accounting for 56 percent of the local population. The library's primary objectives with their CCC program included:

- Developing a strong relationship with the Hispanic Outreach Taskforce (HOT);
- Developing a network with Latino community leaders;
- Developing a strong connection with high schools using library programming that focused on junior high and high school students; and
- Scheduling successful programs that reach out to the Latino population in general and different groups within that population.

Those Latino subgroups included: Spanish-speaking; English speaking; elementary, junior high and high school students; college students; and older adults.

One of the Hispanic Outreach Taskforce's primary goals is helping high school youth



succeed academically. This shared goal enabled Whittier Public Library to work closely with local teachers and college faculty to develop and promote their Latino programming. By doing so, teachers played an important role in encouraging students to attend programs for which they were given class credit. Library contacts with local Latino organizations also enabled the library to tap into the audiences served by those organizations. The library’s strategy was to develop programming—especially author talks—and purchasing books by that author to be distributed to schools. This helped ensure that the program would provide a meaningful experience for students. The library also established a relationship with faculty from Whittier College to jointly develop programming that would indeed attract their Latino student population.

To promote this programming, the library worked with a local graphic artist with experience in marketing to the Latino community to create flyers for distribution through junior high and high schools, Whittier College and Latino organizations. Whittier High School included information about the library’s programming in its high school newsletters. One high school dedicated a display case in their main hall to publicizing the library’s programs. By the end of the grant year, the library had established a strong Latino network of community leaders, educational leaders and Latino organizations. These leaders and organizations not only contributed resources for programs but also shared their contacts and resources with the library.

The impact of the grant included:

- Establishing a permanent Latino browsing collection;
- Latino bookstore owners actively developing author talks as a result of their successful collaborations with the library on programming;
- Producing an author talk with Isabelle Allende; and
- The project coordinator being invited to sit on the Board of the Hispanic Outreach Taskforce.

Whittier’s varied programming attracts Latino audiences

Whittier Public Library Latino programs included:

- Día de los Muertos celebration on November 1, 2004, attracted 200 people, including youngsters and older adults. This was the first Día de los Muertos event ever held in the City of Whittier.
- Michael Jaime Becerra, author of *Every Night is Ladies’ Night*, attracted 120 people from high school students to adults.
- Mariachi Magic of Reading on February 22, 2005, attracted 35 children.
- An Evening with Michele Serros on April 25, 2005, attracted 140 young adults and high school students.
- Cultural presentation by ChUSMA, Chicano teatro, on May 5, 2005, attracted 115 people, from junior high school students to older adults.

Four basic steps to public relations:

1. Research

- *What are you trying to accomplish?*
- *Who do you want to reach? Who is the target audience?*
- *What are your staff/management attitudes?*
- *What are your library’s strengths/weaknesses?*

2. Planning

- *Pro-active rather than reactive: “preventative PR” rather than “crisis PR”.*
- *Decide on special events and leave plenty of time for preparation (printing, special signage/art work, publicity, etc.).*
- *Decide on goals and outcomes.*

3. Communication

- *Match PR tasks to your objectives.*
- *Decide who will carry out each task (Your MOU will be extremely helpful here!).*

4. Evaluation

- *What worked and what did not?*
- *What deadlines weren’t met and why?*
- *Did staff get enough direction and support?*
- *Did you reach your target audience?*

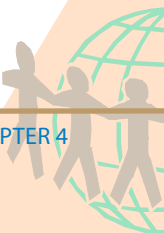
- An Evening with Jesús Salvador Treviño—filmmaker, author and activist—on May 9, 2005, attracted 62 high school students and older adults.
- An Evening with Francisco Jiménez, author of *The Circuit*, on May 19, attracted 117 people from junior high school students to older adults.
- Joe Cepeda, children’s book illustrator, on May 25, attracted 64 grade school to high school students.
- Cesar Chavez program—Music Americana comedy, drama and music—on June 9, 2005 attracted 68 grade school students.
- Mariachi Plata, history of Mariachi music, on June 26, 2005 attracted 80 people ranging in age from 40 to 80.

Fresno County Library reaps rewards of top-notch marketing

The success of Fresno County Library’s program with Arte Américas Museum was largely based on the first-rate marketing developed for the CCC program, *Festejar! The Heritage of Farm Workers in the Central Valley*. Marketing efforts elevated the library’s presence in the community with quality promotional materials, while the local media attention attracted more diverse audiences that benefited both the library and Arte Américas.

According to the 2000 Census, Fresno County is one of the largest, fastest growing and most diverse counties in California. Forty-one percent of the Fresno County population are Hispanic. Forty percent speak a language other than English at home; of those speaking a language other than English at home, 66 percent speak Spanish. Fresno County Library’s focus on reaching out to farm workers reflects the unique history of California’s Central Valley. By collaborating with Arte Américas Museum, the Library was able to reach a broad base, opening channels of communication to the Latino population that had been heretofore inaccessible. Arte Américas staff provided the insights and knowledge necessary to develop informative and relevant events. Founded in Fresno by a group of Latino artists in 1987, Arte Américas Museum promotes Latino arts in the Central Valley.

Festejar! The Heritage of Farm Workers in the Central Valley included a series of programs, collection resources, and exhibits located in library branches and at the museum. Program activities were designed to reach all ages, but with a special focus on building awareness of the library among the K-12 population. All programs, exhibits and collection development highlighted the experiences and struggles of the Latino farm worker. Exhibits included “Field Work,” an exhibit of sculptures by José Escobedo at Arte Américas from March 17 through May 22, 2005, and “Children of the Fields,” touring photographs of *Fresno Bee* photographer, John Walker. The photo exhibit was presented for one month at three library branches in rural Fresno County: Sanger Library, Selma Library and Caruthers Library. Each library hosted an opening program that included a visit by



the photographer. The photo exhibit increased library attendance as word spread among the Latino community.

The library and museum also co-produced four family events, two at library branches, one at the Fresno Veterans' Memorial Auditorium, and one in Fresno's city plaza. These included:

- An event at the Kerman Branch Library on April 7 at 10 a.m., featuring author Francisco Jiménez, Mariachi music and Mendota High School Folklórico. Hundreds of elementary, middle and high school students came to celebrate their heritage with culinary activities, songs, ethnic dancing, and art as well as to hear Francisco Jiménez tell his story of growing up as a farm worker—a story not so different from their own.
- California Stories Uncovered at the Memorial Auditorium on April 7 at 7 p.m., also featuring author Francisco Jiménez, sponsored by the California Council for the Humanities.
- An event at Mosqueda Branch Library on April 16 from 1-3 p.m., featuring Jesse de la Cruz, a founding member of the United Farm Workers Union, and La Union del Pueblo Entero, an organization that works with migrant workers.
- An Arte Américas event in the city plaza on April 30 (El Día de los Niños) drew over 400 participants. This event included music, crafts, storytelling, bilingual puppet shows, a play and a presentation by author Juan Felipe Herrera. Arte Américas offered free admission to anyone with a Fresno County Library card, and the library set up a booth and distributed library promotional materials at the plaza entrance.

The library also purchased hundreds of new books for the children's, young adult and adult collections with countywide distribution and an accompanying bibliography of those materials. Library staff members from various locations worked together for the first time. This provided learning opportunities for new librarians, preparing them to take on these activities in the future.

The library and museum worked together to develop a key publicity piece—a jumbo postcard featuring one of José Escobedo's sculptures created from tools, bolts and junk he found while he was working as a mechanic and farm worker near Firebaugh. Arte Américas designed, printed and distributed 50,000 jumbo postcards to area schools, libraries, Latino organizations and service agencies, and through specially developed mailing lists. Fresno County Library's public information staff developed and distributed media releases, highlighting all of the *Festejar!* activities. The library also produced and distributed flyers promoting individual activities to schools, as well as creating displays promoting newly acquired Latino books and materials.



Internal Public Relations:

- *Communicate your partnerships' goals to managers, staff, advisory committees and boards.*
- *Involve your staff in ongoing PR, brainstorming, planning, and utilizing special talents of staff members.*

Sacramento Public Library's *Arte, Libros y Cultura* nurtures literacy and cultural awareness

The marketing efforts the Sacramento Public Library produced in conjunction with La Raza Galería Posada were exceptional examples of taking the library's conventional publicity to a new level. This expanded both the size of the audience as well as the impact in the community. Both the Galería and the library became destination points for the targeted community.

The impetus for Sacramento Public Library's CCC program, *Arte, Libros y Cultura*, was a common understanding of the importance of the Latino community combined with a previous successful relationship with La Raza Galería Posada. Program goals were:

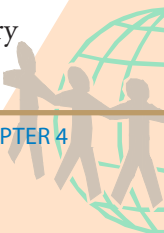
- To nurture the literacy, study skills and appreciation for and about Chicano/Latino and Native American cultures; and
- Provide the Sacramento community with access to artists, speakers and presenters about a vital cultural component of the Sacramento community.

To achieve those objectives, the partnership produced 21 programs. Literacy and study skills were given specific attention through most of the programs. Two in particular, held in conjunction with the Sacramento Language Academy School, addressed those topics. The first event featured an art contest with the winning entry used on posters publicizing the programs. Winners were announced at the kick-off event held in January.

Of the 21 programs, the most popular and well attended (with 300 participants) was "Honoring Cesar Chavez." This event featured Aztec dancers, storytelling and speakers who had worked with Cesar Chavez in his union activities. Other successful programs featured poetry and writers. Noted author Michelle Serros (*Chicana Falsa*) gave a reading and spoke about being a Chicana author. Roberto Rodriguez, author and publisher, also presented a program entitled "Going Home" about his experiences as a Chicano in the Vietnam War. Additional popular programs included "Tamalaria," "Salsa con Salsa," and "Piñata Making" workshops. These programs combined cuisine with culture as presenters shared the importance of and relationship between art and food.

Stockton-San Joaquin County Public Library taps into local African-American community network

While Stockton-San Joaquin County Public Library's (SSJCPL) marketing and promotional materials were not as elaborate as some of the other CCC programs, their wide distribution and "word of mouth" endorsements from African-American community leaders and advocates proved very effective. Their impact on the African-American community was fairly significant, resulting in thousands of people attending programs. By tapping into the communications networks of their partners and their advisory



group members, *Gifts of Blackness* outreach efforts were effectively targeted. The library’s African-American Community Advisory Group was comprised of 15 different organizations, and all of them assisted with promotion and attendance at planned programs. As a result, at least 90 percent of participants at the 28 programs were African American. Program attendance records indicate that those programs reached approximately 4,500 people. In addition, library staff noted that the author’s book signing was the largest group ever for a One Book author’s visit at Stockton-San Joaquin County Public Library.

The coalition partnered with several community entities to deliver *Gifts of Blackness* programming and promotion. Without their assistance, several programs would have been too costly to pursue. Those partnerships included:

- City of Stockton provided help with media releases and printing, and donated usage of the Civic Auditorium for the book signing with author Christopher Paul Curtis;
- San Joaquin Delta College produced and promoted the Pin Points Theatre production of “The Meeting;”
- San Joaquin County Office of Education promoted programs to staff and students in schools throughout the county;
- Black Employees Association of Stockton Unified School District distributed program flyers in their monthly newsletter (distributed to 200 individuals and organizations); and
- Inclusion of *The Record* (Stockton’s daily newspaper) in the coalition resulted in the newspaper providing media coverage of all the programs. The coalition also developed a relationship with the newspaper’s African-American Media Advisory Committee with a representative of *Gifts of Blackness* attending quarterly advisory meetings with supervisory staff of *The Record*. Membership on this advisory committee proved essential in establishing relationships with local journalists and securing media coverage.

The *Gifts of Blackness* coalition also participated in community Kwanzaa celebrations, Martin Luther King, Jr. celebrations, Black History Month celebrations in high schools, the annual Black Infants Health Luncheon, and Juneteenth celebrations. In the African-American community, churches and community organizations were key to effectively promoting *Gifts of Blackness* programs and events. The coalition compiled a comprehensive resource directory of names, addresses and phone numbers of individuals and organizations that are instrumental in promoting not only *Gifts of Blackness* events, but also library services to the African-American community. These personal contacts demonstrated the effectiveness of “word-of-mouth” promotion by African-American community leaders and advocates.

External Public Relations

- *Network with other community organizations.*
- *Get involved in the community and build credibility.*
- *Ensure cultural sensitivity by forming a diverse and multi-ethnic PR team.*
- *Identify the right spokesperson for different audiences.*
- *Develop and maintain an accurate database of names and addresses for a good mailing list.*
- *Develop bilingual or multi-lingual signage and marketing materials for your library or organization if you are targeting people who do not read or speak English.*



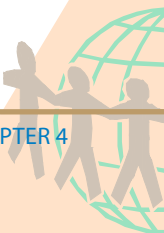


Gifts of Blackness leveraged the library's presence in the community as a recognized and approachable resource. Publicity addressed the CCC process and program throughout the county and library staff were asked to participate in the largest local newspaper's African-American media collaborative.

Signs of Success:

When libraries and their partners develop a plan for strong internal and external communications, signs of success include:

- Increased cultural or ethnic community participation in programming and events.
- Mutually beneficial resource-sharing.
- Increased library usage by the library's target group.
- Increased visibility of both the library and its partner in the target community and in the community as a whole.
- Ability to leverage success into new grants, funding and partners.
- Experimental programming becomes mainstream.
- Library staff grow professionally. Communication skills empower them and expose them.
- Library communications improve both internally and externally.
- Library's media relations improve.
- Library and partner enjoy increased value in the eyes of the community.
- Some library users become advocates when both partners make membership forms available at events.
- Institutionalization occurs when project leads to ongoing programming that translates into a philosophy of serving everyone.



Public Relations Methods:

Several public relations strategies and methods will be the basis for your marketing/promotions plan. Choose your strategies and methods wisely and try the ones you and your partnership team can do well. Then create a budget for each. The budgeting process will help you eliminate those your program cannot afford.

1. Personal Contacts

- *When you know enough about your target audience, you can present your program's services from your patron's/customer's point of view.*
- *Be proud of your services, programs, displays and outreach. Share your enthusiasm with facial expressions, tone of voice, selection of words.*
- *Establish a network of key communicators. Key communicators are people who talk to-and are believed by- lots of people. They can be invaluable when you are working with your target groups and can provide assistance or support for your program and its goals.*
- *Start by identifying key communicators and contacts. Brainstorm with your partners, think about including city/county government, media contacts, management in your organizations and key stakeholders in your target audience.*
- *Next, identify opportunities for personal contacts- staff meetings, partnership team meetings, community events, special events and programs.*
- *Match key communicators to opportunities and include them in your planning.*
- *Use personal notes to stay in touch, thank people for expressing support for your program. Thank the media for their coverage, thank photographers and videographers for their contributions. Thank staff and volunteers for going the extra mile. Thank your boss when you get her or his support.*
- *Keep a calendar of contacts you want to make or use a tickler file so you do not miss opportunities.*

2. Word-of Mouth Advertising

- *When you provide excellent and innovative programs and services, positive word-of-mouth advertising will spread the good news. Be prepared to handle new customers/patrons. Keeping staff and management informed and involved will help maintain the goodwill you're creating!*

3. Media Relations

- *Effective media relations can mean positive publicity for your program. This can impact not only your target audience, but your key contacts, referral sources, advisory committee or coalition members and businesses that may be willing to provide financial or other support for your partnership's program.*
- *Effective media relations can include using media releases, fact sheets, newsletters, fliers, photographs, and personal contacts. Invest time in developing good contacts with both general and ethnic media. Utilize various ways of keeping in touch, such as email, phone, fax, regular media releases and fact sheets. Fact sheets are particularly useful for detailing lots of information or listings, like a listing of new cultural materials you've added to your collection, or a series of programs you have scheduled.*

Public Relations Methods (cont.):

4. Special Events

- *Special events are an excellent way to attract public interest, publicity, value and relevance in your community. Be sure to plan carefully and well in advance. Strive for quality, rather than quantity. Read and research everything you can about the subject or theme of the special event you are creating.*
- *Form a committee because you will need lots of help to be a success. The cooperation you develop as partners will make the process much easier. Having a chairperson is often helpful in coordinating the event. Check your community's calendar to be sure your event does not conflict with another that targets the same audience.*
- *Document your successes, use the multi-media approach to preserve your work for sharing with others. Scrapbooks, whether paper or electronic, newspaper clippings, photos, the Web, DVD's or videos, can be used for documenting your success!*

5. Communications Programs

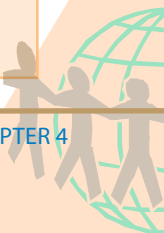
- *These can include everything from print materials to DVD's, webcasting, podcasting and advertising. Whatever format you choose to help communicate the details of your partnership's programs, make sure you have the skills and budget to execute it well. Strive for excellence in all your communications programs. Be sure to proofread all written communications.*

6. Public Relations/Marketing Planning

- *There are dozens of public relations and marketing activities that you can engage in to ensure your partnership's program success. Do not think you can engage in all of them or that you should. Brainstorm with your partners to select the activities you feel comfortable with and that are within your organization's capabilities and program's budget. Try these activities first. Which activities you use (and when) will have an impact on your program budget, so prioritize the activities with dollars and staff resources in mind. Remember, your public relations program must be ongoing to be effective.*

7. Free or Low-Cost Library/Partner Public Relations Activities

- *How you say hello and goodbye (first impressions count)*
- *Being easy to do business with (honesty, friendliness, supportive)*
- *Credibility (people trust your library/organization, you are valued)*
- *Media savvy (develop and nurture these contacts)*
- *Access to public relations materials*
- *Testimonials (ask the public how they feel about your program)*
- *Imagination (the power of your partnership unleashes creativity)*
- *Public speaking engagements*
- *Public affairs programming appearances*
- *Letters to the editor*
- *Program volunteer base (nurture, praise, and thank them consistently!)*
- *Inviting atmosphere/environment (see your buildings from the patron's viewpoint)*
- *Tracking system to determine where new patrons come from*
- *Welcome signs and visuals (banners/signage)*
- *Displays and exhibits*
- *Library and partner's participation in community events*
- *Blowups and display of publicity*
- *Fliers, bookmarks, postcards and newsletters*



Chapter 5: Measuring Success

Einstein kept a sign in his office that read, “Not everything that counts can be counted, and not everything that can be counted counts.” This is particularly true when it comes to measuring the success of library partnerships with the cultural community. Measuring success is not an exact science. Signs of success vary, depending on many variables, from level of commitment to availability of resources. Success is akin to cooking a recipe with results dependent on the quality of ingredients. Those ingredients include level of commitment and readiness, partnering, coalition building, development of advisory groups, shared vision, developing realistic action plans, tracking, evaluation and more.

Evaluation assesses programs after their completion. Two major purposes of evaluation are to determine the extent to which a program achieved its objectives, and to identify reasons for a program’s successes or failures. Evaluations can assess results (products or outcomes) or processes (the methods by which the project was conducted). Outcome evaluations are assessments of the level of achievement of objectives. Process evaluations measure compliance with action plans.¹⁰ Evaluation also examines:

- What worked and what did not?
- What deadlines weren’t met and why?
- Did staff get enough direction and support?
- Did you reach your target audience effectively?

Knowing what worked and what did not is a critical evaluation tool. When planning future programs, you want to repeat activities that worked, and delete activities that did not work, thereby improving your effectiveness as well as your chances for success.

Other less frequently examined measures of success include:

- How partners address challenges that arise;
- Whether the partners meet project deadlines;
- Whether all activities are conducted as planned; and
- Whether the project stays within budget.

Just about every library that participated in the first year of California Cultural Crossroads (CCC) encountered obstacles and challenges. A few libraries made assumptions about their project that did not conform to their partner’s assumptions. Others faced difficulty with scheduling program talent because of the limited timeline of the grant (less than one year) as they were accustomed to having more lead time to develop and produce both programming and promotions. One library faced misunderstandings with their partner over the process by which grant money was distributed. And nearly every pilot project struggled with developing their Memorandum of Understanding or Memorandum of Agreement.

Challenges and problems in and of themselves do not indicate failure. Rather, it is how the partnership addresses those challenges and problems that determines what level of



success is ultimately achieved. Problems and challenges often present opportunities for partners, coalition and advisory groups to strengthen their relationships by working through those challenges.

What does success look like?

There are, in fact, several key qualities that determine what level of success has been achieved in a partnership. As noted at the end of previous chapters, here are signs of success observed in the California Cultural Crossroads projects:

1. Increased community participation in library events and programs.
2. Mutually beneficial resource-sharing between the library and the cultural community partner.
3. Increased library usage by the library target group that was established in the partnership.
4. Increased visibility of both the library and its partner in the target community and in the mainstream community.
5. Organizational buy-in by the staff and administration of the library and its cultural community partner.
6. The ability to leverage partnership success into new grants, funding and additional partners.
7. The library becomes a sought-after partner in the community.
8. Experimental programs and activities become mainstream (not forced cultural programming).
9. Library services and marketing expand to include new underserved target groups.
10. Cultural community partnerships and programming impact library staff professionally by empowering them and exposing them to new opportunities.
11. Library partnering expands to other community relationships, within City and County government and beyond.
12. The cultural community sees the library as responsive, proactive, responsible, credible, neutral, trustworthy, and having valuable resources.
13. Library communications improve, both internally and externally.
14. The library benefits from an improved relationship with local media.
15. The library and partner enjoy increased value in the eyes of the community.
16. Some library users become advocates as they begin to understand how library services benefit cultural community members.
17. Administrative, branch and community representatives of both partners are directly involved in the project.
18. The partnership continues to develop, strengthen and evolve over time.
19. Partnerships with the cultural community become institutionalized as projects evolve into programming which materialize in the library's philosophy and mission.
20. Continued success is no longer dependant on infusions of money; rather success



is based on actual reallocation of staff and resources to achieve the goals and objectives shared with community partners.

How do you measure it?

The best way to measure success is to measure the program's impact. Traditional ways of measuring impact can include: program attendance; website hits; number of new library card holders from the target group; number of new relationships with media contacts; number of column inches of media coverage; number of new library advocates; and value of products or services leveraged by the partnership. Whatever measures are used, it is important to understand the importance of tracking progress.

Tracking activities, budgets and timelines means that participants are keeping an eye on progress. In most cases, tracking can be as simple as checking to see that activities are completed, budgets stay on track, and deadlines are met. Tracking means that staff, preferably from both the library and the partner, are observing what's going on and making notes. Tracking progress provides everyone with a chance to correct course, whether by reassigning unmet responsibilities to others, reigning in spending activity, or realigning deadlines. Project monitoring and tracking are two of the most important aspects of project management and projects benefit from having one or more people responsible for doing just that.

Equally important are activities around measuring audience response to programming. Stockton-San Joaquin County Public Library took extraordinary care to conduct surveys and exit interviews as part of measuring programming impact on the target community. They also took precautions in the planning stage of programs, by consulting with their coalition and advisory groups about their planned events. This kind of testing of plans and ideas helps the library and their partner stay focused on what it is the targeted community really wants. Giving people what they want is paramount to achieving success. Running planned programs, collection development and activities by your coalition or advisory group helps everyone understand what is most likely to work in the community. It ensures that your plans will work. Part of tracking, evaluation and measuring success revolves around knowing what works and what doesn't, and doing more of what works and less of what doesn't work.

Whittier Public Library tracked program promotion and outreach results

Whittier Public Library's CCC programs were well attended and partners remained fully engaged at all levels including tracking how the project was going. The partners also secured remarkable and consistent support from local media, primary and sec-

ondary schools, and all of the members of the Hispanic Outreach Taskforce. In particular, library staff was acutely aware of the program's success and impact on the community. They tracked and measured outcomes of programming, promotion and outreach. Doing so kept them informed about their project's likelihood of success in impacting their targeted community.

One final note on measuring success is the need to communicate that success—to library staff, city leaders, partners, coalition and advisory group members and the public at large. When success is not evaluated and communicated to participants, partners, coalition members and the general public, it can feel as if those successes never occurred. Partners then miss out on one of the most important benefits of a successful partnership. As a result, partners may lose interest, enthusiasm and motivation. And that, in turn, may doom the partnership.¹¹



¹⁰ Bates, *op. cit.*, p. 25.

¹¹ Francisco, *op. cit.*, p. 12.

Chapter 6: Tools for Success

Successful pursuit of public library partnerships and joint ventures requires a combination of knowledge, attitude and skills. Those three things can be considered tools for success. Knowledge of one or more aspects of the partnering process can be very beneficial. Our attitudes about ourselves, the partnership in general, and the benefits that might be derived from the partnership also play a role in achieving success. Skills help us move the partnership from theory to action, and they can be learned. Those skills might include: managing change; negotiation; team building; planning and evaluation; problem solving or conflict resolution; time management; financial management; and working with volunteers.¹² While California Cultural Crossroads (CCC) did not focus on developing those specific skills, it did address coalition-building, advisory groups and developing Memorandums of Understanding (MOU's) or Memorandums of Agreement (MOA's).

In this chapter we look at the importance of those three tools in creating and maintaining successful joint ventures and partnerships.

Coalition-building

As a basic principle, developing and maintaining strong linkages with the community can enhance almost every aspect of library service, including access, collection development, staff development and recruitment, programs and services, awareness, and evaluation. Developing community coalitions, and relying on them for information and advice, can help establish trust in the library. By establishing relationships with kindred spirits—community groups, local agencies, religious organizations, local schools and other groups that share the library's goals and philosophy—the library can expand its knowledge of the community and its information needs. Tapping into the collective wisdom of the cultural community can ensure that planned programs and activities are really what the target community wants. Coalition-building can jump start efforts to develop strong community linkages.

A coalition is an alliance between two or more organizations or individuals that share a mission, resources and some decision-making. The members of the coalition may differ on many issues, but they are banded together by the one issue or goal they share. Community coalitions require resource commitment and they share goals, expectations and trust. Stockton-San Joaquin County Public Library saw their coalition as critical to identifying how their CCC program partnership and program, *Gifts of Blackness*, could address the needs of African Americans in the community. Their coalition also provided opportunities for resource-sharing and promotion, as well as sites for several events.

To be effective, a coalition must have clout, power and contacts. The coalition's role is to maximize the power of participating groups through joint action. Coalitions also encour-

age groups to pool talents and resources, while demonstrating widespread support for an issue, action or unmet need. To be successful, coalitions must include individuals and organizations that are well connected in the community, be consensus-oriented, and rely on collaborative strategies. When building a coalition, you want the broadest representation possible of those organizations and individuals who are already focused on the targeted population.

San Diego County Library shares resources with The World Beat Center to deliver well-targeted programming

San Diego County Library’s CCC program’s coalition and resource sharing with The World Beat Center (TWBC) can be credited for their extraordinary programming. TWBC’s standing in the grass roots community provided growth opportunities for the library, enabling them to develop and enhance their patron base. San Diego County Library (SDCL) and TWBC had a relationship that began years before they embarked on the CCC project. Partnering with TWBC enabled the library to tap into the center’s deep pool of talent and knowledge to help the library secure its goal of “reaching out to culturally diverse communities with programs that meet their unique needs and interests.” As a result, SDCL was able to present a vast array of programming that included musical presentations, From Ballet to Books, a Day of the Dead celebration, an introduction to Kwanzaa, African talking drums program and African marketplace, Native American PowWow dancing, celebrations of Black History Month and Women’s History Month, a multicultural Earth Day celebration in Balboa Park and two months of multicultural activities for teens at the Santee Teen Center.

Stockton-San Joaquin County Public Library’s coalition expands programming, media relations and funding

The Stockton-San Joaquin County Public Library’s CCC coalition continues to meet with the goal of participating in all of the library’s culturally diverse programming by coordinating media relations, supporting implementation efforts, fundraising and promotion. Their coalition’s support of Gifts of Blackness expanded programming opportunities and helped the partners leverage their resources well beyond what the library originally planned. The coalition also helped the partners focus their plans on activities that the target community truly valued, ensuring the success of *Gifts of Blackness*.

Advisory Groups

Advisory groups have many of the same qualities as coalitions. Like coalitions, advisory groups must have clout, power and contacts. Unlike coalitions, advisory groups have a more limited objective, often addressing a narrower need such as a special event or media relations. Advisory groups are often short-lived. They can be created to assist with

a needs assessment, an awareness campaign, or fundraising. But advisory groups tend to have a much shorter life span than coalitions because their purpose is more focused on short-term objectives or challenges. Advisory group members also have fewer responsibilities than do coalition members and they require less of a commitment of time and resources.

You may want to create an advisory group or task force to provide advice and guidance about a particular issue and then let the group go out of existence. Or you can create permanent advisory groups that stay around and offer ongoing advice. It's important that advisory group members continue to represent your target audience. If you are planning activities or programs or creating program materials, the advisory group's opinion may mean more to your target audience than your own point of view or your library's.

When faced with obstacles or challenges that require expertise or support beyond the partnership or coalition, libraries benefit from developing advisory groups to help them face those challenges and overcome those obstacles. Libraries also derive benefits by participating on advisory groups of other organizations such as other public agencies or local media.

Stockton-San Joaquin County Public Library reaps the benefits of advisory groups

This partnership is probably one of the best examples of what a solid partnership can accomplish. Each partner supported the goals of the other partners by attending each other's meetings, supporting one another's programming, and leveraging funding from a new community funder. The partners' voices became highly valued and respected in the African-American community. The extended advisory group that developed from the first Stockton-San Joaquin County Public Library coalition has since evolved to address the needs of the Latino and Hmong communities in addition to the African American community.

MOUs and MOAs

A major requirement of the CCC program was that each participating public library had to work with their partner(s) to produce a Memorandum of Understanding (MOU) or a Memorandum of Agreement (MOA), defining the goals and objectives of the partnership as well as each partner's roles and responsibilities. Roles and responsibilities address the issue of who will do what in the overall operation of the partnership. This creates both structure and process that can help clarify who will be in charge of what and how things will be done. Establishing roles and responsibilities is part of preparing action plans and should, therefore, take place early in the planning process. The purpose of the MOU and MOA covers not only who will do what but also how the partners will conduct business, from how decisions will be made to how conflicts will be resolved. Devel-

When you need a MOU/MOA:

- *When there's an ongoing exchange of funds/resources*
- *When commitment lasts one year or longer*
- *When there is some exposure for the partners, legally or politically*
- *When you want to develop a formal relationship*
- *When the partnership involves more than one organization in a long-term project*

Your sources of legal expertise include: City/County Attorney, attorney on one of the partner's board of directors, or the local bar association.

Elements of a Joint Venture Agreement—The Memorandum of Understanding:

- *Date*
- *Who is involved*
Name of the group
- *Charge*
- *Common mission/vision*
- *Governance and management*
- *Staffing, volunteers and advisory group roles*
- *Roles and responsibilities of the individual partners*
- *Expectations*
- *Length of relationship*
- *Terminating the relationship*
- *Withdrawal*
- *Ownership of materials and equipment purchased with grant funding*
- *Liability and insurance*
- *Authorized contacts and signatures*

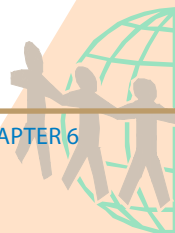
oping an MOU or MOA provides both partners with the opportunity to ask questions and confirm assumptions that can be critical to an effective partnership. Public libraries participating in the CCC program had a wide range of experience in developing their written agreements, from relative ease to extreme difficulty. But the process itself helped both the libraries and their community partners develop new skills including communication, negotiation, facilitation and conflict resolution.

San Diego Public Library and San Diego Media Arts Center deliver a thorough and timely MOU

The most thorough MOU—and the first to be completed—was the San Diego Public Library model. The strength of the long-standing partnership between the library and the San Diego Media Arts Center and their broad experience together, were evident by the ease with which they produced their MOU. The document also demonstrated their ability to work together creatively while developing realistic expectations for the program and one another.



¹² Frank and Smith, *op. cit.*, p. 47-48.





Sample MOU

COOPERATIVE AGREEMENT BETWEEN THE CITY OF SAN DIEGO AND THE MEDIA ARTS CENTER SAN DIEGO FOR THE CALIFORNIA CULTURAL CROSSROADS PROGRAM

This Agreement is made and entered into by and between the City of San Diego/San Diego Public Library [hereinafter “SDPL”] and the Media Arts Center San Diego [hereinafter “MACSD”], with reference to the following:

Recitals

SDPL has applied for and received a grant in the amount of \$25,000 from the Library Services and Technology Act [hereinafter “LSTA”], administered in California by the State Librarian for participation in the California Cultural Crossroads Pilot Grant Program [hereinafter “the Project”];

MACSD, which provides programs including the San Diego Latino Film Festival, will participate with SDPL in the Project as the Partnering Ethnic Cultural Entity;

SDPL and MACSD wish to enter into this Agreement to define their respective roles and responsibilities to successfully satisfy the objectives of the Project and conditions of the grant;

Now, therefore, the parties agree:

1. Definition of roles and responsibilities of each party with respect to funding, staffing, supervision, operation, management and others as applicable.

SDPL will administer the Project outlined in this Agreement. SDPL will handle printing and distribution of event materials, provide staff support for program events, secure facilities for the events, and maintain funding for the project.

MACSD will select the scholars who will facilitate in the scheduled film events, provide instructors for the project, and provide auxiliary support with off-site events.

It is not the intent of either party to require additional staff for the responsibilities set forth in this agreement. Unless otherwise specifically provided in this Agreement, each party shall be responsible for their own expenses, salaries, and any other costs associated with the performance of this Agreement. The parties’ roles and responsibilities are more particularly set forth in various sections of this Agreement.

2. Description of the joint venture services/programs, how they will be provided, who will provide them, and for what period of time.

a. Purpose of the Project

To facilitate and promote dialog among the Latino community and the larger San Diego community through a series of programs that will act as a catalyst for cross-cultural understanding. The goal of this Project is to create a model program that can be sustained, built upon, and expanded to more of the branch libraries.



b. Project Activities

1. Teen component

The Media Arts Center's Teen Producers Project is an integral part of the project. It teaches hi-tech skills to students, at-risk youth, and unemployed community members. The teen producers will work with Children's Room to document the process of creating the scrapbooks and interviewing community leaders. This Project will offer the teens and younger students the opportunity to explore how individuals can influence what happens in their community. This digital representation will address how the conservation of one's local historic environment can help develop a sense of place and purpose and become a vital tool to understand the recent past.

MACSD will obtain and retain copyright releases signed by both the student producers and his or her parent or guardian which effectively release all copyrights to MACSD and SDPL jointly. MACSD and SDPL will retain a joint copyright to the resulting digital representations.

As part of its responsibility, MACSD will provide SDPL with DVDs of the resulting digital representation to be archived in the SDPL California Room. As an oral history project this DVD becomes a bridge between the library and the community. Researchers will be able to access this information as well as enable the Latino youth, teachers and students who live near the library, to use the DVD as a forum for discussion, decision making and action. As students study their communities (which is part of 3rd grade History Standards and related to 11th grade unit on immigration), and listen to the stories of community leaders they can learn how those experiences highlight a need for action and social change

2. Cultural and Intergenerational Scrap Booking Program

Media Arts Center and Children's Room of the Central Library will design a Cultural and Intergenerational Scrap Booking Program. One of the sessions will take place at the Media Arts Center. Approximately 30 bilingual 4-5th graders will receive pointers on photography and learn how to lay out their information.

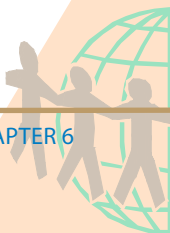
The Project will be implemented by bilingual librarian Maria Rios, or future SDPL librarian in the same position. The project will include the following:

Using digital cameras, the students will take photos of a person in the Hispanic community - e.g. community leaders who created Chicano Park, teachers working in the Golden Hill Recreation Center, and staff at the San Diego Latino Film Festival and Latino seniors. Students will create their own bound scrapbook – A bookmaking workshop would be held at the Central Library by a member of the San Diego Book Arts.

Students will interview the individuals with specific questions and write the answers in the scrapbook alongside the photos. Students will share their completed work at a reception at the Central Library, which will be attended by interviewers and interviewees. At the reception each student will be presented with a scrap booking kit to encourage them to record their own lives and achievements. Scrap books will go on display at the Central Library and then at the San Diego Latino Film Festival.

3. Bilingual Book Discussion Group

Literature is the perfect catalyst for discussion and cross-cultural understanding. Reading and discussion groups can help people explore the common ground we all share. Though we might initially see that common ground differently because the particulars of our lives may be different, hearing stories and sharing perspectives leads us to a better appreciation of one another.





Latinos, for example, have a richly diverse culture and literature. They come from many countries, are of every racial group imaginable, and will soon be the largest demographic in San Diego County. Our readings will center on the Latino Mexican-American experience and explore books written by contemporary authors.

4. Film Series

Film continues to be one of the most popular ways in which ideas and images are communicated to an audience. The Library with the help of the Media Arts Center will present films that will help the greater breaking through stereotypes and strengthening intercultural relations between the Latino community and other ethnic and cultural groups.

San Diego Latino Film Festival (March 10-20, 2005) will have a Library Night on March 15th. Following the screenings on the other evenings, there will be a discussion and answer period with visiting filmmakers from across the United States and Latin America. These “Meet the Filmmaker” discussions will be videotaped and archived by the library for future community use.

c. SDPL Responsibilities

- Provide library facilities as a venue for a majority of the project
- Print and distribute event materials
- Provide staff support for event programming
- Arrange for guest scholars/speakers fees or honorarium
- Archive the youth project and the “Meet the Filmmaker” discussions
- Cross promote the San Diego Latino Film Festival’s screenings at Library events
- Create a venue for the San Diego Latino Film Festival’s screenings at the Central and City Heights Libraries
- Provide scrapbooking materials, cameras, production equipment, and other supplies authorized by the grant

d. MACSD Responsibilities

- Develop a website to promote the Project
- Identify guest scholars/speakers
- Coordinate with Children’s Room to design and implement the scrapbook project
- Provide instructor for book arts project
- Work with the San Diego County Office of Education Program
- Provide instructors for the Teen Producers Project to create DVDs to be archived
- Provide filmmakers for “Meet the Filmmaker” discussions
- Provide the equipment and personnel to videotape the filmmaker discussions
- Donate copies of the DVD’s and videotapes to the Library
- Obtain and retain appropriate copyright, privacy, and other releases in connection with production of the DVD’s and videotapes
- Cross promote the Library’s activities at their screenings
- Promote the film screenings as “sign-up for a library card and get two free movie tickets.”

3. Number and type of staff involved from both organizations.

Lynn Whitehouse of SDPL will have oversight for the Project. Staffing and estimated time commitments to the projects are:





SDPL STAFF	
Personnel	Total Hours
Librarian IV – Central - oversees the publicity component	125
Librarian IV – Central – supervises Library Assistant and Projectionist; designs evaluation forms	16
Librarian IV – Central – oversees the set-up, sign-ins and distribution of materials	15
Librarian IV – Branches – supervises Library clerk and oversees the publicity component	5
Community Service Manager – oversees the film program at City Heights Weingart branch library	7
Librarian II – Central - Selects DVDs/Videos	7
Librarian II – Children’s Room – to promote, do outreach, and design flyers	15
Librarian II – Central – for Scrapbook Program	27
Library Assistant – Central – creates flyers, posters, advertisements, provides support to speakers, acts as liaison with the media	225
Library Assistant – Central – sets up the auditorium for all programs, pass out evaluation forms, distribute literature on other programs, provide clerical support for speakers	16
Library Assistant – Branches – oversees the film program at City Heights Weingart branch library	5
Library Technician – Central – to catalog library materials	5
Library Clerk – Central – assists Library Assistant with publicity	50
Library Clerk – Branches – creates promotional materials for Bilingual Book Discussion and City Heights Weingart Branch Library film program	11

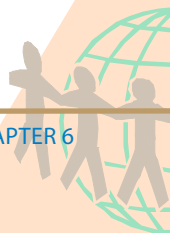
MACSD STAFF	
Personnel	Total Hours
Projectionist	15
Workshop Presenter (Teen Producers)	45
Workshop Presenter (Book Arts)	45
Web Site Designer	10
Project Manager (Film Festival)	70
Media Artists	40
Project Manager (Teen Producers)	80

4. Identification of key contacts, responsible parties authorized signatures of each organization.

Primary contacts for this project are:

Lynn Whitehouse
 San Diego Public Library
 820 E Street
 San Diego, California 92101
 (619) 236-5821

Ethan van Thillo
 Media Arts Center San Diego
 9210 25th Street
 San Diego, California 92102
 (619) 230-1938





5. The use of volunteers.

No volunteers are anticipated to participate in the Project at this time.

6. Identification of the locations of the Project.

Several locations are earmarked for this project. Among the facilities involved are:

Central Library Auditorium
Children's Room
820 E Street
San Diego, California 92101

City Heights Weingart Branch Library
3795 Fairmount Avenue
San Diego, California 92105

Linda Vista Branch Library
2160 Ulric Street
San Diego, California 92111

Mann Theaters
7510 Hazard Center Drive
San Diego, California 92108

Media Arts Center San Diego
921 25th Street
San Diego, California 92102

7. All sources and uses of funding.

The major source of funding for this project is the LSTA grant, administered in California by the State Librarian. Auxiliary in-kind fund donation, such as the Library's personnel and facilities, will come from SDPL. MACSD will supply approximately \$15,000 in-kind for the use of equipment and space. For their services, MACSD will receive \$8100 from the LSTA grant, and shall provide all resources necessary to accomplish its responsibilities under this Agreement. Additional expenses incurred by MACSD that fall under the purview of the LSTA grant, and agreed upon by the SDPL administrator, will be reimbursed provided that such approved grant funding is available.

The LSTA grant funds are strictly limited to expense on brochure and promotional materials, scholar and expert fees, travel expenses, website development, and other approved expenses. A copy of the budget is attached hereto as Exhibit A.

8. Identification of individuals responsible for project operations, management, and communication with the State Library.

Lynn Whitehouse, SDPL Librarian IV, will be the primary contact for the Project.

9. Review and modification process for conditions of the agreement.

This Agreement will be reviewed annually and amended as needed. Any party may propose amendments to this Agreement by providing written notice of such amendments to the other party. This Agreement may only be amended by a written amendment signed by each party's administrator.

10. Commitment to continue the Project beyond the grant year.

The parties commit to a continued working relationship beyond the grant period to the extent sufficient funding is available to continue the Project goals and objectives.





11. Definition of goal/s and objective/s of joint venture project, including measurable outcomes and means of tracking those measurables.

The California Cultural Crossroads Pilot Grant project aims to create a model program that can be sustained, built upon, and expanded to more of SDPL's branch libraries. As such, these are the goals we hope to accomplish:

- The Latino Community will become actively involved in their local libraries
- Connect this pilot project to the library system's new and overall enhanced approach
- Strengthen the existing partnership between SDPL and the Media Arts Center San Diego

The California State Library will conduct a survey of the Project Directors and evaluate whether or not to fund the grant in subsequent years. The State Library is not requiring measurable outcomes for this pilot project.

12. Identification of parties responsible for collecting and analyzing data.

Lynn Whitehouse, Librarian IV with SDPL, is the project person responsible for data collection and analysis. MACSD agrees to participate in the collection of data, as necessary.

13. Effective Date.

This Agreement is effective from the date the LSTA grant was awarded, August 4, 2004, through June 30, 2005.

14. Compliance with Law.

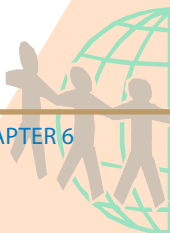
The parties shall comply, and shall secure compliance by persons within their control and authority, with all the requirements of state and federal authorities now in force, or which may hereafter be in force, related to the performance of this Agreement.

15. Legal Proceedings.

The parties agree that the law of the State of California shall be used in interpreting this Agreement and will govern all disputes and determine all rights under this Agreement.

16. Indemnification.

With respect to any liability, including but not limited to claims asserted or costs, losses, attorney fees, or payments for injury to any person or property caused or claimed to be caused by the acts or omissions of MACSD, or MACSD's employees, agents, and officers, arising out of any services performed involving this project, MACSD agrees to defend, indemnify, protect, and hold harmless SDPL, its agents, officers, and employees from and against all liability. Also covered is liability arising from, connected with, caused by, or claimed to be caused by the active or passive negligent acts or omissions of SDPL, its agents, officers, or employees which may be in combination with the active or passive negligent acts or omissions of MACSD, its employees, agents or officers, or any third party. MACSD's duty to defend, indemnify, protect and hold harmless shall not include any claims or liabilities arising from the sole negligence or sole willful misconduct of SDPL, its agents, officers or employees.





17. Insurance.

MACSD shall not begin any services under this Agreement until it has obtained, and upon SDPL's request provided to SDPL, insurance certificates reflecting evidence of all insurance required below; however, SDPL reserves the right to request, and MACSD shall submit, copies of any policy upon reasonable request by SDPL. Further, MACSD shall not modify any policy or endorsement thereto which increases SDPL's exposure to loss for the duration of this Agreement.

17.1 Types of Insurance.

At all times during the term of this Agreement, the MACSD shall maintain insurance coverage in the amounts required by SDPL as follows: Commercial General Liability (combined single limit of \$1 million per occurrence), Commercial Automobile Liability (combined single limit of \$1 million per occurrence), and Workers' Compensation (a minimum of \$1 million of employers' liability coverage, and an endorsement that the insurer waives the right of subrogation against the City and its respective elected officials, officers, employees, agents and representatives).

For all policies except Workers' Compensation, MACSD shall name SDPL as an additional insured. All deductibles on any policy shall be the responsibility of MACSD. The policies shall be primary and non-contributory to any insurance that may be carried by SDPL, as reflected in an endorsement which shall be submitted to the SDPL.

18. Nondiscrimination.

The parties, and all others who are within their respective control and who from time to time may use the property and library facilities described herein with the permission and on the terms and conditions specified by both parties shall not discriminate in any manner against any person or persons on account of race, color, sex, creed, or national origin including, but not limited to, the providing of goods, services, facilities, advantages, and the holding and obtaining of employment.

IN WITNESS WHEREOF, this Agreement is executed by the City of San Diego acting by and through its City Manager, or his designee, pursuant to Resolution No. R-299750 authorizing such execution, and by the Media Arts Center San Diego, acting by and through its Director.

THE CITY OF SAN DIEGO
a California Municipal Corporation

MEDIA ARTS CENTER SAN DIEGO
a California non-profit corporation

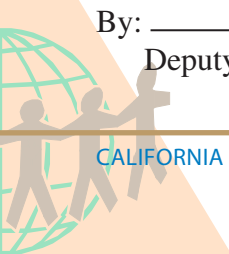
By: _____
Title: _____
Date: _____

By: _____
Title: _____
Date: _____

APPROVED AS TO FORM AND LEGALITY

MICHAEL J. AGUIRRE, City Attorney

By: _____
Deputy City Attorney





This publication was supported by the U.S. Institute of Museum and Library Services under the provisions of the Library Services and Technology Act, administered in California by the State Librarian. The opinions expressed herein do not necessarily reflect the position or policy of the U.S. Institute of Museum and Library Services or the California State Library, and no official endorsement by the U.S. Institute of Museum and Library Services or the California State Library should be inferred.