SMALL LIBRARIES, BIG IMPACT:

Libraries as Community Change Agents
Background:

- BA in Elementary Education - Dallas Baptist University
- 4th grade ESL (4 yrs.) – Grand Prairie, Texas
- MA in Educational Media - UNC Greeley (School Librarianship)
- District/HS Librarian (5 yrs.) - Norwood, Colorado
- Library Director (6 yrs.) - Norwood, Colorado
NORWOOD LIBRARY

- Sole library in Lone Cone Library District
- 1,984 people in service area
- Primarily anglo with a small latino population
- Rural
HARWOOD MODEL OF COMMUNITY ENGAGEMENT

- Harwood is about creating a framework for dialogue with your community.
WHY LIBRARIES?
The cycle of public innovation

1. **Intentionality:** Develop a mindset and ongoing practice of making decisions grounded in 3 foundational concepts

2. **Gather Public Knowledge:** Talk to your community members about what they want their community to be; what challenges they face in realizing these aspirations; and what changes are needed to overcome them.

3. **Hold Innovation Spaces:** Gather your team to share what you are learning and identify implications for your work going forward.

4. **Share Public Knowledge:** Strategically share this knowledge with conversation participants, partners and library and community leaders.

5. **Develop your initial Community Engagement Plan:** Drawing on public knowledge you have gathered, decide what actions you will take on your own and with others. Factor in Community Rhythms.


7. **Repeat!** With each cycle you will enhance these competencies.

1A. **Turning Outward:** Make the community the main point of reference for your work.

1B. **Aspirations:** Start with people’s shared aspirations rather than “problems” or visions.

1C. **The 3 A’s of Public Life:** Authority, Accountability, Authenticity: Build these touchstones into your daily work.

_Harwood Institute 2014_
Each day, we make hundreds of choices, and while we can’t control everything, if we become more intentional about the choices we do make—we can have a far greater impact.

-Harwood Institute 2014
CYCLES OF PUBLIC INNOVATION

- Feasibility study for new library
- Norwood Forward group (participated on personal time)
CYCLE 1: FEASIBILITY STUDY

Prior steps:
- 400 patron surveys.
- Need for new space was evident.
- Purchased land.
- Began informal stakeholder interviews.
- Identified possible community partners.
- Formed building steering committee.
- Identified 80 stakeholders to interview.
- Used Harwood materials to create customized interview questions.
STAGES OF COMMUNITY LIFE

Community Rhythms: Five Stages of Community Life (Harwood Group, 1999)

- Rest
  - Restoration
  - Rejuvenation

- Sustain and Renew

- Growth
  - Centers of Strength expand and stuff happens

- Catalytic
  - Small group of people and organizations take risks

- Impasse

- Stuck and urgent

- Waiting...
  - for someone to do something

- The Waiting Place

-Harwood Institute 2014
Project Related Outcomes:
- Between Impasse and Catalytic.
- Move forward with new library.
- Community in favor of joint facility.
- More partnerships.
Social Capital:
- Library/Director 3 A’s of Public Life.

Public Knowledge:
- Culture of working in isolation.
- Lack of communication.
- Revealed persons with common aspirations.
Unintended Outcomes:

- Conscious effort to connect leaders.
- Community Volunteer Celebration - 100 attendees, 44 organizations represented.
- Increased involvement on community boards.
- Norwood Forward group (Cycle 2).
- Community wide ripple effect.
Our efforts can help to shape a community, but we cannot impose our will on a community.

- Change in a community tends to emerge over time.
- The key is to understand where and how to get started – what’s ripe for positive movement and then how to actively grow change.
- We must develop a community’s enabling environment for change – the conditions for innovation, emergence and spreading change.
- Intentionality in our engagement and actions is essential.
- Finally, we must work with the community, not apart from it.
CYCLE 2: NORWOOD FORWARD

- 3 founding couples.
  - Generations of experience combined with “new blood”.
  - Evaluated assets of community with goal toward economic vitality and sustainability.
  - Various types of gatherings.
  - Formed Strategic Plan, Goals and Action plans

- WE WERE INTENTIONAL AND ENCOURAGED OTHERS TO BE SO, AS WELL.
COMMUNITY SUCCESSES

Changes in leadership:
- School board election
- New Chamber board
- Citizens becoming more involved
- New board members/leadership for organizations

New Initiatives:
- Main Street Beautification
- Soccer Club & Pickleball
- Harvest Dinner
- Pioneer Day Car Show
- Food Hub
- Farm to Table Dinner
- Dark Sky Initiative
- Broadband
- Raw Water
- Expanded Trails
- Lone Cone Legacy Trust
COMMUNITY SUCCESSES

New or expanding businesses:
- Food Hub
- Clutter Buster Consignment
- The BIN Baker
- Blue Grouse Bakery
- Indian Ridge Bakery - expanded
- Total Image Salon – expanded
- Garden Store
- Ace Hardware (new ownership)
- Maggie’s Pizza (new ownership)
- Summit BBQ
- Laid Back Ranch
COMMUNITY VIBE

Excitement, optimism, momentum....HOPE!

“Three years ago, there was no way that I would have gotten involved in this community but, things have really changed in the last three years!” ~ New school board member

WHY?
1. Library/director acquired public knowledge and used it to connect and create impetus.
2. Involvement in Norwood Forward expanded community network and created an enabling environment.
Usage over the last 5 years has sky-rocketed.
Awarded $1.5 million grant from DOLA.
November Ballot Question to raise taxes for operating and new facility.
Through collaboration on various boards and programs, network of leaders in support is large.
School and Town boards have voted to pass resolutions in support.
IF we don’t pass, Library cuts staff and programs. New building off the table. Morale plummets.
## Increasing Usage of the Lone Cone Library District

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Visits</th>
<th>Computer Users</th>
<th>WiFi Users</th>
<th>Circulation - All Materials</th>
<th>Circulation - Children's</th>
<th>Number of Patrons</th>
<th>Number of Programs</th>
<th>Program Attendance</th>
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<tr>
<td>2013</td>
<td>13,791</td>
<td>3,436</td>
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<td>18,286</td>
<td>5,348</td>
<td>955</td>
<td>206</td>
<td>2,896</td>
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<td>2014</td>
<td>14,788</td>
<td>4,125</td>
<td></td>
<td>17,640</td>
<td>5,886</td>
<td>1,080</td>
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<td></td>
<td>19,472</td>
<td>6,269</td>
<td>1,194</td>
<td>313</td>
<td>4,167</td>
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</table>

Increase: +7% for 2014, +3% for 2015
PROCESS TAKE-AWAYS

- Take care of yourself.
- One person/organization can impact a community using the Harwood model.
- Take every opportunity to learn and network.
- Be intentional in developing relationships.
ABOUT THE PRESENTER

Carrie Andrew
Library Director, Lone Cone Library District
- CLiC (Colorado Library Consortium), Board Secretary
- Lone Cone Legacy Trust, President
- Norwood Chamber of Commerce, Board member
- Main Street Beautification Committee, Facilitator
- Norwood Forward, Founding member
- Dark Sky Initiative, Team member

Contact information:
carrie@loneconelibrary.org
mobile: 970-708-0988

Link to Harwood resources: http://www.ala.org/transforminglibraries/libraries-transforming-communities/resources-for-library-professionals