

# The Value of California's Public Libraries

August 2021

**1,130** Libraries

**23.4 Million** Library Cards

**113.7 Million** Virtual Visits

**435,000** Public Programs

**10.6 Million** Program Attendance

**24.2 Million** Uses of Public Internet Computers

**119 Million** Total Collection Items

**35.5 Million** E-Books

**24,000** Public Internet Computers

California's public libraries are visited over **138 Million** times per year with a cost of just \$12 per visit<sup>1</sup>

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## TEN REASONS TO VALUE LIBRARIES

1. **Public libraries are community hubs that bring people together and close the opportunity gap by connecting people to essential services and resources.**
2. **Libraries build and support communities of lifelong learners and help Californians enjoy the social and economic benefits that learning brings.**
3. **Public libraries deliver a positive return on the funds invested in them. Every \$1 invested in a library yields between \$2 and \$10, with the most common return being between \$3 and \$6.**
4. **Libraries are economic engines. They support personal economic development and community development.**
5. **Books are just the tip of the library iceberg. Through digital labs, makerspaces, career centers and business resources, memory labs, public programs, community partnerships, and online resources, public libraries help communities explore, learn, connect, and have fun beyond their traditional “library” brand.**
6. **Libraries help individuals and communities stay healthy and well.**
7. **Public libraries support vulnerable community members, including early learners and families, teens and seniors, veterans, people new to the United States, and people experiencing homelessness or mental illness.**
8. **Library technology increases digital equity and supports the information needs of a 21<sup>st</sup> Century society.**
9. **Library workers are “second responders” in a crisis. Library programs and services build community resilience year-round.**
10. **Public libraries are free and open to all.**



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## INTRODUCTION

Public libraries are community hubs and community partners, connecting people to essential services and resources and building communities of lifelong learners.

Books are just the tip of the library iceberg. Walk into a California public library and you'll find technology labs, makerspaces, career centers and business resources, memory labs, and tens of thousands of public programs.



Visit your library online and you'll find e-books, databases, and virtual programs and events. Technology in libraries, including high-speed broadband in many cities and counties, supports the information needs of a 21<sup>st</sup> Century society and increases digital equity in communities.

Library workers are “second responders,” supporting communities during crises like wildfires and earthquakes and helping to build community resilience all year round.

Libraries support our most vulnerable community members, including early learners and families, teens and seniors, veterans, people new to the United States, and people experiencing homelessness or mental illness.

Investing in public libraries also generates a solid financial return on taxpayer dollars. For every dollar invested, between \$2 and \$10 in direct and indirect benefits is created, with the most common return being between \$3 and \$6, studies show.

The services libraries provide align with the values held by Californians. The majority of Californians support the free availability of services that support crisis response and community resilience; education and learning; community connections; and services for veterans, youth, seniors, young families, people experiencing homelessness or mental illness, and new immigrants—all of which California public libraries provide.

Public libraries deliver services and value through a unique combination of resources, people, and space that is not replicated by any other government agency.

During the pandemic, with buildings closed, libraries continued to provide vital services—including literacy tutoring, meals for children, services for job-seekers, trusted information, learning resources and more—through their websites, on the phone, and in person, including curbside pick-up and home deliveries.



Given the resources, support, and opportunities libraries provide for learning and knowledge development, health and wellness, community engagement, and economic development, the vitality of public libraries is even more essential now than ever before.

The Value of California’s Public Libraries is a project of the California State Library. Research was conducted between January 2017 and December 2019. The project team used a bricolage approach—combining available resources to create an individualized and persuasive case—to create a public library value proposition that is grounded in data from a combination of sources, including extensive academic and professional literature, library usage data, survey data, and interviews with and written submissions from stakeholders, as well as direct observations.<sup>2</sup>

### PROJECT TEAM

Natalie Cole, California State Library  
Cheryl Stenström, San José State University

Jeremy Abbott  
Snowden Becker  
Meg DePriest  
Rachel Hanson  
Jane’a Johnson  
Shana Sojoyner

### PROJECT ADVISORS

Jayanti Addleman, Hayward Public Library  
Chris Brown, Santa Clara County Library District (now Chicago Public Library)  
Susan Hildreth, Consultant  
Misty Jones, San Diego Public Library  
Danis Kreimeier, Napa County Library (ret.)  
Michael Lambert, San Francisco Public Library  
Lisa Lindsay, Fresno County Public Library  
Helen McAlary, City of Ontario  
Jody Meza, Orland Public Library and Willows Public Library  
Eva Mitnick, Los Angeles Public Library  
Michelle Perera, Pasadena Public Library  
Michael Perry, Siskiyou County Library  
Nancy Schram, Ventura County Library  
Sandra Tauler, Camarena Memorial Library (Calexico) (ret.)  
Hillary Theyer, Monterey County Free Libraries  
Derek Wolfram, Redwood City Public Library  
Patty Wong, Santa Clara City Library  
Monique Le Conge Ziesenhenné, Palo Alto Public Library (ret.)

### PROJECT PARTNER

Black Gold Cooperative Library System

1. Library usage data refers to the 2018–2019 fiscal year. It represents typical library usage before buildings closed due to the COVID-19 pandemic. Data about physical resources refers to the 2019–2020 fiscal year. Data can be found at: [https://ca.countingopinions.com/index.php?page\\_id=3](https://ca.countingopinions.com/index.php?page_id=3).
2. A description of the study’s methodology and full analysis of its findings can be found in Natalie Cole and Cheryl Stenström (forthcoming), “The Value of California’s Public Libraries,” *Public Library Quarterly*, <https://doi.org/10.1080/01616846.2020.1816054>.

Value of Libraries photo credits: Christian Koszka, Terry Lorant, Becky Ruppel, and the California public libraries that contributed photographs of their programs and activities.

# COMMUNITY HUBS

Libraries are the only public spaces where people can find trusted information, community, and connection; borrow books, music, and “things” like laptops, musical instruments, and exercise equipment; access art, culture, sports, games, and technology; and get support for lifelong learning, health and wellness, job seeking and career development—all free of charge.

Library buildings are a source of civic pride. Library spaces and programs bring people together. Library services—including volunteer programs and literacy programs—help people become more engaged with their communities. California’s 54 library bookmobiles<sup>1</sup> take essential services out to the community.

**L**ibraries serve as “bedrocks of civil society ... it’s important that institutions like libraries get the recognition they deserve. ... They are the kinds of places where the public, private, and philanthropic sectors can work together to reach for something higher than the bottom line.”<sup>a</sup>

**Eric Klinenberg, *Palaces for the People***

Communities are stronger when their members work together. Across the state, public libraries partner with private sector, non-profit, and other government entities to connect people to essential services and information resources, and support new citizens, vulnerable populations, children, teens, job seekers, and entrepreneurs.

## BUILDING STRONG COMMUNITIES

- Public libraries are commonly referred to as a “third place”—neither home nor workspace. Third places are “*the informal spaces that are often mainstays in a neighborhood, places where both random and intentional in-person relationships are made.*”<sup>2</sup>
- The Aspen Institute asserts that the library’s “*physical presence provides an anchor for economic development and neighborhood revitalization, and helps to strengthen social bonds and community identity.*”<sup>3</sup>
- In 2016, 91 percent of Americans agreed that the closure of their local library would negatively impact their community. Some 66 percent of them felt the impact on their communities would be major. An equal number said closure of their local library would directly impact themselves and their families.<sup>4</sup>



- The meeting spaces and social connections that libraries offer help individual users create stronger communities, especially in rural areas where neighbors aren’t as close together.<sup>5</sup>
- Seventy-three percent of Americans say their local libraries promote a sense of community across different groups, while 65 percent see libraries as gathering places for addressing community challenges.<sup>6</sup>

## FOSTERING ENGAGED COMMUNITIES

- Through reading, library users gain empathy for others, strengthen friendships, and increase their understanding of and engagement with social issues.<sup>7</sup> Book readers are 74 percent more likely to volunteer than non-readers.<sup>8</sup>
- Adults with greater education and literacy levels are more than twice as likely to vote in national elections. Recent immigrants with strong English-language skills are more than twice as likely to become citizens as those with limited proficiency.<sup>9</sup>
- Two of the four most popular volunteer activities nationwide are tutoring and food collection and distribution.<sup>10</sup> Library programs like homework help, California Library Literacy Services, and Lunch at the Library, which provides free meals to children when schools are closed, give communities opportunities for volunteer service.

**I**n Butte County, the library's literacy coach makes about 230 visits a year, delivering family literacy services countywide. Library staff also partner with community organizations like the Gridley Farm Labor Camp to provide library access, conversation practice, and computer services to migrant workers.<sup>b</sup>

**I**n Solano County, library staff placed books for boys of color in barbershops. Young boys read the books during their frequent haircuts. Barbers say the books encourage the boys to read and provide reading materials for families who aren't able to visit their local library.<sup>c</sup>



**T**he community hub at El Dorado County Library offers classes, groups, and activities for expectant parents and families with children ages 0–18. The hub brings together a team of local community agencies including First 5 El Dorado, and El Dorado County's Early Care and Education Planning Council, Child Abuse Prevention Council, and Health and Human Services Agency.<sup>d</sup>

**A**tadena Library District, Pasadena Public Library, and Sierra Madre Public Library are at the heart of a local network of early childhood hubs, named Growing Together Pasadena. Well-established community organizations provide coordinated services and support to families. The hubs focus on kindergarten-readiness and offer welcoming spaces, individualized resources and referrals, parenting support, and opportunities for children to grow in key developmental areas.<sup>e</sup>

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Value of Libraries photo credits: Christian Koszka, Terry Lorant, Becky Ruppel, and the California public libraries that contributed photographs of their programs and activities.

# CHILDREN AND FAMILIES

Public libraries are one of the most visited destinations for children and families, making them an ideal setting to deliver community, enrichment, and learning opportunities to Californians of all ages.

Families are more likely to visit the library together than engage in any other leisure activity. Libraries were the top cultural destination for all Americans in 2019, outpacing movies, museums, live music, and sporting events across all sectors of the population.<sup>1</sup>

**M**ission Viejo's **Kinder Ready!** addresses vulnerabilities in school readiness by providing programming focusing on four key areas of early childhood development—social and emotional development, self-care and motor skills, language development, and early learning.<sup>a</sup>

Almost every parent—94 percent, in one nationwide survey—says libraries are important for their children. Parents value the library as a safe space that instills a love of reading and books and provides information and resources not available at home.<sup>2</sup>

## FOSTERING EARLY CHILDHOOD DEVELOPMENT

- Libraries are one of the most important supports for a child's early development. "*In the early years, family engagement is associated with children's positive growth and development, and often sets children and families on a pathway of lifelong learning.*"<sup>3</sup> Early learning programs in libraries get families playing, singing, talking, and reading, prepare children for school, and provide support and community for caregivers.
- Greater exposure to books is related to the development of vocabulary and comprehension skills, and these in turn influence a child's reading comprehension level in third grade. Early literacy skills resulting from parental engagement can predict word reading by the end of first grade.<sup>4</sup>



- Young children who are read to regularly have a better understanding of language, larger vocabularies, and higher cognitive skills, regardless of their economic background.<sup>5</sup>

**F**orty percent of children aged 5 and below in California are in the care of informal caregivers—family members, friends, and neighbors. Stay and Play programs at local libraries provide these informal caregivers with guidance and resources typically only available to licensed childcare providers. Over 800 children and adults took part in the program at just five locations in the first six months.<sup>b</sup>



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## HELPING OLDER CHILDREN SUCCEED

- Homework help and free access to books and resources help children succeed in school. After-school clubs and programs give children safe spaces to spend time with friends and take part in activities. Teen councils help youth develop leadership, critical thinking, collaboration, and other workforce-readiness skills.
- Summer programs provide school-age children with free, fun, and enriching activities during the months they're out of school. They help prevent summer learning loss in children and teens, and help adults model good reading habits for youth.

**A**t the Los Angeles Public Library, Teen Council members suggest purchases for the library, plan library programs, write articles for the teen blog, and can earn community service hours. The library's Teens Leading Change supports library teen councils that work on topics like immigration and citizenship, voting rights and voter registration, net neutrality, and information literacy.<sup>c</sup>



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## SUPPORTING OLDER FAMILY MEMBERS

- Parents of children under 18 are more likely than other adults to visit the library and have a library card. Often, parents and children visit the library as a family, with everyone making use of different programs and services. Parents use a broader range of library services and materials than other adults, and report that their children use the library for everything from research and homework to attending programs and events and socializing with friends.<sup>6</sup>
- Library programs that foster parental engagement have positive, long-term effects on children's readiness for school and educational outcomes.<sup>7</sup> Adult learning programs that incorporate family literacy activities have also been shown to have positive effects for kids and grown-ups alike.<sup>8</sup>

**P**ublic library summer meal programs, like California's Lunch at the Library program, fight food insecurity, childhood obesity, and the effects of hunger on educational attainment and emotional wellbeing for kids. Besides providing free summer meals, Lunch at the Library delivers reading programs, resources, and activities for the whole family. In 2020, libraries provided children and teens with 296,124 summer meals and hundreds of thousands of books, activity kits, and learning and enrichment materials.<sup>d</sup>

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# LIFELONG LEARNING

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Building a community of lifelong learners—and helping Californians enjoy the social and economic benefits that learning brings—starts with the library.

Public libraries foster fundamental learning and life skills through storytime sessions, art and music, and science-based programs for early learners and their caregivers. They support children and teens with homework help, study spaces, book clubs, and diverse book collections. They help youth develop social-emotional and workforce-readiness skills through afterschool and summer programs.

For adults, the library is a classroom for life. Thousands of adult learners rely on the library as a place to build basic reading and writing skills, explore new technologies, develop health and financial literacy skills,

earn a high school diploma, prepare for college or graduate school, and get job-related training.

**N**early 2,000 adults have a high school diploma through the Career Online High School program available at 66 California public library jurisdictions and 750 branches, and another 1,500 are currently enrolled.<sup>a</sup>

Technology labs, makerspaces, citizenship corners, storytime nooks, study rooms, performance spaces, career centers, book collections, bookmobiles, and pop-up libraries keep Californians of all ages learning—in the library and out in the community.

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## EARLY STARTS HAVE LASTING IMPACTS

- Parents who read to their children regularly from an early age help increase their children’s vocabularies, understanding of language, and cognitive skills.<sup>1</sup> Family literacy programs, which are commonly offered in public libraries, support early literacy and reading as a shared household activity, and help to close the school-readiness gap.<sup>2</sup>
- Access to reading materials—especially the free and varied access that libraries provide—is a key factor in developing and maintaining reading habits. When adults and children choose and read books together, they describe reading as “*an escape valve, a way to envision a different future for themselves.*”<sup>3</sup>



**T**he South San Francisco Library is hosting “learning pods” that provide a safe, emotionally supportive learning space for 40 students in the most economically disadvantaged communities of the southern Peninsula. At the end of the school day, the pods transform into out-of-school-time learning spaces with a focus on STEAM education.<sup>b</sup>

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## LITERACY AND LEARNING GROW STRONGER, HEALTHIER INDIVIDUALS AND COMMUNITIES

- Over 15,000 adults received tutoring in reading, writing, and math skills in a California public library during the 2018–2019 fiscal year.<sup>4</sup> A landmark report from the National Commission on Adult Literacy says that adults with higher literacy skills have higher rates of employment, more access to workplace training, and higher weekly and lifetime incomes. Higher education correlates with lower incarceration rates and better self-reported health.<sup>5</sup>
- Those with higher educational attainment are more likely to break generational cycles of poverty, single parenthood, and emotional or behavioral problems.<sup>6</sup> By supporting literacy, learning, and access to reliable health information, libraries have a positive impact on the health of their users. Those healthy users, in turn, contribute to stronger, more resilient communities.<sup>7</sup>



**O**akland Public Library is delivering art instruction in 20 elementary schools in low-income communities. During the pandemic, the project is providing take-home kits for students, and the art instructor incorporates social-emotional learning into classes to help students manage their stress.<sup>6</sup>

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## MAKING IT EASY FOR EVERYONE TO LEARN

- Eighty-seven percent of people see the library as a place that creates educational opportunities for people of all ages. Nearly half of all Americans regard the library as having an important role in sparking young people’s creativity.<sup>8</sup>
- The Harvard Family Research Project asserts that library programs such as computer literacy, English as a Second Language, and General Educational Development (GED) classes “contribute to lifelong learning and lead to reductions in stress, real savings in time and money, and the acquisition of important job skills.”<sup>9</sup>
- With 52 percent of American adults categorized as “relatively hesitant” to trust technology, go online for information, or use digital tools for personal learning,<sup>10</sup> the technology training and resources that libraries deliver provide “*structural, often community-wide, workforce development training and support.*”<sup>11</sup>

**T**ulare County Library hires teen interns to help build the library’s makerspace and develop and carry out online programming. The project helps teens develop their project planning and public performance skills—both important in an information economy.<sup>d</sup>



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  - c. Project results reported by Oakland Public Library to the California State Library, 2020–2021.
  - d. Project results reported by Tulare County Library to the California State Library, 2020–2021.
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# ECONOMIC ENGINES

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As well as delivering social and cultural benefits for their communities, public libraries are economic engines that deliver a positive return on the funds invested in them.

Public libraries support personal economic development by providing opportunities and support for skills development, job seeking, connections to other social services, and small-business development.<sup>1</sup>

Studies show that “for every dollar invested [in public libraries], between two dollars and ten dollars are returned, with the most common return being between three dollars and six dollars.”<sup>2</sup>

**The California State Library used federal CARES Act funding to purchase access to JobNow and VetNow for every California public library. This means jobseekers, veterans, and their families can access free help and resources—including personalized résumé assistance, live online job interview practice, and education, employment, housing, and healthcare resources—through their local library’s website.**

Partnerships between libraries and workforce development boards support job seekers and workers and help meet the workforce needs of local employers. Business centers in libraries help entrepreneurs plan and develop small businesses. Veterans’ services connect veterans and their families to federal and state benefits.

Library-centered reading programs help reduce economic inequality, improve financial literacy, and increase individual lifetime earnings. Improved literacy and education can also reduce society’s healthcare and incarceration costs and reduce recidivism among the prison population.<sup>3</sup>

California’s public libraries are visited over 138 million times per year, with a cost of just \$12 per visit.<sup>4</sup> No other public institution delivers so much value to so many.

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## RATING THE RETURN ON INVESTING IN LIBRARIES

- “The National Council for Adult Learning points to annual costs of \$225 billion in nonproductivity in the workforce, crime, and loss of tax revenue due to unemployment tied to low literacy.”<sup>5</sup> Libraries combat those losses directly through family literacy programs, help for job-seekers, and adult basic skills education.
- Many libraries have adopted the concept of “social-return-on-investment” which attaches dollar values to social impacts that wouldn’t otherwise be counted in financial assessments, such as job creation or improvements in health and wellbeing.<sup>6</sup> Using this framework, evaluators determined that the Sault Ste. Marie (Ontario, Canada) Public Library returned more than \$4.5 million in value to the community through library lending and other programs, for an average cost benefit of \$603 for every hour the library was open.<sup>7</sup>



- Some \$232 billion in healthcare costs can be linked to low literacy.<sup>8</sup> In addition to literacy programs, libraries provide other support for Americans to find, read, and understand the information they need to stay healthy. Forty-two percent of internet searches in libraries are for health-related information,<sup>9</sup> and 59 percent of libraries nationwide provide help with identifying health insurance resources.<sup>10</sup>

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## WORKING FOR EVERYONE

- Libraries provide a wealth of resources for entrepreneurs and business start-ups including access to market data, business planning services, and local business community connections. *“Researchers find that when libraries work with local and state agencies to provide business development data, workshops and research, market entry costs to prospective small businesses are reduced, existing businesses are strengthened, and new enterprises are created.”*<sup>11</sup>
- During the 2008 economic downturn, over 30 million people looked for jobs on library computers; 3.7 million of them reported that they found work.<sup>12</sup> In fact, *“employment and career purposes”* ranks among the top three uses for library computers and internet service.<sup>13</sup>
- During times of recession, the number of people using the library for jobs- and skills-related resources can go up by 50 percent. In 2012, during the last economic recession, 36 percent of library visitors were there to look or apply for a job.<sup>14</sup> With another recession possible in the wake of the COVID-19 pandemic, libraries are already reporting increased use of resources for training, job searches, and employment information.<sup>15</sup> For people experiencing unemployment, homelessness, or poverty, the library is a place they trust to provide them with a sense of normalcy and access to essential resources, without fear of judgment.<sup>16</sup>

**S**anta Barbara Public Library’s SBPL Works! provides one-to-one consultations in English and Spanish. Community members can get help with résumés, cover letters, using the computer, interview practice, and using Employment Development Department resources.<sup>20</sup> After a series of natural disasters in 2017 and 2018, the library expanded its program to help the community recover.<sup>a</sup>

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## DRIVING UP CONSUMER SPENDING

- When people spend time at the library, they spend money at nearby businesses. The “halo spending” effect gives restaurants, retail, and services that are close to library branches an estimated 23 percent more in spending from library visitors.<sup>17</sup>
- National community reading events promoted by libraries in 2018 resulted in large increases in retail sales for the selected title—over 200 percent for print copies, and over 700 percent for e-books.<sup>18</sup>
- Libraries introduce authors and titles to new audiences. A recent study of readers found that younger adults are especially likely to buy books based on their library reading. Among millennials, over 60 percent later bought a book they borrowed, and over 77 percent bought books by the same author.<sup>19</sup>

**M**any libraries demonstrate their value by showing people how much they save each time they check out an item from the library, instead of purchasing it somewhere else. The Ontario City Library in San Bernardino County found that library users saved almost \$10 million by borrowing materials from the library in the 2018–2019 fiscal year alone.<sup>b</sup>

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# BEYOND BOOKS

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Books are just the tip of the library iceberg. Public libraries help communities learn, explore, connect, and have fun, going well beyond their traditional “library” brand.

Public programs explore arts and culture, health and wellness, civics, science, history, and technology. Career centers and business resources help job seekers, entrepreneurs, and the local economy.

Online library users search databases, browse research materials, stream video, and receive reference services and homework help via chat. Robust online access to library resources ensures that users’ essential information needs are served all day, every day.

Digital labs and makerspaces provide access to the latest technology and support learning-by-doing, whether that’s with state-of-the-art equipment or traditional hand tools. “Libraries of Things” make it possible to check out binoculars along with trail maps, or a sewing machine to go with the latest fashion magazine.

Gallery spaces and special exhibitions showcase everything from local artists to seasonal events and regional culture. Local history collections include personal papers, photographs, maps, and documents. Memory labs help communities digitize their collections and preserve their histories.

If you can read it, hear it, watch it, play it, search for it, listen to it, learn with it, or sign up for it, chances are your library offers it!

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## GIVING THE COMMUNITY WHAT IT WANTS

- Public programs in California libraries typically attract over 10 million attendees a year.<sup>1</sup> They range from hands-on STEAM activities and sports and games to author presentations and community discussions. These programs bring people together and provide them with opportunities for conversation, engagement, learning, and enrichment.
- Summers in California public libraries are about connecting and exploring as well as reading and learning. In San Francisco, Summer Stride events have taken library users all over the map, with free shuttle service to nearby National Parks—plus talks by park rangers, terrarium-building classes, and visits to local farmers’ markets. In Oakland, library staff create opportunities for teens to explore local resources including free museum days, skate parks, and swimming pools. In Burbank, teens have created and hosted a summer murder mystery night. After-hours quiz nights at the San Mateo Public Library have brought adults together, connected them with the library, and helped them get to know their neighbors.<sup>2</sup>
- Collections, events, and public programs focusing on video games can help draw young people into the library—including reluctant readers, at-risk youth, and the hard-to-reach segment of male teens and young adults—and improve their academic and life skills.<sup>3</sup> Librarians with regular gaming events report increased visitorship among younger users,<sup>4</sup> and in a nationwide survey of 400 librarians, 76 percent report that participants in their gaming events have returned to use non-game resources.<sup>5</sup>



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## OFFERING ACCESS TO TRUSTED INFORMATION

- Public libraries provide access to trusted information through extensive collections of databases and other resources. When asked who they trust to provide them with news and information, 78 percent of Americans choose librarians and the library. In fact, 40 percent of American adults say they trust libraries and librarians “a lot”—compared with just 18 percent or less for local news, national news, other government sources, or social media.<sup>6</sup>
- A statewide initiative from the California State Library enables public libraries to provide users with free access to the *New York Times*. The subscription provides access to English, Spanish, and Mandarin Chinese-language versions of the newspaper, and archives going back to 1851. In 2020, the database had 6.5 million page views across the state.<sup>7</sup>

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## INNOVATING WITH LABS AND MAKERSPACES

- The IDEA Lab in San Diego County’s La Jolla/Riford Library includes a computer lab, 3D printer lab, and what is “quite possibly the first biology lab inside a public library anywhere in the world. It contains everything required for the majority of molecular biology techniques, such as a thermal cycler, gel electrophoresis, and centrifuge.”<sup>8</sup>
- Makerspaces—collaborative workspaces with equipment like laser cutters and 3D printers, sewing machines and woodworking tools—support innovation, provide equitable access to technology and tools, and offer opportunities for people to learn and share at all ages.<sup>9</sup> Programs like the Tech Petting Zoo at the Mission Viejo Library let kids and teens experiment with circuits, create and print 3D models, and try out virtual technology headsets.<sup>10</sup>



- Memory labs preserve personal and local history by helping communities digitize photos, documents, audiovisual recordings, and other formats. The California State Library’s California Revealed initiative helps public libraries and local heritage groups digitize and preserve online access to archival materials that tell the incredible stories of the Golden State.<sup>12</sup>
- Berkeley Public Library’s Tool Lending Library, established in 1979, was one of the first in the nation, and has served as a model for many other public libraries. The collection has expanded over the years, from about 500 objects to more than 3,500. New items like a smartphone-and-tablet repair kit reflect the changing needs of the community.<sup>13</sup>
- The Napa County Library’s “Library of Things” supports lifelong learning and creativity by providing the physical “things” necessary to explore new areas of interest. Users can borrow almost everything, including a sewing machine, button maker, telescope, camera, projector, cookie cutters, board games, musical instruments, binoculars, museum passes, and puzzles.<sup>14</sup>

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Value of Libraries photo credits: Christian Koszka, Terry Lorant, Becky Ruppel, and the California public libraries that contributed photographs of their programs and activities.

# HEALTH AND WELLBEING

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Libraries provide nutritious meals to children and families during the summer and connect at-risk patrons with social services and health resources. They support physical health by hosting fitness programs and loaning out exercise equipment.

Libraries reduce loneliness and isolation by engaging community members of all ages in cultural events, discussion groups, and social activities. In doing so, they help build community resilience and combat illnesses like depression and dementia. This helps offset the estimated \$210 billion in annual costs associated with depression in the United States.<sup>1</sup>

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## BOLSTERING PUBLIC HEALTH EFFORTS

- Public vaccination programs reduce the number of severe flu infections by an estimated 40 percent,<sup>2</sup> and public libraries can play an important role in these programs. The Los Angeles County Library has worked to offer free and low-cost seasonal flu vaccinations in library branches.<sup>3</sup>
- Almost one in four libraries in the United States have offered some kind of exercise class or outdoor activity programming, such as StoryWalks, Zumba, Yoga, and Tai Chi.<sup>4</sup>
- Public library programs that lend pedometers and other equipment have been shown to increase physical literacy and activity levels among borrowers.<sup>5</sup> The range of items available for users to borrow from Sacramento Public Library includes a disc golf set, bird watching kit, soccer set and hiking gear.<sup>6</sup>
- Many libraries now employ social workers as part of the library team. A report in *Social Work Today* states that library social work “*serves patron needs through building community networks, crisis intervention, and meeting unmet social services needs where patrons are.*”<sup>7</sup>

**L**ibraries are trusted providers of health information and partners in public health efforts.

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## IMPROVING MENTAL AND COGNITIVE HEALTH AND WELLNESS

- A review of 29 studies concluded that following a program of psychologist-directed reading (including the use of self-help books) has positive effects in the treatment of mild depression in adults.<sup>8</sup>
- Libraries and literacy programs can be important partners for clinicians treating depression in their communities, especially where literacy rates are low. In a clinical trial, patients assigned to receive literacy training along with standard depression treatment improved their reading abilities and reported less severe symptoms.<sup>9</sup>
- Greater engagement in reading books, magazines, and newspapers has been correlated with a lower risk of dementia—independent of other factors including overall health, educational level, age, and gender.<sup>10</sup>
- Bibliotherapy—using reading materials for help in solving personal problems and psychiatric therapy—helps children heal after trauma, and acquire skills to cope better with feelings of bereavement, anxiety, and loss.<sup>11</sup>

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## COMBATING LONELINESS AND BUILDING COMMUNITY

- A survey of over 4,000 adult readers and non-readers found that readers feel closer to their friends and communities than non-readers. They also “*have higher levels of self-esteem and a greater ability to deal with difficult situations.*”<sup>12</sup>
- Seventy-seven percent of Americans live within walking distance or a short ride from a public library. A recent study found that such proximity to neighborhood amenities corresponds with increased levels of social connectedness, satisfaction with their communities, and feelings of safety and trust.<sup>13</sup>



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## PROVIDING HEALTH INFORMATION AND HEALTH LITERACY

- Literacy directly impacts how much people know about healthy living and how well they care for themselves. Literacy skills increase the percentage of patients who recognize the symptoms and warning signs of serious conditions like diabetes, as well as identify and properly take prescribed medications.<sup>14</sup>
- Seventy-three percent of Americans aged 16 and over say libraries contribute to people finding the health information they need. Forty-two percent of Americans who have used the library's computers, internet, or Wi-Fi have done so for health-related searches.<sup>15</sup> Nationwide, 59 percent of libraries provide visitors with help identifying health insurance resources.<sup>16</sup>
- Library-sponsored health information courses increase the capacity of older adults to find and understand basic health information and make appropriate health decisions. In one study, 97 percent of those participating in a library-sponsored health information course said they learned “*a lot.*” Seventy-five percent reported that information they learned affected their decision on a health or medically-related issue.<sup>17</sup>

**S**it and Be Fit, a low-impact exercise program for older adults and adults with disabilities in Fresno County, has inspired a number of copycat programs across the state. In Fresno, the library partnered with Fresno Parks, After School, Recreation, and Community Services and the local Area Agency on Aging to provide exercise programs for seniors and host conversations on senior health and wellness. Azusa, Monterey Park, and Alhambra public libraries are now partnering with local senior centers and adult recreation centers to keep seniors fit in southern California.<sup>a</sup>



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## LUNCH AT THE LIBRARY

California's Lunch at the Library initiative, launched in 2013, has made it easier for libraries to provide free meals to children and teens when the school year ends.

In the summer, children and teens in families with low incomes often struggle to have their basic needs met. They have reduced or limited access to healthy food, safe places to congregate, and learning opportunities. In fact, 13 percent of California families who eat meals at the library report that they don't get lunch anywhere else during the summer.<sup>18</sup> Food insecurity has been linked with cognitive delays in children, as well as with poorer overall health.<sup>19 20</sup>

During summer 2019, California public libraries served 289,587 summer meals and 39,737 snacks to children and teens, and engaged them and their families in games, sports, and learning and enrichment programs. In 2020, when communities were unable to congregate because of the pandemic, library staff gave out 296,124 grab-and-go meals and over 350,000 free books and activity kits in the summer, and extended their programs into the fall.<sup>21</sup>

Libraries participating in summer meal programs also partner with local food banks and other agencies



to provide meals for adults. They report increased library cards issued and increased participation in summer reading initiatives and programs for adults and children.<sup>22 23</sup>

Lunch at the Library has been cited as a model for increasing library participation in the USDA Summer Food Service Program in numerous other states, including Ohio, Colorado, Montana, Minnesota, and Texas.<sup>24</sup>



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Value of Libraries photo credits: Christian Koszka, Terry Lorant, Becky Ruppel, and the California public libraries that contributed photographs of their programs and activities.



# SUPPORTING VULNERABLE POPULATIONS AND ADDRESSING COMMUNITY NEEDS

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As well-established, resource-rich community hubs, libraries are well-suited to supporting vulnerable populations and addressing community needs.

Libraries provide services tailored to early learners and families, teens and seniors, adult learners, veterans, jobseekers, people new to the United States, and people experiencing homelessness or mental illness. High-speed broadband and technology lending programs increase digital equity. California's 54 bookmobiles<sup>1</sup> deliver services to people who face barriers accessing the library.

By helping vulnerable populations, free of charge, libraries are delivering the kinds of services Californians want in their communities. Survey data shows that “91 percent of Californians support the provision of free services for veterans and youth, 87 percent support services for seniors, 85 percent for young families, 83 percent for people experiencing mental illness, 81 percent for individuals experiencing homelessness, and 71 percent for new immigrants.”<sup>2</sup>

**P**ublic libraries in Imperial County have partnered to create spaces and programming for community members with autism. The spaces include floor rockers, bean bags, and cushions, and sensory baskets with shapes, fidgets, lap pads, and therapy balls. The programs include storytimes and sensory exploration stations.<sup>3</sup>

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## HELPING CHILDREN, TEENS, AND FAMILIES

Early learning programs keep young children playing, singing, talking, reading, and writing, and prepare them for school. Summer programs provide learning and enrichment opportunities that help combat summer learning loss—and offer free meals for children and teens experiencing food insecurity.



- In a typical year, almost 800,000 Californians—from early learners to adults—take part in public library summer reading programs and over one million attend summer activities at the library.<sup>3</sup>
- Food insecurity has been linked with cognitive delays in children, as well as with poorer overall health.<sup>4 5</sup> When school lunch programs stop in the summer, children in food-insecure and low-income households turn to libraries and other organizations for free, healthy meals and learning opportunities.
- With 24,000 internet terminals<sup>6</sup> and technology lending programs, California public libraries help to bridge the digital divide between those who can and cannot afford private access to the internet. Over 98 percent of public libraries have public internet terminals and free public Wi-Fi.<sup>7</sup>

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## TEACHING ADULT LEARNERS

Library literacy services help adult learners develop basic reading and writing skills.

- Over 15,000 adults received tutoring in reading, writing, and math skills in a California public library during the 2018–2019 fiscal year.<sup>8</sup> Adults with greater literacy and more education are more than twice as likely to vote in national elections, while those with strong English-language skills are more than twice as likely to become citizens as those with limited English proficiency.<sup>9</sup>

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## ASSISTING VETERANS



Veterans Connect programs support veterans and their families and provide veterans with opportunities to serve as library volunteers and ambassadors.

- Only about 19 percent of California’s 1.8 million veterans receive their earned benefits from the federal Department of Veterans Affairs. California’s Veterans Connect @ the Library program helps veterans and their families navigate the complex systems of federal, state, and local benefits programs, and connects them with healthcare, housing, and job opportunities.<sup>10</sup>

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## SUPPORTING OLDER ADULTS

Programs for seniors—from technology classes to book discussion groups to exercise classes—build social connectedness and cognitive ability and support healthy, happy aging.

- Classes in basic computing skills—offered at 90 percent of libraries—help close the generation gap in digital literacy and internet use.<sup>11</sup> Many libraries also offer “Tech Tuesdays” or similar weekly drop-in sessions, where older adults with varied technical needs can get personalized help with e-readers, smartphones, tablets, and other devices, allowing them to stay connected and independent. Other services designed for seniors include the delivery of specially-selected books to residential facilities.<sup>12</sup>



**L**ibraries in San Benito County, Inyo County, El Dorado County, the Inland Empire and other parts of the state are investing in bookmobiles, book lockers, kiosks, and “open plus” technology solutions which allow libraries to be used during unstaffed hours. The Sacramento Public Library has commissioned a new fleet of electric bookmobiles to take library services in to the community. The Santa Maria Public Library’s specially-outfitted library van provides literacy services, library materials, computer access, and programming in places where community members live and gather, including local housing authority developments.<sup>b</sup>

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## OFFERING AID TO PERSONS EXPERIENCING HEALTH CONDITIONS AND HOMELESSNESS

Library workers, including social workers, connect persons experiencing mental health conditions and persons experiencing homelessness with social services and resources.

- Libraries are “mental health hubs” supporting community members with mental health and substance abuse conditions. The San Francisco Public Library was the first in the nation to employ a social worker on staff.<sup>13</sup> In recent years, hundreds of California library staff have been trained in Mental Health First Aid—learning about the prevalence and symptoms of mental illness as well as de-escalation strategies—through the State Library’s Mental Health Initiative.

- Libraries continue to support vulnerable populations even when their doors are closed. Keeping Wi-Fi networks on 24/7 and boosting service to reach outdoor areas around library buildings keeps users connected.<sup>14</sup> In San Luis Obispo, county officials converted parking lots to safe overnight refuges with bathrooms and showers for those sleeping in their cars during the COVID-19 pandemic. This program began in the Los Osos Library parking lot.<sup>15</sup>

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## WELCOMING IMMIGRANTS

For the millions of Californians born in another country, libraries provide pathways to learning a new language and connections to the communities they call home.

- Roughly 27 percent of California’s population are immigrants—over 10 million individuals.<sup>16</sup> Nationwide, 55 percent of recent immigrants use the library on a daily or weekly basis.<sup>17</sup>
- Library resources such as English-language education,<sup>18</sup> civics courses, and programs for job-seekers make it easier for immigrants to integrate into new surroundings.<sup>19</sup> Library programs “*serve as a gateway to the workforce by providing access to critical and employment skills.*” They “*help new Americans overcome the barriers to becoming more engaged members of their communities.*”<sup>20</sup>



**A**naheim Public Library’s Welcoming Anaheim: Immigrant and Refugee Integration project provides local immigrants and refugees with access to resources and materials in its Citizenship Corner. Programs feature topics like acclimating to a new community and how to find citizenship information. Community partners provide counseling to help with integration, acclimation, and citizenship.<sup>c</sup>

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# TECHNOLOGY AND DIGITAL EQUITY

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As community anchors with high-speed broadband, computer labs, and technology lending and digital learning programs, libraries increase digital equity and support the information needs of a 21<sup>st</sup> Century society.

Even though most Americans have a cell phone,<sup>1</sup> one in four people use the public computers, broadband, or Wi-Fi during their visit to the public library.<sup>2</sup> They also borrow laptops, Chromebooks, and hotspots. Many people nationwide, particularly lower-income households and those living in rural areas, still lack home computers and adequate connectivity. They depend on libraries.

Library users check out e-books, access databases, and take part in programs through library websites. Library staff assist virtual visitors through chat, email, and other online reference services. Virtual visits to California libraries almost equaled in-person visits in 2019—113 million online and 138 million in person.<sup>3</sup> Once the pandemic hit in 2020, virtual visits became the way most Californians connected with their libraries.

Libraries also offer innovative technology-based services including multimedia labs, augmented reality, coding, and robotics programs, as well as online gaming. Library staff provide personalized tech-help sessions for patrons, setting up their mobile devices for checking out e-books and audiobooks.

**S**upporting the Information Needs  
of a 21<sup>st</sup> Century Society

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## CONNECTING PEOPLE AND TECHNOLOGY

- California’s State Broadband Action Plan affirms that broadband is “*a critical service, not a luxury*” and its first goal is to ensure that “*all Californians have high-performance broadband available at home, schools, libraries, and businesses.*”<sup>4</sup>
- As of 2019, 12 percent of California households still did not have a broadband internet connection, while a further 10 percent were connected through a smartphone only.<sup>5</sup> The digital divide impacts communities inequitably. “*Residents in less populated areas have much less access to broadband services ... and the poor, the less-educated, the differently abled, seniors, and people of color also feel the costs of the digital divide.*”<sup>6</sup>
- Libraries play a key role in the state’s strategy to expand broadband access. As anchor institutions that provide critical services like access to technology and high-speed broadband, and that are “*leading the way*” in digital skills and literacy training, libraries are essential to delivering “Broadband for All” in California.<sup>7</sup>
- With 24,000 internet terminals statewide,<sup>8</sup> California public libraries provide free online access for their communities—helping to bridge the digital divide between those who can and cannot afford private access to the internet. Over 98 percent of public libraries have public internet terminals and free public Wi-Fi.<sup>9</sup>
- Eighty percent of California’s main and branch libraries (897 locations) are connected or connecting to high-speed broadband through the California Research and Education Network—a high-capacity network with more than 8,000 miles of optical fiber.<sup>10</sup>
- Nearly every library has some kind of program to provide basic training in internet and computer use.<sup>11</sup> With digital literacy skills named as a top priority for workforce development by the federal government, libraries are essential partners in the nationwide network of job centers.<sup>12</sup>

## BEING A 24/7 COMMUNITY RESOURCE

- Library websites welcome virtual visitors around the clock, offering services like chat reference, access to the library catalog for holds and checkouts, and connections to databases and other online resources.
- The number of checkouts of electronic materials by California library users more than doubled between 2014 and 2020, increasing from 20.7 million to 44.5 million.<sup>13</sup>
- Wi-Fi hotspot lending programs, movie streaming and downloads, and after-hours wireless access that extends to outdoor seating areas and parking lots are among the technology innovations that make public libraries “*anchor institutions in smart communities*.”<sup>14</sup> These same offerings enabled libraries to maintain high levels of service to users while buildings were closed during the COVID-19 pandemic.



**T**weens who took part in Palo Alto City Library’s Coding with the Robot program, taught the library’s programmable humanoid robot to walk, talk, and dance using coding, robotics, and computational thinking.<sup>c</sup>

**A** digital media lab at Burbank Public Library supports the workforce needs of the entertainment industry. It gives adults opportunities to improve their skills and create prototypes and portfolios, and offers students access to specialized equipment. During summer 2020, lab staff provided teens with a virtual summer camp where they produced a news show capturing stories from the pandemic.<sup>a</sup>

**I**n 2019, LA County Library hosted nearly 1.5 million internet sessions on library PCs and over 4 million sessions on library Wi-Fi, demonstrating the high level of use of these resources. Expanding library Wi-Fi range ensures an essential connection to job-seeking resources, educational materials, information, and benefits that the most underserved in these communities lack.<sup>d</sup>

**I**n Humboldt County, the public library, Humboldt State University, and the Chamber of Commerce have partnered to increase access to technology among low-income students, and support lifelong learning, digital literacy, and job seeking. Together, they provide students with Chromebooks and offer digital literacy workshops.<sup>b</sup>



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# CRISIS RESPONSE AND COMMUNITY RESILIENCE

California's geography and biodiversity is stunning, but brings with it drought and wildfires, storms and flooding, earthquakes, and seasonal extremes of temperature.

Libraries are categorized as essential services by the Federal Emergency Management Agency.<sup>1</sup> Library workers are "second responders" and "information first responders."<sup>2</sup> California's public libraries help their communities be better prepared, more responsive, and more resilient when crisis happens.

When community members are displaced from their homes, separated from loved ones, or struggling with other effects of disasters, libraries provide essential resources. Libraries help their communities charge cell phones, connect to Wi-Fi, and access food and water. Public internet terminals connect community members to family, friends, insurance providers, and other agencies.<sup>3</sup>

**S**eventy-nine of California's 185 library jurisdictions report providing crisis support to their community during the 2018–2019 fiscal year.<sup>a</sup>

## RESPONDING TO CRISIS

- Librarians and disaster response agents whose libraries and communities have experienced earthquake, flooding, hurricane, mudslide, tornado, wildfire, and winter storm confirm that libraries enhance community resilience in four key areas: economic development, social capital, information and communication, and community competence, which includes flexibility, creativity, and problem-solving.<sup>4</sup>
- Often, claims for insurance and disaster relief funding can only be filed online and require up-to-date internet browser software. With 24,000 internet terminals, plus equipment like photocopiers and printers, California's public libraries provide essential resources during and after disasters.<sup>5</sup>
- A National Library of Medicine project examined the disaster response efforts of libraries, finding that "*librarians' abilities to evaluate, organize, and disseminate accurate information made them ideal partners for emergency planners and disaster response agencies.*"<sup>6</sup>



- Heat emergencies are increasingly common in California. Between 1998 and 2014, heat emergencies caused more deaths than all other declared disaster events combined.<sup>7</sup> Public libraries provide a place for people to take shelter, cool off, breathe better-quality air, and drink water. As one Public Health Emergency Preparedness Coordinator said: "*The biggest issue we have is that when we open cooling centers or encourage people to use public air-conditioned places they are very underutilized unless they are places people regularly go to, like the library.*"<sup>8</sup>



## CASE STUDY: NAPA COUNTY LIBRARY

Between summer 2014 and fall 2018, Northern California experienced two major natural disasters that tested the Napa County Library's resources and response capacity.

On August 24, 2014, a magnitude 6.0 earthquake caused one death, at least 200 injuries, and an estimated \$1 billion in damage. In the quake's aftermath, county departments used the library as a temporary hub for vital functions, including Child Support Services, the Public Defender, and the District Attorney. Library staff assisted with recovery efforts by working in the Local Assistance Center. County departments relied on the library as a partner and a bridge to hard-to-reach clients for public services.

Before the community could fully recover from the earthquake, wildfires broke out in Napa and Sonoma counties in October 2017. The Tubbs fire ultimately burned for over three weeks across nearly 37,000 acres of Napa, Sonoma, and Lake Counties. Dozens of people were killed and five percent of homes in the area (over 4,600 homes) were destroyed. The relationships, trust, and results gained through partnerships built after the earthquake positioned the library to play an essential role as the wildfires raged. The County Executive Office, as lead in the Emergency Operations Center, tasked the library

with keeping the community informed. Fires took out phone lines, cable, and internet connections for the vast majority of residents, making the library their lifeline for safety, health, and welfare updates. Library staff signed residents up for NIXLE, the text-based emergency notification system used by CalFire and county agencies, and registered residents on the Red Cross-sponsored Safe & Well website, enabling family members to make sure their loved ones were safe. With access to internet and phone service limited, printed copies of maps, hazard notifications, and health alerts were posted on whiteboards in library lobbies.

In later months, when power and internet across the county were shut down for public safety during extreme weather conditions, libraries remained open and online. They experienced a 92 percent increase in door count, with individuals and business owners alike pouring through the doors to use power strips, charging stations, laptops, and printers. Many patrons reported that the library was the first place they thought to go when they needed help; others learned about library services and programs while they waited for an available power outlet.

Danis Kreimeier, Napa County Librarian  
(ret.)

**N**orthNet Library System has created [libraryrecovery.org](http://libraryrecovery.org), a resource-rich website to help libraries and their communities prepare for, respond to, and recover from disasters.



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# LIBRARIES AND COVID-19

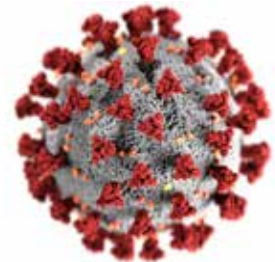
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As information providers, community conveners, and partners in education, public health, crisis response, and community recovery efforts, public library staff knew they would be an important part of the response to COVID-19.

Libraries quickly shifted their service models. They expanded virtual services and online resources, made physical items available through curbside pick-up and home delivery, and adapted existing programs like Lunch at the Library to address food insecurity in the wake of school closures.

The majority of libraries report doing even more of what they already do well—building partnerships, providing family-friendly and widely accessible resources, and helping meet the demand for essentials like food, information, and technology.<sup>1</sup>

Innovative programs, policies, and partnerships that libraries put in place before and during the pandemic are helping them continue to deliver essential services. The virtual lights are on even when the front doors are closed.



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## EXPANDING SERVICES

- Library websites already offered free, 24/7 access to many resources—from e-books to streaming video and recorded public events. By April 1, 2020, when 98 percent of libraries surveyed nationwide had closed their doors to the public, 74 percent had expanded their online check-out services, 61 percent had added online programming, and around 40 percent had added to their phone and online reference services.<sup>2</sup>
- In a nationwide survey, 81 percent of libraries responding said they left their public Wi-Fi network on for after-hours internet access before the pandemic; a further 12 percent added or expanded this service in response to the coronavirus closures. Forty-four percent of libraries also located access points to boost the Wi-Fi signal for easier connecting from parking lots and other nearby spaces. By April 2020, 23 percent of libraries were offering mobile hotspots for checkout.<sup>3</sup>
- Even small policy changes can have a big impact on library use and users. As branches began to close in 2020, libraries quickly extended loan periods on materials, increased renewal and item-checkout limits, canceled fines and fees, and made it easier to get a library card online to facilitate distance learning.<sup>4</sup>



- At a time when misinformation can be lethal, and many Americans doubt what they read online or in the news, the library's trustworthiness<sup>5</sup> is more important than ever. People expect libraries to provide accurate, carefully vetted and sourced information, especially in times of crisis.<sup>6</sup> By April 2020, 74 percent of surveyed libraries were using social media to share up-to-date COVID-19 information, and 62 percent were using it to promote participation in the United States Census.<sup>7</sup>

## REDIRECTING RESOURCES TOWARD SUSTAINED SUPPORT

- Many libraries repurposed equipment, supplies, and materials to help with COVID-19 relief, creating masks and shields for healthcare workers and fire departments. Library staff created “lists and lists of resources for children’s activities; plans for improving adult job skills and dealing with job loss; hobby ideas; reading lists; ways to sleep better, meditate, and stay calm; ways to exercise; and ideas for virtual, social interaction.”<sup>8</sup>



- Bookdrops in Oakland became collection bins for donated masks.<sup>9</sup> In San Francisco, the city’s public libraries were converted to childcare centers to assist healthcare workers in the early weeks of the statewide shelter-in-place orders.<sup>10</sup> Library workers helped staff food pantries, made grocery and meal deliveries to those in need, assisted with the city’s communication efforts, and served as contact tracers. Phone and chat reference expertise makes librarians excellent partners for the urgent information needs that arise in emergency service.<sup>11</sup>

- Hundreds of library staff members in the Los Angeles County library system have served as disaster service workers during the pandemic. While their colleagues continued delivering essential library services, these workers served as contact tracers, and worked with the Homeless Initiative and the Los Angeles Regional Food Bank. As one library administrator states, “We had a lot of people step up for these assignments that were not in their day-to-day job duties, but they did it and did well.”<sup>12</sup>

- The Corona Public Library is reimagining its outdoor programs to keep kids learning, moving, and connecting with others during the pandemic. Library staff are presenting storytimes with whole-body movement and activities; they’ve created discovery boxes that encourage imagination and exploration; and they’re using hula hoops to support and maintain social distancing.<sup>13</sup>



**T**he El Dorado County Library immediately put its 3-D printers to work creating masks and face shields for healthcare workers. By early April 2020, they had formed a partnership with a local pharmaceutical startup to help produce and distribute thousands of face shields to local medical personnel and frontline workers.<sup>a</sup> By October, the library was also partnering with the El Dorado County Registrar of Voters to provide more face shields to poll workers, as well as hosting a voting center and drive-up ballot collection boxes at branches countywide.<sup>b</sup>

The library distributes free food, diapers, and other essentials in partnership with the Placer Food Bank, El Dorado Community Foundation, and First 5 El Dorado Commission.<sup>c</sup> Library staff also help community members register for vaccine appointments online. Many in the county do not have computers or access to the internet. The library received 200 calls and had dozens of people waiting at the library doors in the first three hours of offering this service.<sup>d</sup>

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