

## Abstract

The Free Library of Philadelphia requests an IMLS National Leadership Grant of \$543,618 to support implementation of *The Paschalville Partnership: Transforming Library Services to the Job Seeker Through Collective Impact*. The initial support of a 2013 National Leadership Planning Grant enabled the Free Library to solidify the Paschalville Partnership, a coalition of organizations unified behind the goal of raising employment levels in Southwest Philadelphia. The proposed grant will fund implementation of the partnership's "Common Agenda," a three-year project beginning in May 2016.

The Free Library is the lead applicant, with its Paschalville Neighborhood Library as the focus of this demonstration project. The project has gained the support of Philadelphia's leading agencies in workforce development and adult education, including the Mayor's Commission on Literacy; Philadelphia Works, Inc.; PA CareerLink; Financial Empowerment Centers; Southwest Community Development Corporation (CDC); CityLights Network, a faith-based organization with strong ties in Southwest Philadelphia; AFRICOM, the Coalition of African Communities; and the Outley House Shelter, a large emergency men's shelter across the street from Paschalville Library.

Job seekers often turn to public libraries for support, but working in isolation, libraries may not be able to provide the full range of support services that job seekers need. This is certainly the case in communities like Southwest Philadelphia, which faces historic declines in manufacturing, poverty, geographic isolation, and low education attainment. This project aims to create a model for how public libraries can fully integrate their work with the broader systems of workforce development and adult education, by using a "collective impact" approach. At root, the collective impact model holds that the community is better served by a partnership of organizations working together toward a common goal, rather than multiple organizations operating independently. The American Library Association's Center for the Future of Libraries has acknowledged collective impact as an emerging trend. In the social sector, collective impact is regarded as a promising strategy for social change. According to a national thought leader, the Collective Impact Forum, libraries are not well-known as leaders of collective impact projects. This project will demonstrate how public libraries can lead "collective impact" partnerships that result in better employment outcomes.

Activities that will be accomplished with proposed funding will include:

- A common protocol and training for front-line staff and partners to assess job seeker needs and make effective service referrals, so they can put patrons directly on the path to their employment goals from the first moment of contact (especially when the job seeker visits the library).
- Coordination with partners to ensure a complete range of programming to meet job seeker needs, including: adult literacy and basic education courses, ESL courses, job skills training such as interviewing and time management, and support to achieve career-related financial goals, such as savings for educational investments.
- Expanded computer skills training and access.
- Shared Measurement Systems for evaluating job seeker contacts, referrals, job seeker outcomes (e.g. have they found a job), and ultimately, tracking the community-level outcomes, increased employment and labor force participation.
- Best practices training for staff and targeted outreach and programming to meet the special needs of job seekers from immigrant/refugee communities or who have a history of incarceration.
- Proactive communication and outreach to the local community, as well as plans for sharing the model nationally with the library field and social sector.

## Organizational Profile

Established 1891, the Free Library of Philadelphia has grown to 60 locations throughout Philadelphia, including the Parkway Central Library, three regional libraries, 49 neighborhood libraries, The Rosenbach Museum and Library, five technology Hot Spots, and the Library for the Blind and Physically Handicapped.

The Free Library's mission is to advance literacy, guide learning, and inspire curiosity. Its vision is to build an enlightened community devoted to lifelong learning. (Adopted by the Board of Trustees in Spring 2011.) The Free Library of Philadelphia is governed by a Board of Trustees and staffed by city employees. The City of Philadelphia maintains ownership of the buildings and physical assets. The Free Library of Philadelphia Foundation is an affiliated 501(c)(3) nonprofit organization purposed with raising funds to support the library's programming, collections, and capital projects.

The Free Library's primary service area is the City of Philadelphia, which has a population of 1.5 million people. People of color and immigrants account for more than half of residents: approximately 43% are African American, 12% are Latino/Hispanic and 6% are Asian. More than 20% of Philadelphians speak a language other than English at home. One-quarter of the population lives below the poverty line.

The Free Library receives nearly 6 million in-person visits and 8 million online visits each year. Notable programs and services include:

- *Literacy Enrichment Afterschool Program*, or LEAP, which is the city's largest, free drop-in afterschool program, with a nearly thirty-year track record.
- *READ! by 4th*, a new, citywide coalition of organizations focused on grade-level reading. The Free Library is the "backbone organization" leading this collective impact partnership.
- The award-winning *Author Events Series*.
- One of the largest Rare Book Departments in a public library in the United States, which includes over 100,000 rare books.

The Free Library recently embarked on a major, multiyear construction project, called *Building Inspiration: 21st Century Libraries Initiative*. Designed by internationally acclaimed architect Moshe Safdie, the enhanced Parkway Central Library will meld the historic and the modern, and convert large areas once used for book storage into dynamic public programming spaces, such as The Common for humanities programming and The Business Resource and Innovation Center for entrepreneurs. To see a video highlighting this project, please visit:

<http://www.21stcenturylibraries.org/about-the-project/overview/current-renovations>

*Building Inspiration* also includes the redesign of six neighborhood libraries. Each of the prototype libraries will have its own area of programmatic focus, such as early childhood literacy, services for new Americans, family literacy, and health literacy. The data and outcomes generated in the first phase of *Building Inspiration* will be adapted and applied to the redesign of the other neighborhood libraries in the future.

The Free Library of Philadelphia requests a National Leadership Grant of \$543,618 to support implementation of *The Paschalville Partnership: Transforming Library Services to the Job Seeker Through Collective Impact*. Thanks to the initial support of an IMLS Planning Grant, the Free Library solidified the Paschalville Partnership, a collaboration with the Mayor’s Commission on Literacy, Southwest Community Development Corporation (CDC), the Financial Empowerment Center, Philadelphia Works, Inc., and other organizations that support job readiness in Southwest Philadelphia. During the planning process, these partners developed and affirmed their commitment to a “Common Agenda” that articulates specific roles and responsibilities, and designates skills, assets, and resources that each partner will contribute to the proposed three-year initiative. The Free Library of Philadelphia now requests funding to lead this Common Agenda. The Paschalville Partnership will inform new models for serving job seekers at other neighborhood libraries in Philadelphia. Moreover, this project offers a national model showing how public libraries can lead “collective impact” partnerships that result in better employment outcomes in the communities we serve.

## 1. STATEMENT OF NEED

The importance of the public library to the job seeker is well established. Nationally, 40 percent of adults who use library computers are doing so for career or employment purposes.<sup>1</sup> Locally, 29 percent of patrons who come to the Free Library of Philadelphia – for any purpose, including computer use – are looking for jobs.<sup>2</sup> A large majority of public libraries offer some level of services to job seekers: 96 percent offer online employment resources and 78 percent organize programs for job seekers.<sup>3</sup> Libraries help patrons identify and navigate career websites, submit online applications, set-up email accounts, and prepare résumés. They arrange for programming on topics ranging from identifying careers to developing effective time management skills. Some libraries sponsor job fairs showcasing prospective employers. Some have even set up bona fide career centers that provide a deeper level of service to job seekers.

What has become increasingly apparent, however, is that some libraries are located in communities where the needs of many job seekers go well beyond the scope of traditional library services and the core skills and expertise of librarians. These communities are typically characterized by persistently high rates of unemployment and poverty, with many of their residents facing significant barriers to employment such as low education attainment, undeveloped job skills, interrupted work histories, or, in the case of immigrants, a lack of English language skills or even a cultural understanding of the American employment system. A 2009 study sponsored by the Philadelphia Workforce Investment Board showed that over 500,000 adults in Philadelphia lack the level of literacy needed to obtain a sustainable job that could support a family.<sup>4</sup>

Philadelphia has galvanized its efforts in recent years to address the issues of unemployment, low literacy, and poverty. In 2010, the city revived the Mayor’s Commission on Literacy, focusing its efforts on literacy skills for employment in the knowledge economy. In 2011, the city merged its Workforce Development Corporation and Workforce Investment Board into one entity, called Philadelphia Works, Inc. (a partner to this project), resulting in “one-stop shopping” for employers and employees. And in 2013, the City of Philadelphia unveiled *Shared Prosperity*, a comprehensive anti-poverty strategy. These mayoral actions put a

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<sup>1</sup> Becker, et. al., *Opportunity for All: How Library Policies and Practices Impact Public Internet Access* (2011). [http://impact.ischool.washington.edu/documents/OPP4ALL2\\_FinalReport.pdf](http://impact.ischool.washington.edu/documents/OPP4ALL2_FinalReport.pdf)

<sup>2</sup> Philadelphia Research Initiative, The Pew Charitable Trusts, *The Library in the City: Changing Demands and a Challenging Future* (2012). <http://www.pewtrusts.org/en/research-and-analysis/reports/2012/03/07/the-library-in-the-city-changing-demands-and-a-challenging-future>

<sup>3</sup> Wu, Portia, Uvin, Johan, and Susan Hildreth, *Libraries and the Workforce Innovation and Opportunity Act* (2014). <https://www.imls.gov/news-events/upnext-blog/2014/11/libraries-and-workforce-innovation-and-opportunity-act>

<sup>4</sup> Philadelphia Workforce Investment Board, *Help Wanted: Knowledge Workers Needed*, 2009.

structure in place for adult learners and job seekers to move efficiently through skill-building services to sustainable employment.

The city's libraries are a natural component of this strengthening structure. Not only do they already offer a baseline set of services and resources for job seekers (including computers and Internet access), but they have great potential to serve even more effectively as the gateway for job seekers into the broader adult education and workforce development systems. Indeed, libraries occupy a privileged position in their communities, serving as anchor institutions throughout our city's neighborhoods and even as "safe havens" for residents who are socially and economically disconnected from opportunity. The opportunity for public libraries is to better integrate their services for job seekers into the broader systems of adult education and workforce development.

The Paschalville Partnership will integrate the services of one local library with this broader support system to meet the varied needs of job seekers. The geographic focus of the Partnership is a section of Southwest Philadelphia (approximated by the 19142 zip code) served by the Paschalville Neighborhood Library. This community of 30,000 residents and 21,000 working-age adults is characterized by high unemployment: the current unemployment rate of 18.5 percent is almost 4 percentage points higher than the city's rate and twice the national rate. The community's persistently high unemployment is likely tied to low levels of education attainment: close to 25 percent of the working-age population has less than a high school education and another 39 percent never progressed beyond a high school degree. Thirty-four percent of the community lives below the poverty level.<sup>5</sup>

The Mayor's Commission on Literacy has described this community as a "learning desert" because community resources currently available to residents are grossly insufficient to fulfill their needs.<sup>6</sup> Geographic isolation, coupled with a lack of community-based organizations to support adult literacy services, means that the only way residents can access the services they need to prepare them for work is by traveling an hour or more by public transportation. The Paschalville Neighborhood Library, a Carnegie library that recently celebrated its centennial, is thus an educational fixture for residents in this community. It already has a foundation in place to serve job seekers. The main room features a Job Readiness Center, which is equipped with three dedicated computers and staffed by a Digital Resource Specialist, who personally assists job seekers by appointment and on a drop-in basis. Also, the library offers English as a Second Language (ESL) classes twice a week through an adult literacy provider. The Free Library has hosted an annual job fair in its Parkway Central Library for several years, with around 500 attendees. Last year, the job fair program was expanded to five additional locations. Paschalville Library's job fair in October 2015 was the most successful, with 250 attendees, 97% of whom reported the job fair was helpful to them. Staff at Paschalville Library has worked with community organizations like Southwest CDC on referrals and information-sharing, though historically on an informal basis.

This initiative rests on the acknowledgement that for services to be truly transformational for job seekers who face significant barriers to employment, libraries must step out of their traditional role by reaching out to other organizations whose primary missions address the deeper needs of job seekers. Thanks to the support of an IMLS National Leadership Planning Grant, the Free Library did just this. The Paschalville Partnership convened in 2012-2013 to collectively review the specific conditions of the community served by the Paschalville Neighborhood Library and the resources needed to support the community's employment

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<sup>5</sup> US Census Bureau *American Community Survey*, 2014 (5-year estimates).

<sup>6</sup> Dr. Judith Renyi, *Philly Stat Outcomes* presentation to the City of Philadelphia Office of the Managing Director, May 1, 2012 (unpublished).

needs. The planning process adhered to the principles of “collective impact,” a model for forging productive collaborations that solve big social issues.<sup>7</sup>

Partnerships between libraries and workforce development agencies are not entirely uncommon. The Cuyahoga County Public Library and the City of Cleveland/Cuyahoga County Workforce Investment Board, for example, are partnering on *Cuyahoga Works*, which gives direct access to services for job seekers in Cuyahoga County.<sup>8</sup> And the Hartford Public Library hosts an *American Job Center* in its Downtown Library in collaboration with Connecticut’s Workforce Investment System and the state’s locally-based CT Works Centers.<sup>9</sup>

The Paschalville Partnership builds on the success of partnerships such as these by broadening and formalizing the commitment between the Free Library and its partners in accordance with the principles of collective impact. During the planning process, the group learned side-by-side about the wisdom of collective impact and how it has been applied to a wide range of social issues. In forming its own Common Agenda, the partners committed to these core tenets of collective impact:

- ***Align activities so that they are mutually reinforcing***, and so that organizations are not acting in isolation or in counter-productive ways.
- Set overarching goals for job seekers and the community at large, and hold each other accountable to meeting these goals by using ***shared measurement systems***.
- Create channels of ***continuous communication***, both internally between the partners and externally to the community served, so that the initiative will achieve the needed scale of impact.

Ultimately, the collective impact model holds that the community is better served by a partnership of organizations working together toward a common goal with one voice, rather than multiple organizations operating independently. This initiative will demonstrate the collective impact model as it applies to library services to job seekers. The experience in Southwest Philadelphia will provide a case study for collective impact as a national model for deepening library impact, particularly when the library serves the leadership role as the “backbone support organization” for the partnership.

## 2. IMPACT

The implementation of the Paschalville Partnership’s Common Agenda will impact library work at several levels – for the library profession, for the neighborhood library, and at the library system level. What we learn will advance the field as a model for how libraries can convene the community to provide complete job seeker support. In terms of impact on the library professional, the Common Agenda embraces and leverages the “front line” role of library staff who are often the first point of contact with job seekers. As emphasized during the planning process, the neighborhood library is often the first place job seekers turn for assistance – a “safe haven” with free resources (especially computers). Given this opportunity to make first contact with people in need of support, front-line library staff should act as the “eyes and ears” for the partnership. They have the immediate opportunity to pre-assess a job seeker’s needs (and willingness to address them). Their charge should be not only to make helpful referrals to community services, but also to capture and share information about these contacts so that the broader partnership can monitor the extent of people’s needs and

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<sup>7</sup> The collective impact model is described in significant detail in this article: John Kania and Mark Kramer, *Collective Impact*, Stanford Social Innovation Review (Winter 2011). Available at: [http://ssir.org/articles/entry/collective\\_impact](http://ssir.org/articles/entry/collective_impact).

<sup>8</sup> More information on *Cuyahoga Works* available at: <http://www.cuyahogaworks.org>.

<sup>9</sup> More information on *American Job Center* available at: <http://www.hpjct.org/library-services/job-career>.

support their progress. The Common Agenda articulates this broadened role for front-line library staff as the initial point-of-contact with job seekers and puts protocols in place to facilitate this broadened responsibility.

At the neighborhood library level, the collective impact approach squarely shifts the focus away from tracking individual organizational outputs to assessing initiative-wide outcomes. Traditionally, public library services have been measured in terms of outputs – circulation, library visits, website hits, program attendance, and computer use – but none of these measures informs the library of whether its services resulted in employment outcomes. The library may assist a job seeker in preparing a résumé or using a computer to find a job, or by referring the individual for deeper services such as financial counseling. ***But did this assistance actually help the individual get a job*** and did the job have a lasting positive impact? This is the precise outcome that the Common Agenda is designed to achieve.

Much like a group of medical providers that coordinates care is thought to yield better health outcomes for patients, a job seeker whose needs are thoroughly considered and addressed in a holistic manner over a sustained period of time by a coordinated group of service providers will result in better employment outcomes. The key performance indicators here are “contacts” and “referrals.” “Contacts” refers to how frequently services are provided by the partners to job seekers, and “referrals” tracks the movement of job seekers as they are steered to and participate in services available within the partnership. In addition to measuring contacts and referrals, the partners have identified two community-level evaluation targets – labor force participation and the employment rate – and set the goal of bringing both up to the city’s average. To achieve this, labor force participation must increase by two percentage points (500 more adults looking for work or newly employed) and unemployment must decrease by at least two percentage points (250 more adults newly employed).<sup>10</sup> *Please see Supporting Document 1: Program Logic Model.*

Libraries working alone are not able to monitor these referrals and contacts. But as part of a collective impact initiative, tracking these metrics becomes a primary organizing strategy. In the Common Agenda, the Free Library and its partners agreed to leverage the client tracking systems already used by three partner organizations (Mayor’s Commission on Literacy, Philadelphia Works, and Philadelphia’s Financial Empowerment Center). These program inputs and outputs will be supplemented by direct, on-going surveying of job seekers to assess their progress toward their employment goals. (Details on the proposed evaluation plan are in *Section 3: Project Design.*)

At the library system level, the Paschalville Partnership supports the larger mission and vision for the Free Library of Philadelphia. When the Free Library adopted its 2012-2017 strategic plan, it was guided by a new, dynamic and aspirational mission statement: ***The Free Library of Philadelphia advances literacy, guides learning, and inspires curiosity.*** The vision: ***Building an enlightened community devoted to lifelong learning.*** These statements are not about collecting, curating, or distributing materials. They are about teaching and learning. As such, the Free Library envisions a future in which the public library acts very differently in relation to people, what they know, and how they become agents in their own intellectual, civic, and cultural development. This organizational shift requires new kinds of skills and staff roles. The work of the Paschalville Partnership, beginning with the planning process, is already showing us how these new roles and skills will operate. The implementation of the Common Agenda will further serve as a “laboratory” for the collective impact model and its potential applicability to other locations – in Philadelphia and in other library systems with similar aspirations for reorienting their work.

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<sup>10</sup> The Partnership is using employment and labor force participation data derived from the Census Bureau’s American Community Survey, rather than the unemployment rates reported by the Bureau of Labor Statistics, because ACS data is available at the granular Census tract level.

The Free Library enters into this phase of the Paschalville Partnership understanding that there are potential risks. First, there is the potential for loss of autonomy (perceived or actual) when other organizations outside the library are invited to collaborate on service delivery. This “risk” is inherent to the collective impact model. Active collaboration often involves compromise and sacrifice to implement a common agenda. This is a risk assumed by all of the partners. Second, the change in focus to customer engagement could impact the amount of resources dedicated to more traditional library services. The Common Agenda calls for these decisions to be data-driven, but still they might be difficult for staff and administrators to accept. In the end, prioritizing services and resources is critical – while the Free Library is in a “zero-sum game” with little likelihood of an increase in operating budget, it is clear there is also a pressing need for deeper services to job seekers who face steep barriers to employment. The Free Library of Philadelphia views this initiative as providing a blueprint of a new model of service for other locations in its system, one that could also help other library systems whose communities face similar employment barriers.

**Tangible results will include:**

- For the library profession, protocols and trainings will increase library staff’s skills in assessing job seeker needs and goals, referring job seekers to deeper services, and collaborating with other organizations on joint program development and data collection.
- At the neighborhood library level, the primary product will be documentation of data collection policies and systems related to job seekers, and employment outcomes and protocol for data sharing between organizations.
- And at the systems level, the experiences with collective impact will be disseminated through national channels such as the American Library Association and the Collective Impact Forum, including online communications and in-person conferences. (See *Section 6: Communications Plan*.)

The Free Library’s commitment to better support job seekers heeds the recommendations put forth by IMLS and the Department of Labor’s Employment and Training Administration (ETA) at the 2010 ALA Annual Conference, which encouraged public libraries to work with “one-stops” and the workforce development system. It also directly responds to the IMLS convening on “Learning in Libraries,” held in Kansas City in May 2015. This featured an entire session on “Learning for Adults: Strengthening the Workforce.” As noted in an IMLS report: “The recently passed Workforce Innovation and Opportunity Act of 2014 offers an opportunity for libraries to take unified action to raise their visibility as agents of workforce development.”<sup>11</sup> Session participants emphasized the importance – and difficulty – in forming partnerships with outside organizations. The Partnership’s Common Agenda is a direct response to this concern. The project also aligns with the IMLS Strategic Plan, specifically Goal 2, which seeks to promote libraries as strong community anchors that enhance civic engagement, cultural opportunities, and *economic vitality*.<sup>12</sup>

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<sup>11</sup> IMLS, *IMLS Focus: Learning in Libraries*, Thursday, May 14, 2015, Kansas City Public Library, Kansas City, Missouri (<https://www.imls.gov/sites/default/files/publications/documents/imlsfocuslearninginlibrariesfinalreport.pdf>).

<sup>12</sup> IMLS, *Creating a Nation of Learners: Strategic Plan 2012-2016*, January 2016 ([https://www.imls.gov/sites/default/files/legacy/assets/1/AssetManager/StrategicPlan2012-16\\_Brochure.pdf](https://www.imls.gov/sites/default/files/legacy/assets/1/AssetManager/StrategicPlan2012-16_Brochure.pdf)).

### 3. PROJECT DESIGN

In action, what the project design looks like is that the job seeker who turns to the library will leave with much more than a new email account or a book full of résumé samples or GED practice tests. When a job seeker connects with the library – or any of the Paschalville Partners – from that first moment of contact, that individual will leave with the option of continuing on a clear and direct path to fully realizing their goal. That path might include books and computer help, but also job skills training, ESL classes, adult literacy and basic skills education, and even financial coaching. The library would be able to put that person confidently on the right path, with the right mix of services, all available through the partnership. And the partners will know how their collective services are being used and how they are making a difference. Finally, the partnership allows the library to not only respond to job seekers who visit its building, but also to proactively use outreach in the community to inform more people about available job seeker supports.

#### THE PASCHALVILLE PARTNERSHIP

1. Free Library of Philadelphia
2. Mayor's Commission on Literacy (MCOL)
3. Philadelphia Works, Inc.
4. PA CareerLink
5. Philadelphia's Financial Empowerment Center (FEC)
6. Job Opportunity Investment Network (JOIN)
7. Southwest CDC
8. CityLights Network/The Common Place
9. Coalition of African Communities (AFRICOM)
10. Outley House Shelter

This proposal to implement *The Paschalville Partnership: Transforming Library Services to the Job Seeker Through Collective Impact* is the next phase of a planning process funded by IMLS. Please see *Supporting Document 2: Common Agenda*, which is the work plan guiding the Paschalville Partnership. Ten organizations have affirmed their commitment to the Common Agenda's overarching goal of boosting two key community-level metrics to city averages: Labor force participation (500 more adults looking for work or newly employed) and the employment rate (250 more adults newly employed).

The Common Agenda calls for the following activities, are organized here around the principles of collective impact: Mutually reinforcing activities, Shared measurement systems, and Continuous communication.

#### **Mutually Reinforcing Activities:**

Develop a **simplified, common protocol for assessing the needs and goals of job seekers** and train front line staff in this protocol at the two main "entry points" for job seekers (Paschalville Neighborhood Library and Southwest CDC). This protocol will also include procedures for referring job seekers for deeper services offered by partner organizations, specifically adult basic education (Mayor's Commission on Literacy), financial counseling (Financial Empowerment Center), and jobs skills training (PA CareerLink).

One of the gaps identified during the planning process was the need for **extended computer access and additional computer help**, especially on evenings and weekends when Paschalville Neighborhood Library is closed. Proposed IMLS funding will build staffing capacity at the Employment Resource Center at Southwest CDC to give job seekers one-on-one assistance and allow for longer computer sessions, as well as evening and weekend access to computers. Employment Resource Center staff will also coordinate two Employment Boot Camps, to take place at the Paschalville Library each year.

A second major gap that the Partnership identified is the lack of access to **adult literacy and basic education services**. This is the core work of the Mayor's Commission on Literacy (MCOL), which also seeks to provide those much-needed services in Southwest Philadelphia. The proposed grant will allow the



partners to establish enrollment sites for these services in several community locations. Specifically, proposed funding will create an MCOL “myPLACE” campus at the current facility of Southwest CDC. The myPLACE campus will be managed by the CDC’s Employment Counselor. People seeking to build literacy and math skills will be able to conveniently access services here, including the required standard assessments, the online course (Introduction to Adult Education), and placement in appropriate face-to-face or online courses. The new Southwest myPLACE campus will operate 15 hours a week and will serve approximately 100 learners a year. Also, myPLACE enrollment sites (intake and assessment only) will be available at Paschalville Neighborhood Library and other locations to reach new Americans and returning citizens. Finally, proposed funding will partially support the employment of an Adult Education Services Coordinator based out of MCOL, who will support the new Southwest Philadelphia myPLACE sites (including training and technical support) and who will conduct outreach to new and existing providers of adult education in Southwest Philadelphia.

The partners will deliver an array of programs for job seekers, including **digital and financial literacy workshops**. With proposed IMLS funding, job seekers will receive enhanced education and support around personal finance topics, including new savings/investment peer circles and programs organized by the Financial Empowerment Center. Various programs for job seekers will take place throughout the year at the Paschalville Neighborhood Library, Southwest CDC, CityLights Network/The Common Place, and other community-based organizations.

In addition to supporting job seekers generally, best practices will be shared among the partners to help us best serve two specific populations: **new Americans and returning citizens** (i.e., formerly incarcerated). The Free Library will engage organizations that work with these populations to present training sessions with the partners at the quarterly meetings. (More details on working with these targeted populations are presented in *Section 4: Diversity Plan*.)

### **Shared Measurement Systems (Evaluation Plan):**

#### ***Performance Indicators: Contacts and referrals***

As noted in *Section 2: Impact*, front-line staff at the two community-based organizations – the Paschalville Neighborhood Library and Southwest CDC – will be responsible for collecting data on how often and the types of services job seekers utilize. They will also track their referrals to partner organizations, as well as job seeker participation in programs such as workshops and peer groups.

#### ***Partner Indicators: Percentage of referrals through the partnership, client milestones and outcomes***

The Mayor’s Commission on Literacy, the Financial Empowerment Center, and PA CareerLink – the three organizations providing deeper services through the partnership – already use client-tracking systems. They have agreed to share data from their systems with the partnership, specifically the percentage of clients in our area of interest (19142 zip code) who were referred by a front-line organization, as well as client-related indicators such as milestones and outcomes. For example, FEC, which provides financial counseling services, can share data on clients who have achieved outcomes related to improving, repairing, or even establishing credit. Poor or no credit history is a common barrier for job seekers, given the increasingly frequent employer practice of checking applicants’ credit reports. This data would be presented in aggregate to protect individuals’ privacy.

#### ***Job seeker Outcomes: Employment status and progression toward employment goals***

The Common Agenda calls for ongoing surveying of job seekers who use any of the services of the partner organizations. To simplify the surveying process and mitigate any privacy concerns, job seekers will be

asked periodically to respond to an online survey asking a minimal number of questions regarding their status (e.g., are they actively engaged in a job search, have they found a job) and how they feel about the direction of their job search and/or their “readiness” to secure employment.

***Community Goals: Labor force participation and employment rate***

Finally, American Community Survey data reported by the Census Bureau will be monitored annually as released, in order to ascertain overall impact at the community level.

Data at all these levels will be collected from the partners on a regular basis by the Project Coordinator, who in turn will compile the data and report back at the quarterly meetings. The data will also be shared in public reports to the local community and dissemination to the broader field. The data framework will provide a model for other libraries involved in workforce development partnerships. As a final note to the evaluation plan, the evaluation will consider not only the local impact of the partnership, but also how the experience in Southwest Philadelphia can inform other libraries who want to use a collective impact model.

**Continuous Communication:**

The Project Coordinator will facilitate regular communication and sharing of information between partner organizations, including monthly emails, quarterly in-person meetings, and a yearly self-evaluation of the partnership as a whole, as perceived by the partner organizations. Communication will also be external, including ongoing outreach to community leaders and residents. Activities here include quarterly open houses at Paschalville Neighborhood Library, in-person meetings with community leaders and key members of the community, presentations at community meetings and events, and social media postings. CityLights Network/The Common Place will have primary responsibility for community outreach, with proposed funding from IMLS. Their mission is to “link the community organizations and committed residents of Southwest Philadelphia to each other and to partners in the region.” They will be assisted by AFRICOM and other community-based organizations. The Southwest CDC has a publication called *The Southwest Globe Times* where the partnership will share positive stories, specifically weekly profiles of job seeker successes. Front-line staff at Paschalville Neighborhood Library and Southwest CDC will identify and interview job seekers to be profiled in this publication. Lastly, the partners will release an annual “state of the community” report, sharing the results collected through evaluation and highlighting accomplishments.

**4. DIVERSITY PLAN**

The Paschalville Partnership is keenly attuned to the demographic make-up of the community served by the Paschalville Neighborhood Library and has designed the Common Agenda to take into consideration the community make-up and the special needs of two target populations: new Americans and returning citizens (formerly incarcerated individuals).

Seventy-nine percent of the residential population is Black or of African descent (compared to 43 percent for the city overall) and almost 9 percent is of Asian descent (compared to less than 7 percent for the city overall). A large share of the population are immigrants: 25 percent of the total residential population is foreign-born, as compared to only 12 percent for the city overall, and the majority (61 percent) of this group are from African countries including Nigeria, Sierra Leone, Liberia, and Senegal; other significant immigrant populations include Vietnamese and Cambodian.<sup>13</sup> Activities that will address the needs of these new Americans include: Adult education services specially tailored for non-native speakers (provided by MCOL);

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<sup>13</sup> These statistics on the foreign-born population are from the 2013 ACS (5-year estimates).

One-on-one job seeker assistance in both Paschalville Neighborhood Library and Southwest CDC; Specially designed workshops on topics such as establishing citizenship and becoming familiar with American employment systems; “Best practices” training for partners; and Outreach to these communities conducted by the partner organizations they trust, namely AFRICOM-Philadelphia, whose mission is to empower the African and Caribbean communities (immigrant and refugee) by facilitating their integration into the social and economic fabric of the community.

Returning citizens are the second population specifically prioritized in the Common Agenda. Paschalville Neighborhood Library is already regularly used by this population because the Outley House, an emergency shelter for up to 260 men (one of the largest in the city), is located directly across the street. Many Outley House residents have a history of incarceration. Because shelter policy requires residents to be out of the facility during the day, Outley House residents are frequent visitors to the library. The Paschalville Partnership seeks to build on this positive relationship by strengthening the employment services to Outley House residents. As with services for new Americans, activities here include coordination and joint program development with case management staff at Outley House, and “best practices” training for partners. Data will be collected to monitor how services are being used by new Americans and returning citizens, but to protect their privacy, job seekers will not be asked about country of origin, immigration status, or incarceration records.

## **5. PROJECT RESOURCES: PERSONNEL, TIME, BUDGET**

The organizations that make up the Paschalville Partnership offer complementary skills and assets. They collectively bring extensive resources to this initiative. The Project Director for this initiative is Joe Benford, the Free Library’s Deputy Director of Customer Engagement. Mr. Benford serves as the project manager of the 21<sup>st</sup> Century Libraries Initiative, described below in *Section 7. Sustainability*. The partnership also includes the active participation of the Free Library Strategic Initiatives Office, the Area Administrator responsible for libraries in Southwest Philadelphia, and the Paschalville neighborhood library staff. Annette Mattei, an independent consultant who has worked with the partnership from the beginning and has developed strong relations with the partners, will serve as the Project Coordinator under the supervision of Mr. Benford.

Senior level staff from two city agencies have been deeply involved in the partnership from the beginning of the planning process, serving as key advisors for the group: Dr. Judith Renyi, Executive Director, Mayor’s Commission on Literacy; and, Dr. Meg Shoppe Koppel, Senior Vice President of Research, Policy and Innovation for Philadelphia Works, Inc., the local workforce investment board. (Note: Dr. Renyi recently retired, and now Diane Inverso, Interim Executive Director of MCOL, and Naomie Nyanungo, Assistant Director of Programs, have joined the partnership.) Organizational representatives from the remaining members of the partnership are all at the Executive and Program Director levels. Each of these leaders will dedicate a portion of their time to the implementation of the Common Agenda as an in-kind contribution to the project. Additionally, the partners will dedicate significant cost-share resources—support staffing, facilities, supplies, and data-tracking systems.

With regard to the project timeline, the first six months of the three-year implementation plan will be dedicated to developing and setting up various systems, protocol, and processes, particularly those related to job seeker assessment and referral, data collection, and internal/external communication channels. After this development period, the partners will engage in their assigned activities. Ongoing data collection efforts will allow for adjustments. The partners have committed to meeting on a quarterly basis with two main goals in mind – reviewing data compiled from front-line staff and other partners in an effort to monitor the initiative

and make mid-course adjustments; and, engaging in professional development activities, including training in “best practices” as they pertain to new Americans and returning citizens. Lastly, each year of the implementation plan culminates in the release of a “state of the community” report. The third year will include activities to nationally disseminate the model and to plan for sustaining the partnership beyond the grant period.

## 6. COMMUNICATIONS PLAN

“Continuous communication” is integral to the collective impact model, and the local plan for internal and external communication is described in *Section 3: Project Design*. The Free Library has identified promising channels for sharing this experience with other libraries, nationally. First, an initial communication with ALA’s Center for the Future of Libraries suggested strong interest in highlighting the project on its website and online communications, because Collective Impact is a theme for the Center for the Future of Libraries. Second, the partnership has identified a partner for reaching beyond the library field to raise the visibility of libraries as powerful allies to the social sector. Called the Collective Impact Forum, it is an initiative of FSG (a mission-driven consulting firm supporting leaders in creating large-scale, lasting social change) and The Aspen Institute’s Forum for Community Solutions. The Collective Impact Forum describes itself as “the place for those practicing collective impact to find tools, resources, and advice they need. It’s a network of individuals coming together to share experience and knowledge to accelerate the effectiveness and adoption of collective impact.”<sup>14</sup> The Collective Impact Forum has likewise expressed interest in communicating about the project through its blog and conference, noting that it was not previously aware of any collective impact projects spearheaded by a library. Finally, Free Library staff and the Project Coordinator will seek to share their experience at the ALA and PLA conferences.

## 7. SUSTAINABILITY

All partners in this initiative have a mission-grounded commitment and a strategic interest in promoting greater economic opportunity for Southwest Philadelphia residents. Close monitoring of project outcomes will help all the partners show the value of maintaining the Partnership activities. The Free Library will work with the Project Coordinator, particularly in Year 3, on an intentional staffing transition plan to maintain the Library’s coordinating role. For the Free Library, this project dovetails with its 21<sup>st</sup> Century Libraries Initiative, an overarching commitment to developing new prototypes for library service. The Free Library’s partners in this initiative are committed to sustaining their activities beyond the grant period as well. Should the Common Agenda be successful in achieving the partnership’s stated community outcomes, the partner organizations will have compelling evidence to make their case, either internally by shifting resources to the partnership or externally by seeking outside funders to sustain this important work. Indeed, the group may elect to continue seeking joint funding, in the spirit of collective impact and collaboration.

For the broader library field, this project will demonstrate the promise of collective impact as an organizing strategy for community improvement, with libraries playing the pivotal role as “backbone organizations.” Although the exact mix of employment resources in any given community is unique, the Collective Impact model is flexible enough to guide any library that seeks to rally its local community around a common mission. Far-reaching lessons for the field will include how libraries can more thoroughly meet community needs through partnership; how we can show impact by tracking outcomes; how we can form strategic, complementary partnerships; and how libraries can engage partners in cross-training and service coordination.

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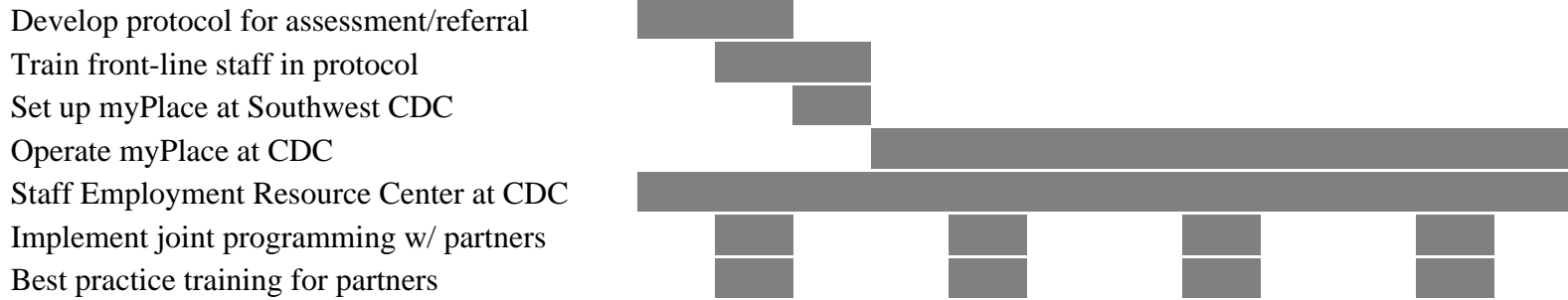
<sup>14</sup> More details on The Collective Impact Forum at: <http://collectiveimpactforum.org>.

Free Library of Philadelphia: *Transforming Library Services to the Job Seeker Through Collective Impact*  
 Proposal to the IMLS 2016 National Leadership Grant Program

**YEAR 1: 2016 - 2017**

**May Jun Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr**

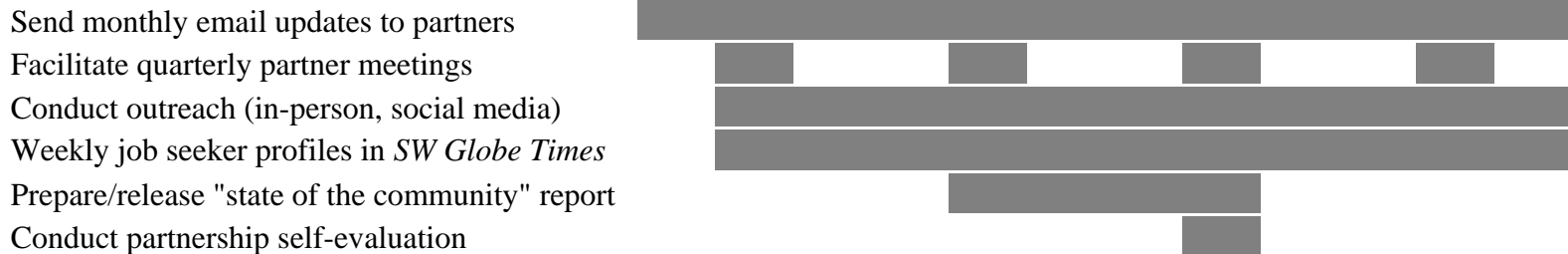
**Mutually Reinforcing Activities:**



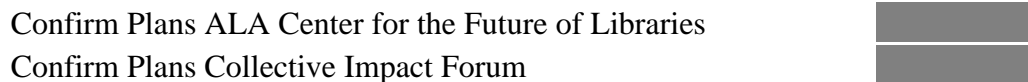
**Shared Measurement Systems/Evaluation:**



**Continuous Communication:**



**National Dissemination:**



Free Library of Philadelphia: *Transforming Library Services to the Job Seeker Through Collective Impact*  
 Proposal to the IMLS 2016 National Leadership Grant Program

**YEAR 2: 2017 - 2018**

**May Jun Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr**

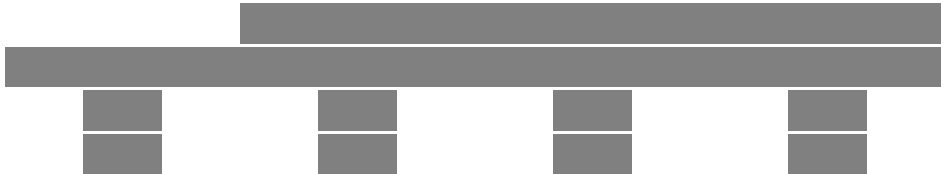
**Mutually Reinforcing Activities:**

Operate myPlace at Southwest CDC

Staff Employment Resource Center at CDC

Implement joint programming w/ partners

Best practice training for partners



**Shared Measurement Systems/Evaluation:**

Implement data collection (see Year 1 for metrics)

Compile data collection for partner meetings

Compile data on community goals

Report on SMS at partner meetings



**Continuous Communication:**

Send monthly email updates to partners

Facilitate quarterly partner meetings

Conduct community outreach

Publish weekly "job seeker profiles"

Prepare/release "state of the community" report

Conduct partnership self-evaluation



**National Dissemination:**

Collective Impact Convening

ALA Conference

PLA Conference

Blog/social media with ALA Center for the Future of Libraries

Blog/social media with Collective Impact Forum



Free Library of Philadelphia: *Transforming Library Services to the Job Seeker Through Collective Impact*  
 Proposal to the IMLS 2016 National Leadership Grant Program

**YEAR 3: 2018 - 2019**

**May Jun Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr**

**Mutually Reinforcing Activities:**

Operate myPlace at Southwest CDC

Staff Employment Resource Center at CDC

Implement joint programming w/ partners

Best practice training for partners



**Shared Measurement Systems/Evaluation:**

Implement data collection (see Year 1 for metrics)

Compile data collection for partner meetings

Compile data on community goals

Report on SMS at partner meetings



**Continuous Communication:**

Send monthly email updates to partners

Facilitate quarterly partner meetings

Conduct community outreach

Publish weekly "job seeker profiles"

Conduct partnership self-evaluation



**National Dissemination:**

Blog/social media with ALA Center for the Future of Libraries

Blog/social media with Collective Impact Forum

Final "state of the community" report for national dissemination



## DIGITAL STEWARDSHIP SUPPLEMENTARY INFORMATION FORM

### Introduction

The Institute of Museum and Library Services (IMLS) is committed to expanding public access to federally funded research, data, software, and other digital products. The assets you create with IMLS funding require careful stewardship to protect and enhance their value, and they should be freely and readily available for use and re-use by libraries, archives, museums, and the public. However, applying these principles to the development and management of digital products is not always straightforward. Because technology is dynamic and because we do not want to inhibit innovation, we do not want to prescribe set standards and best practices that could become quickly outdated. Instead, we ask that you answer a series of questions that address specific aspects of creating and managing digital assets. Your answers will be used by IMLS staff and by expert peer reviewers to evaluate your application, and they will be important in determining whether your project will be funded.

### Instructions

If you propose to create any type of digital product as part of your project, complete this form. We define digital products very broadly. If you are developing anything through the use of information technology (e.g., digital collections, web resources, metadata, software, or data), you should complete this form.

**Please indicate which of the following digital products you will create or collect during your project**  
(Check all that apply):

	<b>Every proposal creating a digital product should complete ...</b>	<b>Part I</b>
	<b>If your project will create or collect ...</b>	<b>Then you should complete ...</b>
<input type="checkbox"/>	Digital content	Part II
<input type="checkbox"/>	Software (systems, tools, apps, etc.)	Part III
<input type="checkbox"/>	Dataset	Part IV

## PART I.

### A. Intellectual Property Rights and Permissions

We expect applicants to make federally funded work products widely available and usable through strategies such as publishing in open-access journals, depositing works in institutional or discipline-based repositories, and using non-restrictive licenses such as a Creative Commons license.

**A.1** What will be the intellectual property status of the content, software, or datasets you intend to create? Who will hold the copyright? Will you assign a Creative Commons license (<http://us.creativecommons.org>) to the content? If so, which license will it be? If it is software, what open source license will you use (e.g., BSD, GNU, MIT)? Explain and justify your licensing selections.



**A.2** What ownership rights will your organization assert over the new digital content, software, or datasets and what conditions will you impose on access and use? Explain any terms of access and conditions of use, why they are justifiable, and how you will notify potential users about relevant terms or conditions.

**A.3** Will you create any content or products which may involve privacy concerns, require obtaining permissions or rights, or raise any cultural sensitivities? If so, please describe the issues and how you plan to address them.

## **Part II: Projects Creating or Collecting Digital Content**

### **A. Creating New Digital Content**

**A.1** Describe the digital content you will create and/or collect, the quantities of each type, and format you will use.

**A.2** List the equipment, software, and supplies that you will use to create the content or the name of the service provider who will perform the work.

**A.3** List all the digital file formats (e.g., XML, TIFF, MPEG) you plan to create, along with the relevant information on the appropriate quality standards (e.g., resolution, sampling rate, or pixel dimensions).

## **B. Digital Workflow and Asset Maintenance/Preservation**

**B.1** Describe your quality control plan (i.e., how you will monitor and evaluate your workflow and products).

**B.2** Describe your plan for preserving and maintaining digital assets during and after the award period of performance (e.g., storage systems, shared repositories, technical documentation, migration planning, commitment of organizational funding for these purposes). Please note: You may charge the Federal award before closeout for the costs of publication or sharing of research results if the costs are not incurred during the period of performance of the Federal award. (See 2 CFR 200.461).

## **C. Metadata**

**C.1** Describe how you will produce metadata (e.g., technical, descriptive, administrative, or preservation). Specify which standards you will use for the metadata structure (e.g., MARC, Dublin Core, Encoded Archival Description, PBCore, or PREMIS) and metadata content (e.g., thesauri).

**C.2** Explain your strategy for preserving and maintaining metadata created and/or collected during and after the award period of performance.

**C.3** Explain what metadata sharing and/or other strategies you will use to facilitate widespread discovery and use of digital content created during your project (e.g., an API (Application Programming Interface), contributions to the Digital Public Library of America (DPLA) or other digital platform, or other support to allow batch queries and retrieval of metadata).

#### **D. Access and Use**

**D.1** Describe how you will make the digital content available to the public. Include details such as the delivery strategy (e.g., openly available online, available to specified audiences) and underlying hardware/software platforms and infrastructure (e.g., specific digital repository software or leased services, accessibility via standard web browsers, requirements for special software tools in order to use the content).

**D.2** Provide the name and URL(s) (Uniform Resource Locator) for any examples of previous digital collections or content your organization has created.

### **Part III. Projects Creating Software (systems, tools, apps, etc.)**

#### **A. General Information**

**A.1** Describe the software you intend to create, including a summary of the major functions it will perform and the intended primary audience(s) this software will serve.

**A.2** List other existing software that wholly or partially perform the same functions, and explain how the tool or system you will create is different.

**B. Technical Information**

**B.1** List the programming languages, platforms, software, or other applications you will use to create your software (systems, tools, apps, etc.) and explain why you chose them.

**B.2** Describe how the intended software will extend or interoperate with other existing software.

**B.3** Describe any underlying additional software or system dependencies necessary to run the new software you will create.

**B.4** Describe the processes you will use for development documentation and for maintaining and updating technical documentation for users of the software.

**B.5** Provide the name and URL(s) for examples of any previous software tools or systems your organization has created.

### **C. Access and Use**

**C.1** We expect applicants seeking federal funds for software to develop and release these products under an open-source license to maximize access and promote reuse. What ownership rights will your organization assert over the software created, and what conditions will you impose on the access and use of this product? Identify and explain the license under which you will release source code for the software you develop (e.g., BSD, GNU, or MIT software licenses). Explain any prohibitive terms or conditions of use or access, explain why these terms or conditions are justifiable, and explain how you will notify potential users of the software or system.

**C.2** Describe how you will make the software and source code available to the public and/or its intended users.

**C.3** Identify where you will be publicly depositing source code for the software developed:

Name of publicly accessible source code repository:

URL:

### **Part IV. Projects Creating a Dataset**

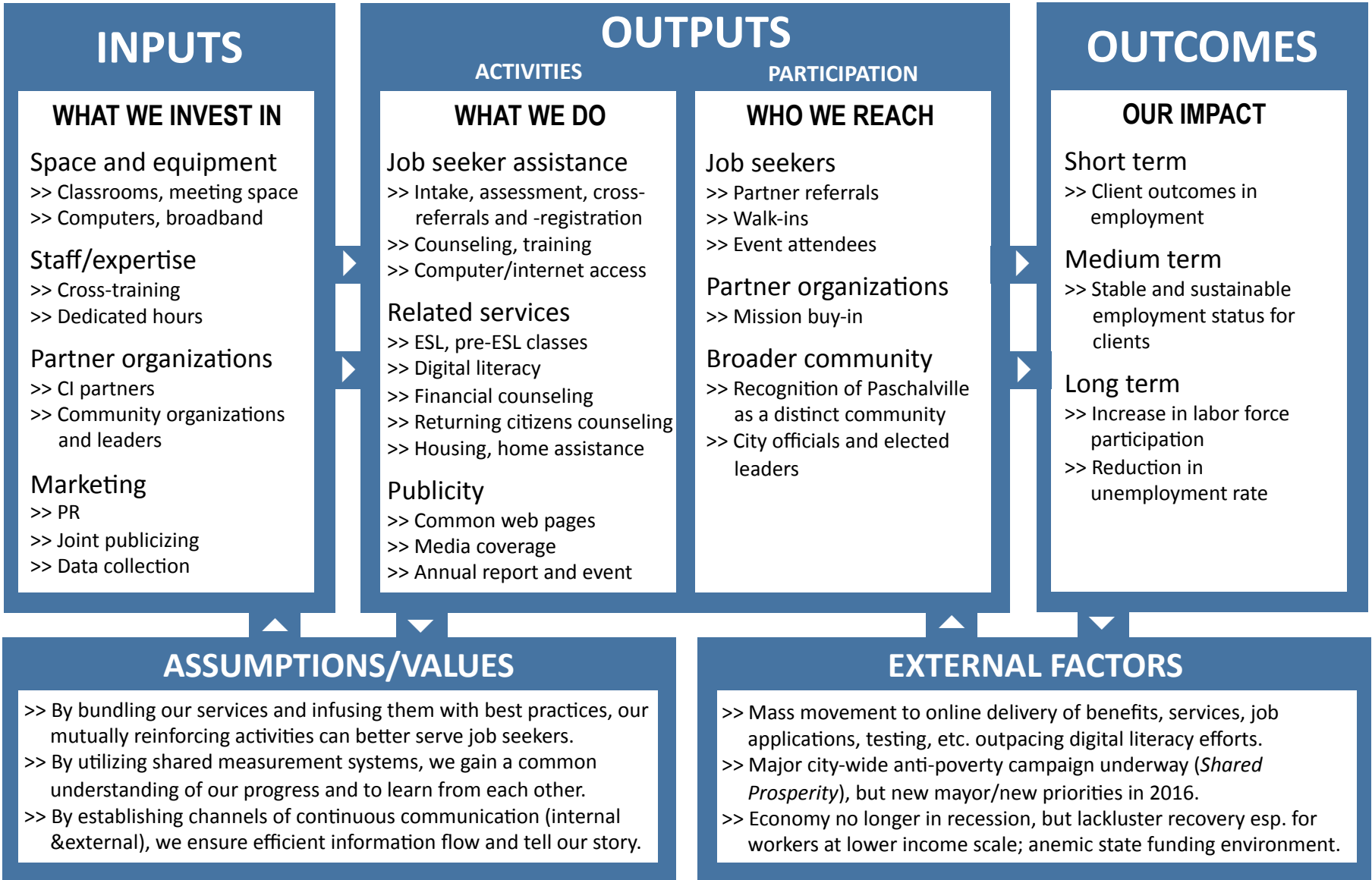
1. Summarize the intended purpose of this data, the type of data to be collected or generated, the method for collection or generation, the approximate dates or frequency when the data will be generated or collected, and the intended use of the data collected.
  
2. Does the proposed data collection or research activity require approval by any internal review panel or institutional review board (IRB)? If so, has the proposed research activity been approved? If not, what is your plan for securing approval?

3. Will you collect any personally identifiable information (PII), confidential information (e.g., trade secrets), or proprietary information? If so, detail the specific steps you will take to protect such information while you prepare the data files for public release (e.g., data anonymization, data suppression PII, or synthetic data).
  
4. If you will collect additional documentation such as consent agreements along with the data, describe plans for preserving the documentation and ensuring that its relationship to the collected data is maintained.
  
5. What will you use to collect or generate the data? Provide details about any technical requirements or dependencies that would be necessary for understanding, retrieving, displaying, or processing the dataset(s).
  
6. What documentation (e.g., data documentation, codebooks, etc.) will you capture or create along with the dataset(s)? Where will the documentation be stored, and in what format(s)? How will you permanently associate and manage the documentation with the dataset(s) it describes?
  
7. What is the plan for archiving, managing, and disseminating data after the completion of the award-funded project?
  
8. Identify where you will be publicly depositing dataset(s):  
  
Name of repository:  
URL:
  
9. When and how frequently will you review this data management plan? How will the implementation be monitored?



**THE PASCHALVILLE PARTNERSHIP:  
TRANSFORMING LIBRARY SERVICES FOR THE JOB SEEKER  
THROUGH COLLECTIVE IMPACT**

**PROGRAM LOGIC**



**INPUTS**

**WHAT WE INVEST IN**

- Space and equipment
  - >> Classrooms, meeting space
  - >> Computers, broadband
- Staff/expertise
  - >> Cross-training
  - >> Dedicated hours
- Partner organizations
  - >> CI partners
  - >> Community organizations and leaders
- Marketing
  - >> PR
  - >> Joint publicizing
  - >> Data collection

**OUTPUTS**

**ACTIVITIES**

**WHAT WE DO**

- Job seeker assistance
  - >> Intake, assessment, cross-referrals and -registration
  - >> Counseling, training
  - >> Computer/internet access
- Related services
  - >> ESL, pre-ESL classes
  - >> Digital literacy
  - >> Financial counseling
  - >> Returning citizens counseling
  - >> Housing, home assistance
- Publicity
  - >> Common web pages
  - >> Media coverage
  - >> Annual report and event

**PARTICIPATION**

**WHO WE REACH**

- Job seekers
  - >> Partner referrals
  - >> Walk-ins
  - >> Event attendees
- Partner organizations
  - >> Mission buy-in
- Broader community
  - >> Recognition of Paschalville as a distinct community
  - >> City officials and elected leaders

**OUTCOMES**

**OUR IMPACT**

- Short term
  - >> Client outcomes in employment
- Medium term
  - >> Stable and sustainable employment status for clients
- Long term
  - >> Increase in labor force participation
  - >> Reduction in unemployment rate

**ASSUMPTIONS/VALUES**

- >> By bundling our services and infusing them with best practices, our mutually reinforcing activities can better serve job seekers.
- >> By utilizing shared measurement systems, we gain a common understanding of our progress and to learn from each other.
- >> By establishing channels of continuous communication (internal & external), we ensure efficient information flow and tell our story.

**EXTERNAL FACTORS**

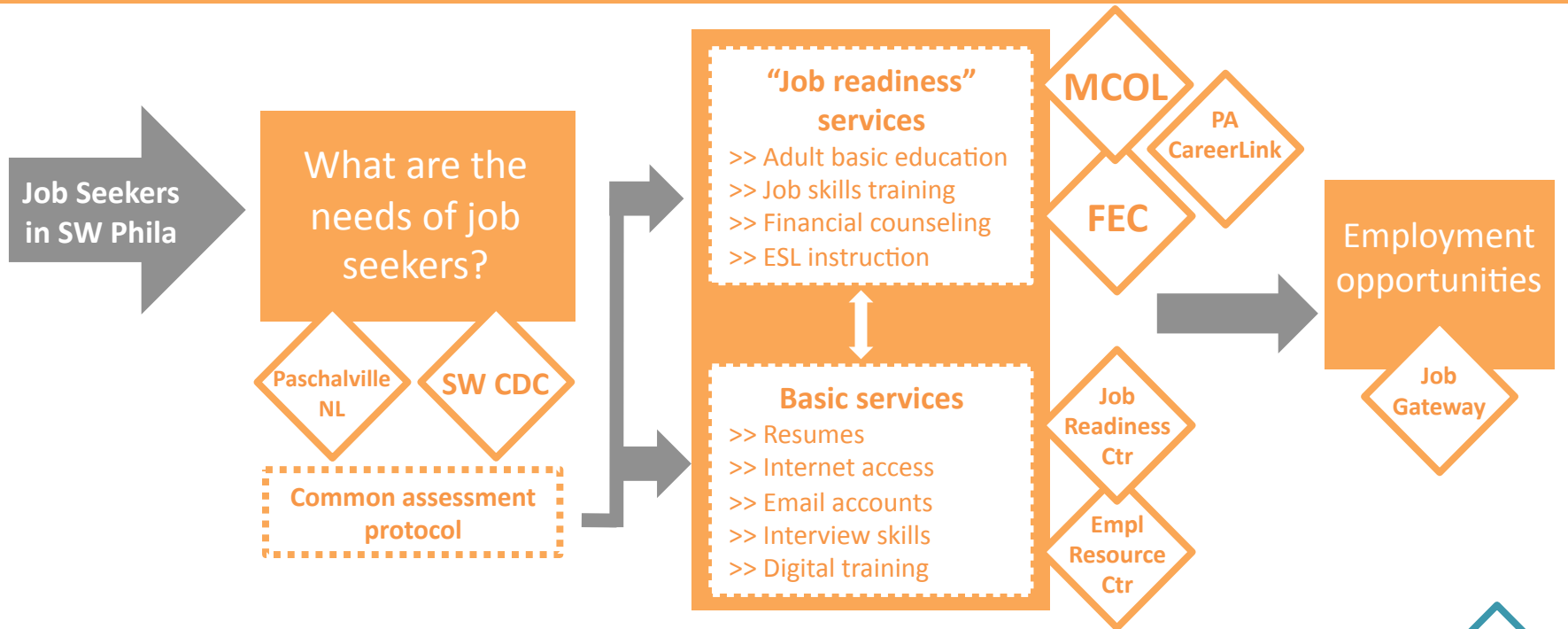
- >> Mass movement to online delivery of benefits, services, job applications, testing, etc. outpacing digital literacy efforts.
- >> Major city-wide anti-poverty campaign underway (*Shared Prosperity*), but new mayor/new priorities in 2016.
- >> Economy no longer in recession, but lackluster recovery esp. for workers at lower income scale; anemic state funding environment.



PASCHALVILLE PARTNERSHIP ON COLLECTIVE IMPACT

TRANSFORMING LIBRARY SERVICES FOR JOB SEEKERS

MUTUALLY REINFORCING ACTIVITIES



CONTINUOUS COMMUNICATION

City Lights

SHARED MEASUREMENT SYSTEMS

FLP

BACKBONE SUPPORT ORGANIZATION



PRELIMINARY PROPOSAL FROM THE FREE LIBRARY OF PHILADELPHIA FOUNDATION  
FOR THE 2016 IMLS NATIONAL LEADERSHIP GRANT  
*TRANSFORMING LIBRARY SERVICES FOR JOBSEEKERS*

SEPTEMBER 2015

The Free Library of Philadelphia Foundation requests an implementation grant to support *Transforming Library Services for Jobseekers*. This project is an experiment that aims to improve the quality of jobseeker services at libraries by using a collective impact model to connect jobseekers to a broad array of community partners. These partners specialize in helping jobseekers cross barriers - building skills in areas such as literacy, work culture, and financial management. The library will not just pass on jobseekers to specialized agencies, but will serve an ongoing role with them, guiding them through an individualized program. We plan to request \$590,000 for the project, which has a total project budget of \$1.4 million.

Libraries are critical entry points for people looking for jobs, with 96% of libraries offering online job and employment resources and 78% offering programs to help people apply for jobs.

<sup>1</sup> IMLS's conference on Learning in Libraries, held in St. Louis in May 2015, held an entire session on public libraries as learning places for jobseekers. The session participants emphasized the importance, and difficulty of forming, partnerships with organizations outside the library. This project speaks directly to that problem by providing a Collective Impact model for combining the strengths of a public library and community partners: the library provides the jobseekers, the community access, and the performance tracking; the partners bring their deeper expertise in workforce development.

The Paschalville Library is located in the Elmwood section of Southwest Philadelphia, where the unemployment rate is 14.8%, compared to the national average of 6.2%. In this area, 31% of adults have income below the poverty level and 28% have less than a high school education.<sup>2</sup> The neighborhood has a large number of new immigrants, particularly from West Africa, who use library resources extensively - particularly internet access. There has been great interest in programs for jobseekers, mostly traditional drop-in programs on resume writing, on-line job searches, and introductions to word processing and spreadsheets. Many are unaware of other community resources.

The project director is Joe Benford, the Free Library's Deputy Director of Customer Engagement. Benford was formerly the Free Library's Chief of Neighborhood Services. He is responsible for implementing the Free Library's new Staff Cluster Model and serves as the project manager of the 21<sup>st</sup> Century Libraries Initiative. He will be supervising Annette Mattei, the consultant who was responsible for coordinating the planning grant. The Free Library plans to retain her services to implement the full project, as she has developed strong relationships with the partners.

The project benefits from an extensive planning process, supported in part by an IMLS National Leadership planning grant awarded in 2013. Thirteen organizations participated, including city-wide agencies such as The Mayor's Commission on Literacy, Philadelphia Works, Philadelphia's Financial Empowerment Center, Pennsylvania CareerLink, and Job Opportunity

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<sup>1</sup> Wu, Portia, Uvin, Johan, and Susan Hildreth, *Libraries and the Workforce Innovation and Opportunity Act*, Office of Career, Technical, and Adult Education Blog. 13 November 2013. Web.

<sup>2</sup> 19142 zip code. <http://zipatlas.com/us/pa/philadelphia/zip-code-comparison/unemployment-rate.htm>

Investment Network (JOIN), as well as local organizations such as Southwest Community Development Corporation, CityLights, and Outley House. These partner organizations defined their respective roles in the jobseeking process; identified the skills, assets, and resources of each organization; worked to eliminate redundancies; and designed a collaborative model of service delivery to jobseekers. By the end of the planning year, the Advisory Council finalized a common agenda work plan that will drive project implementation. This work plan maps out how the partners will collaborate in mutually reinforcing activities; use shared measurement systems to track the collective's activities, outputs, and outcomes; and establish channels of continuous internal and external communication.

Jobseekers will benefit from a shared, simplified intake and referral protocol; co-location and cross-registration of services and programs at the Paschalville Library, including computer access and training, financial counseling, and adult education classes (including ESL); in-fill services and programming at partner organizations in the community during evening and weekend hours; and dissemination of best practices to all the partner organizations, particularly for assisting two targeted populations in the community – new Americans and returning citizens (i.e. formerly incarcerated).

The project's performance goals and outcomes were established during the planning process, when the Advisory Council reviewed demographic data of Paschalville's service area, which has a working-age population of 20,600. For many employment metrics, this area is performing below the Philadelphia average. With this in mind, Council members suggested the chief goal of the common agenda should be to bring the community's metrics up to the city's average, at a minimum. To achieve this, labor force participation must increase by at least two percentage points (500 more adults looking for work or employed) and unemployment must decrease by at least two percentage points (250 more adults now employed).

The organizational goal of the project is to create a model of collaborative jobseeker services that can be replicated in other library communities. We will share our results and look to replicate our model through three different channels. First, we will use an advisory council of selected libraries, both those who are already innovating in the jobseeker services area (such as the Queens Public Library), and those serving similar populations who would be interested in replicating the model (Pittsburgh, Cincinnati, Detroit). Second, we are in discussions with Leadership for a Networked World (LNW), a program associated with the Kennedy School of Government, to help build and provide a platform for online presentations of learnings from the program, that would be distributed through their international network. In addition, we will use traditional methods to communicate results quickly, including a blog and a webinar.

This project proposes a paradigm shift from traditional "one-off" library programs led by library staff. It will provide a model for libraries to harness the power of collective impact to address critical community needs. This project best addresses the Learning Spaces in Libraries project category of the National Leadership Grant because it addresses a critical learning need among low-income adults. Additionally, this project's collaborative nature enables the Free Library to lead a proactive and engaging user service model that responds directly to a critical community need with the best resources to meet that need..