

**CALIFORNIA STATE LIBRARY  
LIBRARY SERVICES AND TECHNOLOGY ACT (LSTA)**

**Final Program Narrative Report  
(LSTA Form 9)**

**Grant Information**

Library Jurisdiction	Rancho Cucamonga Library Services
Project Title	Staff Innovation Fund - Statewide Pilot
Grant Award #	40-8265
Grant Period	July 1, 2013 - June 30, 2014
Amount of Grant Award	\$168,000
Amount of Grant Expended	\$168,000
Local Match	
In-Kind	500,000
Total Amount of Project (amount expended + match + in-kind)	\$668,000
Number of Persons Served (should not include total population of service area or potential population to be reached)	130

**Project Director**

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This report is due on the date listed in the LSTA Grant Guide for this project. Follow this link to view the Grant Guide. <http://www.library.ca.gov/grants/lsta/manage.html>

Email this report in "word format" to [lsta@library.ca.gov](mailto:lsta@library.ca.gov) then mail ORIGINAL and 2 copies to:

California State Library  
P.O. Box 942837  
Sacramento, CA 94237-0001  
Attention: Fiscal Office - LSTA

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
(Please sign in blue ink)

## Project Final Report

A final narrative report is required on the use of federal Library Services and Technology Act (LSTA) funds following the completion of a project during each project year. The information you report will be used to complete the California State Library report of how funds were expended. Excerpts from this report may be submitted to the Federal government in their evaluation, or may be published by the State Library or shared with other institutions. Please answer all of the questions thoroughly. Please attach any reproduction copies of photographs of project activities or media produced for the project.

### Project Purpose

Include your program purpose statement here

The purpose of the Staff Innovation Fund is to develop and empower public library staff throughout the State of California by developing critical skills among our new and/or less-experienced staff in order to create a more dynamic and sustainable library future in the State through a series of practical trainings, development of program ideas and then applying for and implementing grants for their communities that would be made available through LSTA funds.

### Project Activities and Methods

How did you accomplish the project? What were the steps involved? How did you engage the target audience?

- Worked with State Library to identify and onboard 8 [official] library jurisdictions, plus 3 additional participants (through Monterey) at 4 pilot sites to participate in the Staff Innovation Fund™
- Worked with Infopeople to schedule all trainings at each pilot site
- Worked with all speakers to identify exact training needs and requirements for each site
- Worked with Infopeople to ensure all training materials and handouts were created and available
- Attended and helped facilitate 10 trainings at each of the pilot sites to ensure all training ran smoothly and programs were on target and fell within the Staff Innovation Fund™ scope
- Conducted 3 trainings - Project Management - created a targeted project management workshop that would kick off all training and delineate skills needed to conduct a project, including developing project ideas and following LSTA grant protocols. Created a Grants 102 training for that included the evaluation piece of grants management, as well as the ins and outs of the LSTA process (applications, reporting, etc.) Presented a training on how to pitch an idea to the CSL, including practice pitching with each of the sites.
- Worked with evaluator to create pre-surveys for overall training and for individual trainings
- Worked with library directors to ensure Staff Innovation Fund™ experience is positive, productive, and on target for their staff needs
- Worked with pilot sites to create pitch ideas and conducted a program to offer constructive feedback to each individual or team that submitted a pitch (almost 60 applications in total were read, reviewed, feedback given, and subsequent followup). Worked with pilot sites to schedule pitches to the State Library.
- Practiced pitches with all participants until time for participant pitches to State Library

### Project Outputs

What was created for the project and how much? (For instance three promotional brochures were created and 75 copies distributed; or three training classes were designed; two sessions of each were held, and 80 people were trained)

## Trainings

- Created and presented an introductory webinar
- 10-11 (8 official sites plus a couple extra invited by Monterey) libraries have participated in the Staff Innovation Fund™ at 4 pilot sites
- 130+ library staff and partners participated in the Staff Innovation Fund™
- 10 training sessions at each pilot site have been completed - Project Management 101, Trendwatching; Know Your Leadership Strengths, Conflict Management, Grants 101 and 102, Public Speaking / Presentations, Branding/Marketing, Talking to Power, Pitching.
- one follow-up visit per library to finalize and practice their almost 60 collective pitches
- countless phone calls with participants to practice pitching before final pitches to CSL

## What Has Been Created:

- training schedule and training materials for 10 Staff Innovation Fund™ sessions
- listservs have been created for disseminating information
- pre-surveys to evaluate training and program
- post surveys to evaluate training and program
- almost 60 pitches were created
- almost 30 pitches were pitched to the CSL
- final report from evaluator

## Project Outcomes (if applicable)

Please state the outcomes and the results of your evaluation.

The outcomes listed in the original grant were:

1. As a result of the SIF training series and pitch process participating staff will report an increase in their confidence level and competency level in grant development, project management, and other 21st Century skills covered by the training.

-- The evaluation (complete document attached) showed a strong statistical significant increase in knowledge/skill for 88% of the topics covered during the 10 trainings. The areas with the greatest statistical change in knowledge/skill were: pitching an idea, writing a grant proposal, developing an idea of a grant/project, grant reporting, developing a marketing plan, evaluating the success of a grant, managing a grant project, developing innovative library services, monitoring consumer and industry trends, and resolving conflict with others. Areas that shows a statistical significant increase included more soft skills like: being a leader of a project, creating a team, managing others, speaking in front of a group, communicating, troubleshooting logistical details, moving up / advancing professionally, being an effective team member, and, working with colleagues outside of the library organization.

2. As a result of partners (City/County staff, local nonprofit agencies, etc.) participating in the SIF, there will be a positive shift in the attitude towards the public library in the overall city/county organization. At least 75% of city/partner participants will see a greater value of the library in the greater organization. At least 25% will collaborate on a pitch an idea project with the library.

-- This outcome proved tougher to measure. There was a significant increase in the confidence / comfort of working with outside organizations from library staff. There was a strong significant increase from partners in their knowledge of library technology resources, information resources, library expertise, and library purpose and function. Showing a real value in what the library brings to the overall city, one of the Riverside City partners stated, "Some of the best training I've ever had, the speaker quality was VERY high. I would love to give this training to the Community Development Department at the City of Riverside. I have bragged about this training to my management!" This perception has also really been noticeable in the Monterey trainings with the representatives from the Elections Office and Public Works departments commenting on their impressions of working with the library (positively).

3. As a result of a large number of staff from each jurisdiction participating in the SIF, at least 50% of participants will acknowledge the SIF as a positive team building and networking opportunity, resulting in a change in the behavior of participating staff by working more closely together.

-- This outcome has emerged almost from the very start of SIF. Indeed, moving beyond the daily routine into the special SIF environment brings a sense of freedom that promotes team building among people that are

often encumbered by too much to do and too little time for such "soft" skills as collaboration and team building. There have been several staff that have commented about the enhanced bond between individual staffs, as well as the new bond and networking that has been created among colleagues from different libraries. This has been especially apparent with the Los Angeles County cohort who have been actively collaborating and teaming up with each other for their future projects. The comments in the evaluation show a tremendous appreciation for the team building opportunities, but most importantly, the skills learned to help build teams, work within teams, lead teams, and deal with conflict within teams.

#### **Additional Project Outcomes**

Please state any additional intended or unintended outcomes and what data sources you used.

Monterey County - one of the partners who participated in the training, from the Purchasing Division, spoke to Michelle Perera on the last day of training about the experience. She said that the training was the best training she had ever been through and was hoping it would help her in her job. Apparently, she was looking to change careers because she didn't like what she was doing. She said that what she learned from this experience helped her to realize that just changing jobs won't bring her satisfaction, but rather, she learned that she can do great things in any job she is in (including her current one). SIF empowered her to believe in herself and gave her the confidence to make a difference in her job.

Riverside Public - The Library formed a new partnership with the Community Development department as a result of SIF. We'd never even thought of partnering before. Our two departments are now collaborating on two grant projects. One grant is on Community Gardens and the importance of healthy eating, and the other is on Asset Based Community Development, assisting neighborhoods in identifying their assets to enhance their neighborhoods. The Library enhanced its partnership with the Riverside Metropolitan Museum. The two departments will collaborate on a grant project to increase knowledge and awareness of the Harada House, a historic structure of national significance.

#### **Anecdotal Information**

Tell us a story. Give two or more examples of how the project has helped an individual or group in your community.

Ontario

Staff have developed skills in the topics presented and have more confidence with project management, grant writing, have learned and discussed their personal brands. Staff who participated have more confidence and an excitement about the projects they are working on and the relationships created with other employees. The grant projects created by staff participating will have a fantastic impact on our library & community. We'll be able to serve some audiences and provide programs that we have not done in the past. We have connected with partners who are excited to work with us and have more knowledge about our organization and us about theirs. We will be having one of the SIF presenters come out to do the SDI with all of our employees in September. Staff participating seemed to find the SIF training with Ray Patchett most valuable, to the point that they lobbied to spend our staff development funding for 14-15 to bring him out for an all-staff training. They have enthusiastically sold this training to their peers. They have found that they have a better understanding of each other and how to communicate and build teams. Multiple staff were able to write and pitch grant projects for the first time ever. The project management training helped them have some specific steps to take in managing grants and other projects that they are working on. We formed a partnership with the Ontario Housing Authority to do one of our grant projects. This is the most significant partnership. We also have a better understanding of what our Housing Authority does and how we can interact with them in the future. There were definitely changes in knowledge in terms of the items mentioned above. Change in attitude due to additional confidence in the grant writing process. Staff really enjoyed the opportunity to interact and learn with each other and with other local libraries. I always appreciate the chance to get my staff out in the world talking to other libraries and broaden their understanding of what is possible in our library.

Placer

I would say that SIF was life altering in the confidence building department for many of my folks and definitely bonded them all together. Beth has been helping Amie, Sue and Lorina are a team, Nancy is Nancy and bringing her quirky ideas into everything. I would say that I've heard several times that the program was difficult, but so worth it in the end. There's a real pride in accomplishing here now. My favorite comment was from Sue, "You should have heard us Mary, on the car ride down to training we'd all be like...why are we doing this? We can't afford to be away from our libraries for this. And then on the car ride home we were all so excited about what we learned!" I think the most positive comments were about the Branding/Marketing session. That blew our minds. Personally, I was all about Ray Patchett. Wayne Disher upfront with trends also really captivated folks. I think staff learned, I can do it! I think SIF did an excellent job of demystifying grant writing and the State Library. I think folks understand now how Placer is part of a bigger family of libraries throughout the state and that libraries are made up of staff that have great ideas, share them, and then build resources to fund those ideas. A nice relationship was strengthened with El Dorado County. Staff understand that ideas amount to planning, funding, execution, and evaluation. That makes it easier not only to tackle future grant projects, but also staff efficiencies. I have staff saying now, "I'd rather concentrate my resources elsewhere." It makes my heart full! Overall, Thank you Thank you Thank you. So grateful for the opportunity, the friendships. I learned so much about myself and my staff. Invaluable.

#### Upland

Our library's participants came away from the program having a greater sense of the ways we use our internal and community resources to plan projects and services for the benefit of our patrons. I also believe that the Staff Innovation Fund gave our participants more tools for effective team building. The Library benefits from the staff's greater enthusiasm for working TOGETHER to support existing services and to create new programs. We found the leadership strengths module to be so enlightening for ourselves that we found a way to bring Ray Patchett to Upland, so that the entire staff could undergo the Strength Deployment Inventory. Our paraprofessionals who participated gained a greater understanding of how programs come to fruition and become funded. We all got tips from the other participants who work on program planning and grant seeking at other libraries and institutions. We had originally tapped the Upland Chamber of Commerce to be our community partner in this project. Due to change in their staffing, the Chamber had to withdraw, but because we reached out to the Chamber for this project, they in turn approached us for more collaborations. For instance, I was invited to be included in the Chamber's Leadership Academy planning committee, as they revamped the course for 2015. Our active community partner in the Staff Innovation Fund was the Cooper Regional History Museum, and Communications and collaborations also improved across the Library's departments. We all came away from each session invigorated and energized to share what we learned with the staff who did not attend. I wish I could have send more staff to participate in this wonderful program!

#### Riverside County

This training gave staff, new managers as well as administrative staff, the opportunity to benefit from various speakers as well as participate in small group settings and breakout sessions. The networking opportunities were also very valuable as well as the opportunity to pitch a grant at the end of the training. It gave staff the opportunity, plus tips and tricks, to participate in the LSTA Pitch an Idea. Out of the the RCLS three pitches, two were funded! Managers who participated shared their favorite sessions at our All Zone Meeting (with fellow managers). For our upcoming All Staff Day, a few of the participating managers will present a session on their SIF experience. The session on creating healthy relationships by understanding your coworkers color, result of SDI test, was wonderful and impacted the way we communicate with each other. The sessions on grants as well were useful and staff felt more knowledgeable, excited and empowered. The session on branding was also very useful to get us started thinking uniformly as one large system. How to pitch a grant (being 100% prepared to answer the anticipated questions by completing the full application), and be more observant of our brand and how we work together. RCLS ended up hiring one of the SIF presenters as keynote speaker for our All Staff Day in September. We were impressed and feel that our entire staff will benefit from his presentation. Our newest managers were so appreciative that they had this opportunity to attend this training and increase their knowledge in specific areas. Our SIF working lunches were spent excitedly sharing discussion topics we went over in that morning session and how we could take this back and utilize the

information as a library system. The attitude of participants was positive and they soaked in the information. Thank you for this great program! RCLS participants definitely benefited.

#### Monterey

Staff feel much better equipped to plan for and apply for grants. Staff also feel like they are better now at simply evaluating and selecting grant ideas. Several attendees also mentioned improved public speaking skills. Much stronger grant writing skills as whole team. We also ended up receiving several SIF grants. The new knowledge and the money benefits the library and the community at large. Staff felt we bonded well during the training process and we also built some solid partnerships with other agencies that attended as well as with agencies that we partnered with on our grant applications. Staff were really all over the place on this. I can honestly say that every single element was valuable.

Probably the trainings that were mentioned most often were Effective Presentations, Talking to Power, Grant Writing 101/Ten tips, and being able to practice the pitches with Robert and Michelle. Also, more about the Pitch an Idea, and about focusing on the start to finish in the grant process, including the planning, logistics and follow-up. Partnerships were formed/enhanced as a result of the SIF included: Seaside High School, other Central Coast High Schools, Elections Department, Soledad High School instructors and administrators, Community Volunteer partners, Cross branch partnerships and with our own management and coworkers at all levels ("There was an exchange of encouraging comments and energy throughout the process, and people made helpful suggestions to each other. Everyone rooted for everyone, which makes the staff a more cohesive unit. ") Biggest change was probably in knowledge of the entire grant writing and implementation process; a marked increase in confidence level; Planning to manage workloads for a successful grant project including the knowledge that planning and implementation might be by different team members; Managed risk taking; Greater knowledge and confidence in coworkers and management. But best of all as Robert put it: "Never give up". The general agreement was that this was an extremely helpful and amazing process and we would love to have it return here so more staff can participate! Thank you, thank you!!! The content and speakers were truly amazing. Michelle and Robert are knowledgeable and interesting presenters, and definitely very approachable.

#### Riverside City

SIF provided a premier professional growth opportunity for our team. Increased knowledge with regard to grant writing was expected, an unexpected bonus was unification across the team (library staff work in different branches; others work in different departments) and a new way of thinking that allows us to stretch our capacity effectively through creative teamwork and resource sharing. Our library has a renewed energy and focus because of SIF. The team is "owning" it instead of waiting for the next guy to dream it/plan it/do it. Naturally, this translates into enhanced services for our community. All trainings were awesome and provided us with great takeaways, but, Ray Patchett's trainings on Leadership Strengths and Talking to Power were priceless! The trainings gave us a deeper understanding of self that when coupled with the skills learned, enable us be more effective in our careers as well as our personal lives. Our team learned about themselves; where their strengths lie and how to best utilize those strengths; how to communicate their position effectively, both written and verbal; how to appear confident when presenting (even if they're not!); and the importance of collaboration to increase capacity and strengthen resources. Our entire team reports an increase in knowledge. We learned something new at each training that we were able to bring back and begin implementing. Library, Museum, and Community Development staff have a greater understanding of what the other department does and how that work supports their work and benefits the City and the community. SIF Rocks!!! Our team is so grateful to have been selected to participate and we are more effective leaders, teammates, and community servants as a result of our participation.

#### Exemplary Project

If you feel your project was exemplary and others could learn from it and replicate it, please tell us why.

n/a - this grant is replicating a previous grant and will be continued next year.

### **FEEDBACK FOR THE CALIFORNIA STATE LIBRARY ON THE GRANT PROCESS**

We want to learn and improve our grant processes. Please let us know what worked and what we could do differently to make it a better experience. Thank you!

We learned a couple of things this year:

1. We need to begin talking about potential projects much earlier on in the training and have some kind of recap each training session.
2. We can't let participating libraries send out a mass email and invite individuals from a variety of libraries without telling us, but telling them that they can come to training but not apply for funds. It made it very uncomfortable for those individuals participating because they were almost like step children that couldn't go through the entire experience, but also because it meant we didn't have enough handouts and resources for them!

*file:mcp/lsta/managegrant/1314*