


COMPLETE COVERAGE OF LIBRARY INFORMATION TECHNOLOGY

COMPUTERS LIBRARIES

WISHING WON'T WORK:

A reprint from
**Computers
in Libraries**

 While browsing through this directory and *Buyer's Guide* issue of *Computers in Libraries*, you are sure to find technology that your library needs. Maybe you are reminded about a project that you would like to start, or maybe a new project idea occurs to you while you are reading this article. A common obstacle for librarians who want to purchase technology or start projects is the cost. Why not consider pursuing a grant to fund your technology project?

This article explores obtaining grants as a way of funding technology projects in your library. Our approach views technology as a component of a grant project or a way to accomplish the goals of a project. You can be more successful in your grant work by addressing existing community needs, rather than by requesting funding for technology alone.

We cover 10 things that you need to know and do in order to make your grant applications more successful. We've written sections on all of these topics:

1. Begin grant work with a technology plan.
2. Read about technology planning tools and advice.
3. Create a team to develop a project that meets the needs of your community.
4. Collaborate with other organizations to increase the chances that your project will be sustainable and that it will be funded.
5. Find resources for grants that fund technology projects.
6. Understand trends in technology funding.
7. Know how to justify technology for your library.
8. Learn from others' successful grant-funded technology projects.
9. Find out how to apply for a grant.
10. Take our tips for success with library technology grants.

When you're wishing
for grants, even genies
can't grant your wishes.



10 Things You Need to KNOW and DO

When Applying for **TECHNOLOGY GRANTS**

BY STEPHANIE GERDING AND PAM MACKELLAR

We co-authors, Stephanie Gerding and Pam MacKellar, both have in-depth knowledge and practical experience in fundraising. We have been on both sides of the process, having written and submitted grant proposals as well as participated in distributing grant awards.

Stephanie has experience consulting with libraries and is a lead reviewer for the Arizona State Library's LSTA grants. She also supported technology grant recipients as a library training coordinator at the Bill & Melinda Gates Foundation. Pam has written successful proposals for government and foundation grants that funded technology for libraries, including a 3-year grant for more than \$300,000 for the NO Walls Project, a model demonstration community technology center in Albuquerque, N.M. We both have experience as technology consultants and library automation consultants with public and tribal libraries.

Together we have presented numerous workshops for librarians focusing on technology planning and grants for technology projects, including pre-conference sessions at Computers in Libraries and Internet Librarian. We co-host a blog, Grants for Libraries (<http://librarygrants.blogspot.com>), a free resource for finding grant and award opportunities that is read by more than 10,000 librarians. And we co-authored *Grants for Libraries: A How-To-Do-It Manual*, recently released by Neal-Schuman Publishers, Inc. and an online tutorial, "Grant Writing Basics," hosted by the University of North Texas. Together we support libraries in seeking grant funding as a way to obtain and sustain technology in libraries.

1. The Importance of Technology Planning

Leprechauns, genies, fairy godmothers and other magical funders seem to be in short supply. The good news is that there is technology funding available, you just need to do a bit more work than finding a four-leaf clover or a magic lamp.



The fastest way to grant funding is actually by taking the time to plan. A technology plan is not simply a list of what technology should be purchased and when it should be upgraded. It is a method to prioritize and to budget for the technology tools that are most important for achieving the library's goals. By starting with the library's mission and priorities, a technology plan helps to clarify where opportunities exist to improve infrastructure or to deliver services in a new way. A technology plan provides a way to evaluate new technologies and applications, to assess future needs, and to allocate resources to balance technology with the needs of customers and staff.

There are two major reasons to have a technology plan. The first is to **be the best library for your community**. As the guru of library planning, Sandra Nelson, always reminds us, "Technology is a tool. It is only a tool." And it should be a tool to help libraries achieve their missions and to provide better service to their customers. Completing the technology planning process will accomplish many things. It will help minimize technology-related crises, use staff time more efficiently, prioritize library technology needs, assess costs, increase appropriate use of the existing infrastructure, avoid wasting money on the wrong equipment, assess staff skills and determine training needed, and evaluate and improve your technology. Essentially, it will allow you to do more with less.

The second reason is that **funders like technology plans (and some require them)**. Whether a funder is a customer giving \$10, a foundation granting \$10,000, or a city council approving a budget of \$1,000,000, they all want to make sure the money is used wisely. Funders are making an investment in your library. They are giving because they want to make a difference; they want their money to have a positive impact. If they wanted to throw it away, they could have a lot more fun with it than by giving grants.

When applying for a grant, having a technology plan in place helps a funder know that you have taken the time to really determine what technology your library needs and how you will support and sustain it. Just imagine if you won the lottery and you decided that you wanted to give out laptop labs. Wouldn't you rather give to a library that had a technology plan in place? What if you found out that some librarians never unpacked the computer boxes? Would you give them more computers the next year? Wouldn't you rather give to the librarians that provided homework help to kids, helped older adults find trustworthy health information, provided online GED classes, or empowered teens to create online poetry journals? By showing a potential funder that you have concrete plans for how you will use their funding and why you need it, you will provide assurance and credibility, and actually save yourself a lot of time by having a guide to follow.

Technology planning committees are very useful for ensuring that your library's technology planning is an ongoing process. Your technology plan should be reviewed and updated often, at least every year. This is also a way to get valuable input by including representatives from staff and your community. Having the latest and fanciest technology will not serve your community if it does not work because the staff does not have the time, expertise, or buy-in to keep it running.

This sort of planning is often required for obtaining federal and state funding for technology. One example is the Federal Communications Commission (FCC) Universal Service Fund Education Rates (E-rate) program for schools and libraries.

2. Read About Technology Planning Tools and Advice

- A convenient (and free!) tool for library technology planning is TechAtlas



(<http://webjunction.techatlas.org>) from NPower, which has been enhanced for use by public libraries with input from the WebJunction community. This tool is now aligned with E-rate requirements for technology planning. It contains five elements: 1) Envision, 2) Inventory, 3) Assess, 4) Budget, 5) Evaluate.

- WebJunction.org can be very useful. Under the Policies and Practices tab, you will find an entire section on Technology Planning, including “Practical Steps for Creating a Library Technology Plan,” and the Library IT Staff Calculator which helps you determine how many IT staff your library needs. You can also use the discussion forums to ask your own burning questions.

- Visit <http://www.Technsoup.org>. It offers quite a few great technology planning articles including, “What’s Involved in Technology Planning? Seven steps to a better technology plan” and “Building a Great Case Statement Funding Planner: How to successfully articulate your technology needs to funders.” You will also find donated and discounted technology products, offered by corporations and nonprofits.

- Have a look at Diane Mayo’s book, *Technology for Results: Developing Service-Based Plans* (Chicago: ALA, 2005). This new publication from the Public Library Association will provide you with all of the tools and processes you need to write an effective technology plan. Helpful work forms are available online at http://www.elearnlibraries.com/workforms/technology_for_results.html.

One of the most valuable bits of advice we can give you is to make sure you find out your community’s needs. This isn’t difficult; all you need to do is *ask*. Hold focus groups. Interview a few key community leaders. Ask those involved with your community to list the top five greatest needs. Is it literacy, job seeking skills, or other educational support?

Find out what your customers don’t like about their library experience. Ask frontline staff what customers complain about. Remember the need is never for the equipment—not for the technology itself—but for solving a problem that exists in your community. Your technology plan should help fulfill your library’s mission and help your library better serve your community.

3. Create a Team to Develop the Project

Once your technology plan is in place, it is relatively easy to develop a project. Select some library staff members who are interested in technology, technology business leaders, tech-savvy library patrons, and other community stakeholders interested in technology to participate in this process. You are seeking ideas from a wide variety of community representatives, input from local agencies and businesses, participation by potential partners, and commitment of library staff as you develop your projects. Ask this project planning group to look carefully at the goals, objectives, and activities in all parts of your library’s technology plan. Then do some brainstorming activities or group exercises to create project ideas using these elements from your technology plan.

They will need to be creative and free-thinking, removing all barriers to thinking “outside the box” of the plan. Ask them to combine activities from different objectives in the plan if that creates a viable project idea. Don’t let them get stuck in the details at this stage, as this may inadvertently stunt your team’s creative thinking. Make sure at every stage that the projects they are developing conform to your library’s mission statement.

Once you and your group have decided on some project ideas, then define outcomes for the projects. Outcomes are used to identify a change in people’s behavior, attitudes, skills, or knowledge. They reflect the project’s

impact on serving the needs of people in the community, and they state how the lives of people in the community will be improved. Some examples of project outcomes are as follows:

- The ability of unemployed community members to identify potential jobs will be increased due to their improved technology skills.
- Elderly community members will have increased knowledge about how to research their healthcare options using library technology.
- The attitude of community members with disabilities will improve toward using technology to find information in the library.

When your project outcomes have been articulated, then work on your project goals, objectives, and action steps. Make sure to investigate the research about similar projects that were done in the past, best practices, and lessons learned by others. You will want to build on the experiences of others and lessons learned as you develop your projects.

Create a timeline for each project listing the personnel who will do the tasks and the amount of time it will take for them to accomplish the tasks, and then create a budget using the information in your timeline. Include all hardware, software, and personnel costs in the budget that are required to complete your project successfully. It is important to be realistic about the time required of personnel to accomplish the tasks in the project. When you are writing your evaluation plan, note that Outcome Based Evaluation (OBE) is an emerging evaluation methodology that focuses on measuring the effect of a project on the lives of the people it serves. The Institute of Museum and Library Services (IMLS) provides a useful project planning OBE tool at http://www.ims.gov/Project_Planning/index.asp.

Throughout this process, continue to ask yourself how the project will improve the lives of the people you are serving, and how your project will address or solve a problem in your community.

4. Form Partnerships

Once you have your project in mind, investigate other groups in your area involved with providing technology to community members and consider collaborating. You may find partners to share the costs of developing a community network or a common database that would be useful to organizations with similar missions. Funders view grant proposals with partners more favorably. When organizations committed to solving the same problem join together, they combine expertise and resources, increasing the likelihood for sustainability and success of the grant project. A group of similar organizations requesting technology assistance may be far more compelling than one organization alone. This gives funders a way to stretch their dollars and have a greater impact.

Partnerships between libraries, museums, schools, religious groups, community organizations, and local businesses are often successful. Some other potential partners include Community Technology Centers (CTCs). Many of them are looking for ways to connect with other nonprofits in their area. CTCs are organizations or programs that provide community access to information and communications technologies as well as the training necessary to use them to meet the social, economic, educational, and cultural needs of the community. CTCNet is a national network of more than 1,000 of these organizations. There is a directory of CTCs at the CTC Networks Web site: <http://ctcnet.org>.

There are also national groups that can be useful partners. NPower is a national network of nonprofit organizations that helps thousands of other

nonprofits each year expand their impact through the strategic use of technology. Along with the online planning tool, TechAtlas, NPower also provides high-quality, affordable assistance to nonprofits of all sizes, enabling them to strategically use technology that supports their missions.

Partnerships can also result in donations. TechSoup Stock (<http://www.techsoup.org/stock>) is a nonprofit source for technology donations such as office applications, networking equipment, fundraising software, accounting software, and other donated computer applications. TechSoup Stock offers hundreds of the most popular titles for as little as 3 percent of the suggested retail price. Also, Gifts in Kind (<http://www.giftsinkind.org>) offers everything from staplers to sporting goods. Though it does not specialize in technology products, it offers a good selection of deep discounts on technology products from a wide range of companies.

You should also develop partnerships with all of your funders. Get to know all your local funders such as community foundations, your state library, state humanities council, and local businesses and corporations. They are a lot easier to get in touch with than elusive leprechauns and you will probably find you have a lot of goals in common. By developing personal relationships with funders, you can work together to successfully fulfill both group's missions.

5. Find Resources That Fit Your Needs



You don't want finding the right grant opportunity for your project to be as hard as finding the proverbial four-leaf clover in a field. You want to approach the grant resources with a clear understanding of what kinds of grants are available and how they are organized within a resource.

Grant funders are either government or private. Government funders can be federal agencies or departments, state

agencies, or local governmental bodies such as counties, cities, towns, or villages. Examples of private funders are foundations, corporations, organizations, clubs, and professional associations.

Government grant resources: Grants.gov is a single access point for more than 1,000 federal government grant programs from all federal agencies. Grants.gov is searchable by keyword, category, or agency. An advanced search option allows combinations of these fields as well as limitations by date, eligibility, and status of grant opportunity. A subscription to e-mail alerts by funding opportunity number, category, agency, and other advanced criteria will deliver customized grant opportunities to your e-mail account as they become available. In most cases, you are able to link to the full grant announcement and application materials directly from the Grants.gov site at <http://www.grants.gov>.

Key government sites you should check regularly for library technology grants are the IMLS, the National Network of Libraries of Medicine, the U.S. Department of Education, the National Endowment for the Humanities, and your state library agency.

Private grant resources: While government grant resources are driven primarily by legislation, private grant resources have their own funding interests and priorities. Check to make sure what they fund is a match for your project.

Foundation Center Cooperating Collections are free funding information centers that provide a core collection of materials published by the Foundation Center. These collections focus on private funding sources. You can find the Cooperating Collection nearest you by following your state's link from <http://www.fdncenter.org/collections>. These collections are located in libraries or nonprofit information centers that provide fundraising information and other funding-related technical assistance to their communities. Many Cooperating

Collections contain the Foundation Directory Online or the Foundation Directory on CD-ROM in addition to numerous print directories. An advantage of using the online and CD-ROM directories is that they allow you to search multiple fields simultaneously and can save you time.

State libraries and college and university libraries generally house addi-

tional funding directories and research tools. Don't forget to look for a state-specific or community-specific funding directory or database for your area. These local resources often contain opportunities that you will not find in the national directories. Your community foundations will have many resources that will be useful to you in researching local grant opportunities.

Corporations operating in your area may have community giving programs, or they may offer other help in supporting your project. Professional organizations such as the American Library Association, Special Libraries Association, or your state or regional association may also award grants. Local clubs and organizations like the Rotary Club and Civitans are interested in supporting local projects that coincide with their interests. Offer to present your project ideas at a local meeting. Get the word out about your projects and your need for funding.

LIBRARY TECHNOLOGY GRANT AND FUNDING RESOURCES

Foundation Center RFP Bulletin is a weekly electronic bulletin of recently announced requests for proposals (RFPs) from private, corporate, and government funding sources. <http://www.fdncenter.org/pnd/rfp>

Grants.gov is a single access point for more than 1,000 federal government grant programs from all federal agencies. <http://www.grants.gov>

Institute of Museum and Library Services (IMLS) is the primary source of federal support for the nation's 122,000 libraries and 17,500 museums. <http://www.imls.gov/applicants/name.shtm>

Library Grants Blog is a free online resource for finding library grant opportunities from government and private funding sources, including awards and scholarship opportunities. <http://librarygrants.blogspot.com>

National Endowment for the Humanities (NEH) is an independent grant-making agency of the U.S. government dedicated to supporting research, education, preservation, and public programs in the humanities. <http://www.neh.gov/grants/index.html>

National Network of Libraries of Medicine funds a variety of outreach projects, especially those that engage multiple community partnerships in addressing the health information needs of the public. <http://www.nlm.gov/projects>

The U.S. Department of Education provided nearly \$38 billion this year to states and school districts, primarily through formula-based grant programs, to improve elementary and secondary schools and to meet the special needs of students. ED is providing about \$2.5 billion to help strengthen teaching and learning in colleges and other postsecondary institutions and more than \$4 billion to support rehabilitation, adult education, research and development, statistics, and assessment. <http://www.ed.gov/fund/landing.jhtml?src=rt>

State libraries are the official agencies charged with statewide library development and the administration of federal funds authorized by the Library Services and Technology Act. Find yours at <http://www.imls.gov/programs/libraries.shtm>.

6. Understand Current Technology Funding Trends

In 2004 the IMLS conducted a survey on the use of technology and digitization in libraries across the U.S.¹ One key finding of the study was that insufficient funding is a barrier to libraries in implementing technology. Fifty percent of large academic libraries and the majority of small public libraries reported that technology is less than adequately funded.

According to studies conducted by the IMLS in 2001 and 2004 on the status of new technology adoption and digitization, fewer public libraries report having funding for technology in 2004 (81.4 percent) than in 2001 (98.7 percent).

For most public libraries that had funding for their technology activities, the top three sources were the same in 2004 as they were in 2001—local government funds, institutional operating funds, and state funds. However, the percentages of public libraries receiving funds from all of these sources decreased from 2001 to 2004. This tells us that public librarians must either become more aggressive about pursuing funds from traditional sources or begin to look for technology funds in other places, such as grants from the federal government and private sources.

The IMLS studies also reveal that technology in academic libraries was

funded primarily by institutional operating funds, state funds, and grants from federal agencies. Support from institutional operating funds increased from 2001 to 2004, whereas state funds and federal grants decreased during the same time period.

In recent years, some large federal programs primarily funding technology have concluded. The Technology Opportunities Program (TOP) supported demonstrations of new telecommunications and information technologies to provide education, healthcare, or public information in the public and nonprofit sectors. As of 2004, grant funds are no longer available under TOP. The purpose of the U.S. Department of Education's Community Technology Centers (CTC) program was to create or expand community technology centers that provide disadvantaged residents of economically distressed urban and rural communities access to information technology and related training. The CTC program timeline was 1999–2004.

Although "Types of Support Awarded by Foundations" shows that computer systems and technology support from foundations decreased from 1999 to 2003 from 1.2 percent to .5 percent of total dollars given,² the 2006 edition of "Highlights of Foundation Giving Trends" reports that foundation funding rebounded for most program areas in 2004. General foundation support reached a record \$3.2 billion in that year.³

Community foundations continue to become more popular as preferred vehicles for charitable giving to communities of all sizes. Gifts, grants, and assets of the community foundation field increased in 2004, according to the annual *Columbus Foundation Survey of the Community Foundation Field*. The survey of 636 U.S. community foundations reported a total of \$4.2 billion in gifts received from donors, \$3 billion in grants made to nonprofit organizations, and growth in market value of assets to \$39.4 billion.⁴

LSTA and IMLS: Library Services and Technology Act (LSTA, P.L. 104–208) monies are a primary source of funding for library technology. LSTA dollars available to state library agencies have increased from \$150,435,000 in 2003 to \$163,746,000 in 2006. For FY 2007 the proposed budget includes \$171,500,000 for LSTA grants to state library agencies.

These grants promote access to learning and information resources at all types of libraries for individuals of all ages. Program priorities are 1) using technology for information sharing among various libraries and between libraries and other community services, and 2) making library resources more accessible to urban, rural, or low-income residents, and to others who have difficulty using library services.

LSTA grants are awarded to states using a population-based formula. Many state libraries distribute funds through competitive subgrants or cooperative agreements to public, academic, research, school, and special libraries in their states.

We asked IMLS senior program officers to provide us with insight on national funding trends in LSTA subgrants through state libraries. The major trends they identified included grants that involve these technologies:

- RFID
- Gaming and nontraditional learning opportunities
- PAC management software
- Wireless labs
- Digital Audiobooks such as those from Playaway and Overdrive (note the format)
- Online homework help
- Increasing access to databases
- Digitizing local collections
- Assistive technology
- 24/7 reference

- Statewide technology support staff
- Staff training on technology changes
- Patron technology workshops

Other IMLS grants available to libraries beyond those administered by state library agencies include:

- Coming Up Taller
- Laura Bush 21st Century Librarian Program
- National Awards for Museum and Library Service
- National Leadership Grants
- Native American Library Services: Basic Grants and Enhancement Grants
- Native Hawaiian Library Services
- Partnership for a Nation of Learners Community Collaboration Grants
- Save America's Treasures

Visit the IMLS Web site at <http://www.imls.gov/applicants/name.shtml> for more information.

E-rate: E-rate is the popular name for a federal initiative that provides discounts to public libraries and to public and private K–12 schools on telecommunications services, Internet access, and some closely related costs, such as inside wiring. The discounts range from 20 percent to 90 percent, with the deepest discounts going to those communities with the greatest need (which is based on the local eligibility levels for participation in the National School Lunch Program). More than \$2 billion is available every year, as funds are collected through Universal Service fees (you may see it listed on your phone bill as "FCC access charge"). For more information on E-rate opportunities and requirements, visit the Web site at <http://www.universalservice.org/sl>.

7. Justify the Value of the Technology

Some grant funders are resistant to applications with technology requests. How can libraries justify the need and value of technology? First, when writing grant proposals, you should avoid using techie terminology. Not all funders are up-to-date on the latest lingo, so you should explain anything more complicated than the basics. Tell them in simple language what you will use it for and what the true benefits will be to having this tool.

“You can be more successful in your grant work by addressing existing community needs, rather than by requesting funding for technology alone.”

For example, if requesting grant funding for RFID, thoroughly describe the benefits: increases efficiency, saves customers’ time with check-in and check-out, decreases material handling, gets materials on the shelves faster due to automatic sorting of the book drop, locates misplaced items, improves inventory control, reduces repetitive stress injuries, increases staff time with patrons, reduces theft, and simplifies collection analysis.

When you evaluate an emerging technology, consider all the costs, not just the purchase cost. Explain what additional support may be needed, such as faster bandwidth, new servers, increased staff time and training, and more customer training.

Use statistics from reliable sources to demonstrate the impact of technology. Here are some good studies you can use:

- Reports produced by The Pew Internet & American Life Project (<http://www.pewinternet.org>) explore the impact of the Internet on communities, daily life, education, healthcare, and civic and political life. The project releases 15–20 pieces of authoritative research a year; examples of reports include “Teens and Technology, ‘Are ‘Wired Seniors’ Sitting Ducks?’” and “Rural Areas and the Internet.” The project compiles national surveys with research from government agencies, academia, and other experts.

- IMLS conducts studies such as the “Status of Technology and Digitization in the Nation’s Museums and Libraries” (<http://www.imls.gov/publications/TechDig05/index.htm>) and “Designs for Change: Libraries and Productive Aging” (<http://www.imls.gov/pdf/DesignsforChange.pdf>).

- OCLC’s 2003 “Environmental Scan: Pattern Recognition” (<http://www.oclc.org/reports/escan>) presents significant issues and trends facing libraries and the 2005 “Perceptions of Libraries and Information Resources” (<http://www.oclc.org/reports/2005perceptions.htm>) summarizes findings of an international study on information-seeking habits and preferences.

- “A Nation Online: Entering the Broadband Age” is a report released by the U.S. Department of Commerce examining the use of computers, the Internet, and other information technology tools by Americans (<http://www.ntia.doc.gov/reports/anol/NationOnlineBroadband04.htm>).

- “Measuring Digital Opportunity for America’s Children: Where We Stand and Where We Go from Here” is a

source for information on some of the disparities caused by the lack of equal access to digital resources. Published in 2005, this is a yearlong study by Wendy Lazarus and Andrew Wainer (<http://www.childrenspartnership.org>). This report reviews existing research to show how Information and Communications Technology (ICT) can improve the lives of children across four key areas: educational achievement, improved health, economic opportunity, and community and civic participation.

- A sample of the economic disparities is shown with statistics from the Census report, “Computer and Internet Use in the United States: 2003” (<http://www.census.gov/population/www/socdemo/computer.html>), which includes evidence that only 29 percent of youth in lower income households have access to the Internet at home, compared to 93 percent of youth in households with an annual income of more than \$75,000.

Many funders may be drawn to projects that use technology in new and innovative ways to support library programs and missions. Funders may view innovative projects as an opportunity to experiment with ideas that could be valuable for other grantees as well. IMLS has called LSTA grants “venture capital for libraries.” Innovation can also provide an opportunity to raise the profile of your organization in the eyes of prospective funders.

There is much value in the use of technology, and by incorporating significant effects in your grant proposals, you can help increase awareness of their importance. Examples include:

- Builds capacity
- Creates a new model of community communication
- Empowers and engages customers

- Saves staff time so they can work more efficiently and increase staff productivity
- Creates opportunities for new learning and knowledge building
- Improves the customer experience and saves their time
- Improves outreach, connections, and collaboration
- Enables management to make better decisions
- Closes the digital divide between haves and have-nots in the community
- Organizes volunteer opportunities and information
- Enables data collection and measurement
- Provides disability access
- Allows technology skills training
- Produces better marketing
- Extends the reach of the library into the community
- Increases efficiency and effectiveness
- Streamlines basic operational functions, like accounting and fundraising procedures

8. Success Stories

Our new book, *Grants for Libraries: A How-To-Do-It Manual*, profiles success stories from 16 libraries across the country, and includes tips from the library grant writers and even some photos. Here are examples of five of the success stories that incorporate technology into their grant projects.

§ The Glendale Public Library in Arizona received a LSTA grant from the Arizona State Library that included funding for state-of-the-art listening wands

for a walking tour of their demonstration xeriscape botanical gardens. (p.164)

§ The Laurelton Branch Library of Queens Borough Public Library in New York received a laptop computer lab as part of its Youth Empowerment Initiative, which was funded by the New York State Division of Criminal Justice Services for \$470,000. (p. 170)

§ In Maine, Lawrence Junior High Library's grant project included video journalism, which involved eighth graders creating an informative historical DVD to share with other libraries and students. The \$3,500 grant was from the Coburn Classical Institute. (p. 184)

§ Northeastern University Libraries received more than \$20,000 for a Training and Equipment Enhancement LSTA grant project for adaptive technology to better serve community members with disabilities. (p. 186)

§ The Spencer S. Eccles Health Sciences Library at the University of Utah received a \$450,000 grant for digitizing of materials related to Neuro-Ophthalmology from the National Library of Medicine. (p. 192)

9. Applying for Grants

If you have planned well before you even start looking at the grant applications themselves, you will find that this process may be easier than you imagined. Federal applications are usually the most rigorous, while some local funding sources only require proof of nonprofit status and brief information on how the funding or donations will be used.

"Funders view grant proposals with partners more favorably."



Most grant applications ask for the same type of information. Usually this will include a summary, an organizational overview, a statement of needs, a project description, an overview of methodology, a budget request, and an evaluation process. Always follow the format and order requested.

Use clear language, and avoid library-speak. You don't have to be an excellent writer, but you do have to write understandably. Have someone outside of the library read over your application to ensure that you have conveyed the intent of your grant project and that it is easy to understand. There have been applications we've read where we could not determine what the project was about or what exactly was being requested.

Don't make the grant reviewers have to work any harder than they should. They usually have a lot of applications to read, so follow their guidelines. Often, grant applications are read by several people, and your summary may be the most important part. Synthesize the most valuable information into a few paragraphs so that they can easily assess your proposal. Even geniuses can't grant your technology wishes if they are too hard to understand!

10. Tips for Success with Library Technology Grants

Now that you have a basic understanding about how to start on funding your library's technology projects with grants, you are ready to get to work. Grant work is not magic—it is hard work. But, as a librarian, you are better-equipped than most with the skills to research and locate the right funding opportunity. Here are five tips to remember as you get started:

1. Know your community's needs.
2. Identify the problem and envision the solution.

3. Focus on the project, not on the technology.
4. Do the research to identify the right funder for your project.
5. Partner, collaborate, and build relationships.

We hope our recommendations will help you to be successful with funding your technology projects and that you now have the knowledge you need to take the next step. Don't just wish for money—take action to get it!



As continuing education coordinator in the Library Development Division at the Arizona State Library, Ar-

chives and Public Records in Phoenix, Stephanie Gerding supports the important work of Arizona librarians by providing workshops, institutes, scholarships, and online learning at no charge to the participants. Stephanie writes a column, "Bringing in the Money," for Public Libraries magazine and she is currently writing a book for Information Today, The Accidental Technology Trainer: A Library Guide. She has previously written articles for Computers in Libraries. Stephanie's e-mail address is stephaniegerding@earthlink.net. Pam MacKellar is assistant librarian at the Corrales (N.M.) Community Library, a rural community of approximately 8,000 near Albuquerque, where she addresses technology issues. Pam is also a trainer for the Department of Continuing Ed-

ucation at the University of New Mexico in grant research and proposal development. Pam's e-mail address is macellarconsulting@comcast.net.

Endnotes

1. IMLS. "Status of Technology and Digitization in the Nation's Museums and Libraries." <http://www.ims.gov/publications/TechDig05/index.htm>
2. Foundation Center. "Types of Funding Awarded by Foundations." http://www.fdncenter.org/findfunders/statistics/gs_support.html
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