

This nomination is for the following award: **Library Innovation Award**

First Name **Adam**

Last Name **Davis**

Library Affiliation (if applicable) **Palm Beach County library System**

Title (if applicable) **Director of System Services**

Street Address **3650 Summit Boulevard**

City, State, ZIP **West Palm Beach, FL 33406**

Telephone Number **561-233-2784**

E-mail Address davisa@pbclibrary.org

Are you nominating an individual or a group/organization for this award? **Group/Organization**

Library (Other Organization or Research Team) Being Nominated **Palm Beach County Library System, Embedded Librarian Team**

First and Last Name of Head of Organization **Douglas Crane**

Title of Head of Organization **Library Director**

Street Address **3650 Summit Boulevard**

City, State, ZIP **West Palm Beach, FL 33406**

Telephone Number **561-233-2712**

E-mail Address of Head of Organization craned@pbclibrary.org

Will you be submitting any supporting documentation? **Yes**

If you would like us to review web pages in consideration of this application (including videos or other supporting materials that are stored online), please enter the Uniform Resource Locators (URLs) below.

<https://youtu.be/2KPdwOlqQK4> http://www.urbanlibraries.org/embedded-librarians-in-county-government-innovation-1192.php?page_id=420

<http://dos.myflorida.com/library-archives/services-for-libraries/stars/innovators/>

Essay **Now in its third year, the Embedded Librarian service at the Palm Beach County Library System is a nationally-recognized service that seeks to be the number one source for information in the Palm Beaches by meeting information users where they are at – even and especially if they never thought of the library as their most trusted source for information. Inspired by 2013 SEFLIN Technology Conference’s keynote speaker, Jamie LaRue (Director of ALA’s Office for Intellectual Freedom), this service pairs research librarians with governmental agencies and NGOs to complete research projects, and in turn, improve the quality of life for Palm Beach County residents. After gaining buy-in from research librarians, branch managers, the Library Advisory Board, and Management Team, the Palm Beach County Library System chose to begin its 6-month pilot phase in 2015 working solely with County government departments for three reasons: 1) government budgets don’t always allow room for paid researchers; 2) the Library System was interested in enhancing its relationship with other governmental agencies; and 3) this was seen as an opportunity to raise the Library’s profile as a research institution. A careful vetting process resulted in 9 librarians who would work with 8 departments. Librarians were trained in enhanced research skills, particularly in government**

documents and grant research, and were soon introduced to their departmental contacts by the Library Director. Having the Director personally introduce embedded librarians to departments (especially when meeting with departmental directors) was key to creating a commitment from both parties to work together for the community. Librarians spent over 260 hours during the pilot time period performing detailed research, writing reports, meeting with County government, and receiving ongoing training. Each County Department was unique in its information needs, and the projects assigned reflected that diversity. One librarian worked with Legislative Affairs to produce detailed data and reports on the embargo to Cuba, lighting and crime reduction, and the impact of film industry incentives in Florida. Another librarian helped to develop a pamphlet and display with Environmental Resources Management that toured the County to demonstrate how residents could reduce their environmental footprint. Two librarians trained for dozens of hours with Emergency Management so that during a disaster, they could take incoming data and package it in a way that would be useful to County Administration. In 2016, during Hurricane Matthew, both librarians were activated and did just that during 12+ hour shifts at the Emergency Operations Center. During year two, the service expanded to offer expert research services to non-profits. Rather than pair librarians with organizations, the Library decided to pair librarians with projects. In all, approximately 265 hours were spent on projects that lasted 1 week to 6 months. Families First of Palm Beach County was the first organization to engage library assistance during the second year. After finding and submitting demographic information for a grant that they were applying to, the organization reported months later that they had received \$90,000, in part, due to the demographic information librarians found. The Coalition of Boynton West Residential Association (COBWRA) utilized librarian expertise to conduct research on identifying effective strategies to raise the image & profile of the organization. At the completion of their project, they stated, ““The research you did for COBWRA with the Embedded Librarian Program was excellent. We are planning to use the information after we have completed our Strategic Plan. We are thankful to the Library System to have completed the research on strategies to raise the profile of COBWRA.”” Library staff also sought to disseminate information on how other libraries could implement a similar project. The Urban Libraries Council recognized the Palm Beach County Library System for its innovation, Florida State Library highlighted Palm Beach County on their “Stars in the Sunshine State” site, and staff presented at the 2016 FLA Annual Conference and SEFLIN Regional Conference. Staff also created a video, “Florida Libraries as Disaster Response Centers” for the Bureau of Library Development to share experiences with other institutions throughout the state. Requests for assistance from County agencies and non-profits are already rolling in for year three, and staff look forward not only to incorporating this service into everyday research services at each branch but to raising the profile of public library research on a national scale.

Summary The Embedded Librarian service at the Palm Beach County Library System is a nationally-recognized service that seeks to be the number one source for information in the Palm Beaches by meeting information users where they are at – even and especially if they never thought of the library as their most trusted source for information. Inspired by 2013 SEFLIN Technology Conference’s keynote speaker, Jamie LaRue (Director of ALA’s Office for Intellectual Freedom), this service pairs research librarians with governmental agencies and NGOs to complete research projects, and in turn, improve the quality of life for Palm Beach County residents.

Embedded Librarian Pilot Program

Palm Beach County Library System

February, 2015 – August, 2015



Pictured from left to right: Karl Zwarych (RPB), Jayme Bosio (MN), Joshua Stone (BOC), Alia Spencer (WEL), Elizabeth Locke (MN), Isabel Toolsie (GB), Doris Mendez-DeMaio (MN), Clifton Barefoot (WBB), Julie Kahan (JB), Dani Lichtenberg (MN), Chris Jankow (ACR), Adam Davis (System Services). Not pictured: Brian Smith (WEL)

Report prepared by:

Adam Davis, Director of System Services

Dani Lichtenberg, Manager of Research/Information Services

Elizabeth Locke, Electronic Resources Coordinator

Jayme Bosio, Government Research Services Librarian

Contents

Request for Librarian Participation	Page 3
Request for Departmental Participation	Page 4
Overview by the Numbers	Page 5
Further Analysis	Page 6
Summary of Activities	Page 9
Value of Pilot Project, Challenges Faced & Recommendations for the Future	Page 11
Librarian Final Reports	Page 14
Outcomes	Page 28
Appendix A: Example Results for Environmental Resources Management (Joshua Stone, BOC)	Page 34
Appendix B: Example Results for Legislative Affairs (Julie Kahan, JB)	Page 35
Appendix C: First Embedded Training Agenda	Page 48
Appendix D: Example Committee Minutes	Page 49
Appendix E: Embedded Librarianship Presentation to the Library Advisory Board	Page 51

Embedded Librarianship Committee

January, 2015 Recruitment Launch

Adam Davis, Main Library Manager

Dani Lichtenberg, Manager, Research & Information Services

Jayne Bosio, Government Research Services Librarian II

A new committee is forming! We are searching for staff members to participate in a pilot program that will pair librarians with Palm Beach County Government Departments to provide in-depth research assistance. If you fit the qualifications and can meet the time commitment for this committee, please respond to Adam Davis by: Friday, January 16, 2015. *** Please note: All members of this committee will be paired with a County Department and be expected to attend meetings and perform intense research for the duration of this pilot project.***

Definition: Embedded librarianship is a model in which the librarian provides information services to user groups in their own environments rather than expect that information user groups will seek the library out when an information need is presented.

Qualifications:

- Must be a non-probationary Librarian I or above in good standing.
- Must be self-directed, flexible, and have the ability to work with all levels of management and staff;
- Excellent research, organizational, and computer skills.
- Well-developed interpersonal skills – ability to listen and communicate effectively with individuals and in group settings.
- Ability to aggregate and present researched data to diverse populations in face-to-face presentations as well as written documents.
- Sensitivity to confidential matters.
- Ability to identify situations where a professional appearance is important and act accordingly.

Time Commitment:

- One committee meeting per month – virtual or in-person – for the first six months. Subsequently quarterly meetings.
- Four hours per month dedicated to communication with information user group – via e-mail, phone calls and/or attending offsite information user group meetings/appointments.
- Four hours of in-depth research per month during branch project time.

What you will gain from participation:

- Opportunity to refresh and enhance research skills.
- Build strong working relationships with colleagues from across the Library System and in other County Departments.
- Serve as a representative of the Library System while becoming more familiar with other County Departments.

If interested in serving on the Embedded Librarianship Committee, please respond to Adam Davis (davisa@pbclibrary.org) with the following information by Friday, January 16:

- 1) Brief description of why you are interested in being an embedded librarian
- 2) Special skills or experience related to working with governmental agencies (and if applicable, PBC county departments)

Once applications have been received, supervisors/Branch Managers will be consulted. By the end of January, all applicants will be notified and the Committee will convene in early February.

Register to have a Librarian assigned to your Department

The Palm Beach County Library System is embarking on a 6-month pilot project to assign librarians to a limited number of Palm Beach County Departments. These assigned researchers will offer personalized information services tailored your Department's needs.

Do you need background information to prepare for a public meeting? We can prepare an executive summary of local, state, and national sources to support your project.

- Experienced librarians can provide in-depth, on-demand analysis and summarization of research findings through document retrieval, and demographic & statistical research.

Are you looking to enhance a grant proposal, budget request, or public policy document?

- Access to online journal articles, business directories, historical and aerial maps, and an extended collection of city directories, Florida state codes, statutes, and ordinances enable us to enhance any document.

Before implementing a new internal practice or service to the public, have a librarian investigate best practices nationwide.

- The librarian assigned to your department can perform a literature review of best practices to help you make sound recommendations each and every time.

An educated staff is a productive staff. Let a skilled librarian offer a workshop on any number of databases or computer programs.

- The Library System offers hundreds of online resources through subscriptions to databases and professionally-vetted websites. Additionally, we provide technology training on a daily basis that we can offer to your staff at your location.

No Desk required! Professional librarians will be able to offer these services remotely from one of 17 Library locations, and will be authorized to provide onsite consultation when requested.

If you would like to have your own embedded librarian provide professional research in your Department, please contact Adam Davis, Main Library Manager, at davisa@pbclibrary.org.

Embedded Overview

by the numbers



Departments interested
15



Departments chosen
8



Employees interested
15



Average hours per month
40.88 hours



Total time
265.75 hours



Employees chosen
9



Average hours per department
33.22 hours



Average hours per employee
29.53 hours



Average hours per employee per month
4.5 hours



Hours spent during project were self-reported.

Further Analysis

Time Commitment Analysis

It was estimated that the time commitment for this project would be approximately 8 hours per librarian per month, four of which included communication/meetings with their Information User Group (IUG), and four of which included in-depth research. Additionally, each librarian was to attend one embedded group meeting (in-person or virtually) per month during this project.

Time spent on research, meetings, and training was self-reported by each embedded librarian. We believe that time was underreported generally. However, we don't believe that any librarian's time spent exceeded the 8 hour estimation on a regular basis. Each librarian spent an average of 29.53 hours on their projects over a 6.5 month period, which is equivalent to approximately 4.5 hours per month.

Meetings were less frequent than we originally estimated as well. Midway through the pilot project, each of the four embedded facilitators (Adam Davis, Dani Lichtenberg, Liz Locke, and Jayme Bosio) paired up with 2-3 librarians to give them more individualized support. This change was seen as a positive one by both the embedded librarians and the facilitators.

Survey of Department Heads (3 months)

Please rate how beneficial the embedded services have been to your Department. (Scale of 1 to 10, 10 being the highest). 3 responses. Average response: 8.67

How would you rate the quality of the work that your Department's embedded librarian produced? (Scale of 1 to 10, 10 being the highest). 3 responses. Average response: 9.67

Do you have any suggestions to improve the embedded librarianship service?

- Information provided by the embedded librarian has been helpful in reconstructing how some parks and amenities have been named. Delivery is a bit slow but we understand this is due to the limited number of hours available for our request.
- I think it is an excellent program!

Survey of Department Heads (End of pilot)

The embedded librarian partnership was beneficial to your Department. 4 responses – 3 strongly agree; 1 somewhat agree

The quality of the work produced by the librarian was excellent. 4 responses – 3 strongly agree; 1 somewhat agree

In a few words, please describe the most beneficial outcome of the Embedded Librarian service for your Department.

- The embedded librarian was beneficial in researching the background on those parks and amenities named for various historical figures.
- Helping us to obtain the information needed.
- Having someone who can spend time doing in depth research on particular subjects.
- Our embedded librarian Joshua Stone has provided a great deal of valuable research in ways county residents can save money and reduce their environmental impact. His work will be used in a variety of community outreach materials to help promote a sustainable lifestyle in our county. In addition to providing this research, Josh has been invaluable in serving as a liaison between our Department (ERM) and the PBC Library

System. We are looking forward to continue working with him on bringing sustainability education materials to libraries across the county.

In a few words, please suggest how the Embedded Librarian service may be improved.

- Improved communication. Would likely incorporate deadlines for next job.
- Our embedded Librarian did a great job!
- We thought it ran rather smoothly. It was easy to access the librarian when we needed the service.
- Since the program has been so beneficial to us, we suggest thinking about allocating more resources to the program so that embedded librarian could have more time they can dedicate to us.

Survey of Embedded Librarians' Supervisors (3 months)

Was your staff's ability to complete branch/section assignments impeded by their participation in the Embedded Librarianship pilot project?

8 responses - 7 no; 1 other

- Other: Not any more than the employee's participation in other staff development activities which are common occurrences such as committee work, workshops, and participating in professional networks.

Do you have any suggestions to improve the Embedded Librarianship service?

- Clear goals and objectives of what the agency wants the librarian to do and to limit the research to the allotted amount of time.
- My staff person performed his project independently and did not need any supervisory assistance except for checking with me for scheduling meetings with his assigned agency.
My only comment is that it seemed like he was asked to perform work that the experts at his agency could have more knowledge about -- for example, researching CO2 absorption by certain trees. On the other hand, as a librarian, he could be more effective at finding the information.
- Appears to run well. I have a fairly hands-off approach to the project. I rely on my staff person to stay within the recommended time allowed for the project. My staff person informs me of some of the work she is doing and completed. There is no official reporting requirement to the immediate supervisor. Would that be beneficial?
- I've helped participating staff find the resources that they need for collecting data. I can see a potential need in the future for PBCLS to purchase academic level databases to complete some of the research in the future. One way around this might be to allow staff the time to go to an academic or law library to acquire data for projects. Considering the cost of staff time, I'm not sure what would be the most cost effective.

Survey of Embedded Librarians (3 months)

Have you been able to handle your embedded assignments as well as section/branch assignments?

9 responses – 5 yes; 4 other

- Other: Time constraints
- Other: My promotion to supervisor has left me with very little time for the embedded assignments
- Other: Not all of the time.
- Other: Yes, but it has been hard balancing obligations to branch and embedded librarian department. I understand that we are responsible to do both, but as a supervisor/[section] head, I am inclined to address the needs/responsibilities of my [section] first. It often takes more than 40hrs/week to handle my regular [section] responsibilities.

Have you been able to keep in communication with your Department contact?

9 responses – 7 yes; 2 other

- Other: Communication has been lacking after the first few weeks. Attempts have been made to communicate again via e-mail but have not yet received a response.
- Other: My assigned department task has constantly changed, difficult to get straight answer until recently

Do you feel like you have had enough support from project facilitators (Jayme, Dani, Liz, and Adam) to complete assignments?

9 responses – 8 yes; 1 other

- Other: Yes and most of my support came from Jayme and Adam. They were very helpful and provided great feedback.

Do you feel more fulfilled in your job as a result of your participation thus far in the Embedded pilot project?

8 responses – 5 yes; 3 other

- Other: I enjoyed the work I was doing and the research process. However, due to lack of communication and feedback, it is less fulfilling because I am unaware of how useful the reports have been to the department and if the work and effort on my part was time well spent.
- Other: Because of my new job duties, I've felt guilty to not be able to give my assigned department my very best.
- Other: Not as of yet. I imagine I will feel fulfilled when I finally arrive at a completed product. As of now, the slow nature of my progress only makes me feel like I am not producing fast enough.

Do you have any suggestions to improve the service?

- This is great PR for the library. Our strength lies in microfilm and printed sources, not easily available on the Internet to our patrons. A completion date should be agreed upon for each assignment.
- Step in to help prevent an ongoing lack of communication between the embedded librarian and the department. I am hoping that after this evaluation, communication will be improved with my department but I feel as though several weeks of potential work were lost due to a lapse in communication.
- For those of us with little time, perhaps having a partner librarian may ease the time constraints of both so the project would receive the needed attention it deserves.
- It was very helpful to have Liz attend a meeting with my group. It helped to have a senior librarian discuss the feasibility and limitations of the research with the Office of Community Revitalization.
- It would be nice to receive more recognition for our contributions on this committee, especially due to the high amount of time and energy necessary for those of us who are embedded librarians. Overall it has been a good experience that hopefully leads to better relationships with other county departments, and increased opportunities for us embedded librarians.
- I cannot speak for the other supervisors, but I have found it hard balancing the demands of my regular responsibilities with making time for this project. It feels like the scope of my particular project has demanded more time than the hours originally anticipated. Unfortunately, any project time I have set aside for this project gets easily assumed by more immediate and administrative needs of my [section]. I will admit that much of my research has had to be done during off work hours, but then again, I find myself doing regular work in off work hours anyway.

Now for a suggestions: In hindsight, it might have been helpful to have had a liaison present at the original interview meeting with the department. Then the liaison could be available to help develop and guide a plan of action and outcome for the research project and help establish a more realistic time line.

- There is a careful balance to maintain between incentives for program participation with county departments and providing necessary boundaries that protect our staff and the quality of the work itself.

I have had issues with participation on the part of my embedded department. Putting more emphasis at the start of each project on the need for communication on their side would help, but needs to be done so in a way that does not discourage their participation in the foreseeable future for this program or risk our social capital.

I do believe the best course of action is to continue the project for another 6 months or so. It may very well be a drain on resources but it will demonstrate our commitment to working with these departments and hopefully build their confidence in what we have to offer.

Summary of Activities

Office of Community Revitalization

The Office of Community Revitalization (OCR) provides education, technical, and financial assistance to help residents plan and implement sustainable neighborhood improvements. Alia Spencer, Reference Librarian at the Wellington Branch, was tasked with finding ways to find comparable agencies across the nation and determine how they fund, plan, execute, and assess outreach programs in their targeted communities. OCR would use this information to develop assessment tools that measure the impact of their community and housing related programs. The research revealed limited results for agencies similar to the county's OCR Department. Ms. Spencer also provided resources and strategies for finding information regarding social planning projects across the United States. A good example of how an Embedded Librarian program goes beyond providing just traditional research was how Ms. Spencer was able to coordinate a meeting between OCR and the Town of Wellington so that they could share information on outreach programs, assessment methods, and funding sources.

Criminal Justice Commission

The Criminal Justice Commission is an advisory commission composed of both public and private sector members who study all aspects of the criminal justice and crime prevention systems within the federal, state, county, municipal and private agencies within the county. The commission makes recommendations to the Board of County Commissioners regarding policies and programs that help coordinate law enforcement and crime prevention efforts in the county. Clifton Barefoot, Reference Librarian at the West Boynton Branch, worked on two research projects including: 1.) evaluating the combined public and private sector bed capacity for indigent persons in Palm Beach County for the Commission's Adult Mental Health and Substance Abuse Planning Committee, and 2.) analyzing the efficacy of current Behavioral Intervention Programs (or BIP's) for persons in abusive relationships as a method of reducing recidivism. Mr. Barefoot was also challenged with finding methods for delivering peer-reviewed articles in a timely fashion. Many of the articles needed by the commission were not available in the library's databases, and customers are limited to 5 article requests through Interlibrary Loan.

Emergency Operations Center (Division of Emergency Management)

The Emergency Operations Center (EOC) responds to major emergency incidents to provide support and coordination of local, state, and federal resources. The Operations Sections provides 24-hours a day, 7-days a week communications for specific county departments and partner agencies. Brian Smith, Reference Librarian at the Wellington Branch, and Chris Jankow, Reference Librarian at the Acreage Branch, were both assigned to the EOC. While Mr. Smith and Mr. Jankow did not conduct traditional research for the department, they completed hours of training to prepare themselves to disseminate information to county decision makers during an emergency situation. This training involved completing online FEMA training, attending monthly EOC meetings, participating in the PBC Statewide Hurricane Exercise, and learning to navigate the division's online incident management tool – Web EOC.

Environmental Resources Management

The Department of Environmental Resources Management is responsible for the development and implementation of programs for the protection and preservation of the county's land and water resources. Josh Stone, Reference Librarian at the West Boca Branch, was tasked with identifying ways that residents and small businesses could save energy and reduce greenhouse gas emissions. These suggestions are going to be included on the ERM's "Go Green" website. The Department also developed a "Go Green" display to be posted in the library's branches.

Legislative Affairs

The Department of Legislative Affairs provides assistance to a thirteen-member Legislative Delegation, as well as other local agencies and associations, to develop the county's legislative priorities. Legislative Affairs is responsible for the preparation of the Federal and State Legislative Program for consideration by the Board of County Commissioners (BCC) and advocating those priorities before the Executive Branch of United States government, United States Congress, the Executive Branch of the State of Florida, and the Florida Legislature. Julie Kahan,

Reference Librarian at the Jupiter Branch, was paired with this Department to complete four major research projects: 1.) the pros of lifting the Cuba embargo, 2.) what incentives are other counties and municipalities providing to draw the film and television industry to their area, 3.) what impact enhanced lighting has on areas of high crime, and 4.) whether a third political party could be viable in the United States. Ms. Kahan was able to provide executive summaries on these topics in a very short amount of time.

Parks & Recreation

The Parks & Recreation Department provides services for 104 regional, district, community, beach, and neighborhood parks. Services include public safety, grounds maintenance, recreation programs and a vast array of specialized facilities that include aquatic centers, community centers, nature centers, championship golf courses, fishing piers, equestrian centers, amphitheaters, athletic fields and courts, boating facilities, beaches, and historical and cultural museums. Isabel Toolsie, Assistant Branch Manager for the Greenacres Branch, provided research on numerous topics including: 1.) historical information for 12 parks, 2.) locating examples of government contracting RFP specs for a marketing firm to promote public parks and recreation department facilities/park systems, 3.) the components of master plans for parks, 4.) acceptable field use hourly/weekly/yearly prior to major turf replacement, and 5.) reviewing studies on the positive impacts of physical activity for youths. These topics were very time-consuming and it was difficult to locate reliable sources at times, but Ms. Toolsie was able to provide the Department with useful information to help move their projects forward.

Purchasing

The Purchasing Department procures non-construction related goods and services valued at or exceeding \$1,000 and also monitors all procurements under \$1,000 made by County departments. The procurement of goods and services is accomplished through various methods including a Request for Quote (RFQ), Invitation for Bid (IFB), Request for Submittal (RFS), Request for Proposal (RFP), and alternative source selections. Karl Zwarych, Assistant Branch Manager for the Royal Palm Beach Branch, was responsible for helping the Department discover ways in which they could reduce the processing time of their current informal bidding practice or "Request for Submittal" or RFS. Mr. Zwarych examined the purchasing processes of five counties in Florida in the hopes of discovering "best practices". While each county had different processes, the comparison of multiple counties in Florida would allow the Purchasing Department of Palm Beach County to see how the processing and threshold levels of small, informal and formal purchasing differed between Palm Beach and other counties.

Youth Services Department

In an effort to better serve the youth of Palm Beach County in a more effective and efficient capacity, children and youth programming services from the Community Services Department, the Public Safety department, and the Criminal Justice Commission were combined to establish the Youth Services department. Doris Mendez-DeMaio, the Head of the Youth Services for the Main Library, was responsible for gathering information on agencies, both private and public, profit and non-profit, that provided services to youth from birth to age 23 in Palm Beach County. Ms. Mendez-DeMaio created a directory of 40 agencies including the contact information, ages served, and the type of services provided.

Value of Pilot Project, Challenges Faced & Recommendations for the Future

At the end of the initial project year, embedded librarians provided feedback on their experiences, including suggestions on ways to make the Embedded Library project more effective and impactful. Individual responses had a great deal of commonality regarding the value of the program, the challenges they encountered, and suggestions for the future.

Value

As a group, participants indicated a great amount of satisfaction in providing county departments with useful data of value to them internally, resulting in better service to the public. Librarians also noted the value of participation to them on a personal level. They reported that, as embedded librarians, they made new contacts throughout the county and developed an increased appreciation for the way our county government functions.

Participants noted that they developed skills on prioritizing commitments, had an opportunity to show more responsibility and improved their job skills in many ways, including the opportunity to explore grant research and proposal writing. They also indicated a greater appreciation for the value of collaboration and were grateful for the chance to learn about topics interesting to them (i.e., environmental conservation or emergency operations). They took advantage of the experience for collaborative research and honed their research skills, which will result in better service to all patrons. Finally, librarians appreciated the opportunity to work on extended research with the same “client” and to work on a project with tangible results.

Embedded librarians also reported on the many benefits that the program brought to the library. County department heads now have increased exposure to the library, and in at least one instance, the exposure led to library tours by county leaders. Additionally, one county department has begun to use the library as a meeting space and has led to a collaborative effort to support the President Obama’s initiative, “My Brother’s Keeper.” In general, this pilot project provided an opportunity for outreach to inform other governmental entities about library services and databases, and, in one instance (Office of Community Revitalization and Village of Wellington), feedback from the Department has resulted in new programming at the Library’s Wellington Branch focusing on job-related resources.

Challenges

There were several challenges encountered by embedded librarians. Most frequently mentioned were issues related to communication with their departments, lack of adequate time, and lack of access to academic databases. One librarian also noted that it had been a challenge to learn the technical aspects of their role.

- **Time:** Feedback indicated that the amount of time allocated to the project was not adequate, and that, with other professional responsibilities, they had difficulty prioritizing tasks. This was mentioned over and over, and at least one participant noted that they did much of the research from home on their own time. Two librarians also mentioned that the information requested was needed immediately (with a hard deadline), a problem that might be addressed through better communication with the county department.
- **Communication:** With few exceptions, participants felt that communication with the county departments could have been better. Specifically, they desired more:
 - Clarity regarding their role/more defined expectation of outcome
 - More direction
 - More communication between assignments
 - As a group, they generally agreed that additional feedback would have been helpful.
- **Access to academic resources:** More than half of the embedded librarians reported that they had difficulty finding the information requested, primarily due to lack of access to academic and professional journals and databases.

Recommendations: Moving from Pilot Project to Ongoing Service

Embedded librarians and facilitators believe that this was a worthwhile pilot project for many reasons, and should continue with improvements and changes that meet both the needs of the Information User Groups (IUGs) we serve and the time constraints of the embedded librarians.

We recommend that the second phase of this project begin in early 2016 so that the improvements necessary to move forward can be presented to Administration and the Library Advisory Board, and so that the facilitators have adequate time to make these changes:

1. When pairing librarians with organizations, take into account librarians' personal interests and match them to an agency related to those interests.
2. More intensive training:
 - a. Reference interviews geared towards working with governmental and non-governmental organizations (NGOs) (in-person, on telephone, and via e-mail).
3. Time & project management
 - a. Increase clarity regarding the time allotted to embedded duties.
 - b. Request that branches be more flexible with embedded librarians so that they can become more involved with their host organization. (Future embedded librarians would benefit from additional time away from the reference desk to conduct research.)
 - c. Provide training and/or direction on time management and project management.
 - d. Possibly a more advanced GTD workshop
4. Embedded facilitators are assigned to each embedded librarian from the onset.
5. Embedded librarians work together in pairs and/or establish embedded librarian "teams" who could collaborate on extensive assignments.
6. First meetings with Department Heads or NGO directors include the assigned facilitator.
7. Communication:
 - a. Facilitators mediate between librarians and organization when there is a need to improve communication.
 - b. Develop a better way to have increased and clearer communication with their agencies and incorporate deadlines into every assignment.
 - c. Develop flexible research design that evolves with new information with more librarian input.
 - d. Encourage librarians to attend organizational meetings (if allowed by the host organization), so that s/he can better understand the context of his/her research. While this would be additional time away from the library, there would be time saved through better communication and a clear understanding of the needs of the county department.
 - e. Request more project feedback from department heads and post to group.
 - f. Librarians indicated that they found value in updates and communication with other embedded librarians, and believe that should be expanded in the future.
8. One supervisor suggested having reporting requirements to the Embedded Librarian's immediate supervisor.
9. Allow more time for embedded librarians to visit academic or law libraries to acquire data & access academic databases.
10. Limit participation in future embedded projects to non-supervisors.
11. Continue the model of assigning facilitators to each embedded librarian.
12. Budget for interlibrary loaned items that the lending library charges for, and an exception to the 5 item maximum policy for interlibrary loans.
13. Partner with local university or college to acquire academic materials more readily.

Starting back up in 2016: Approaching embedded librarianship through project identification

Recommendations for future potential partnerships:

- **Legislative Affairs** (Palm Beach County)
 - **Office of Community Revitalization** (Palm Beach County)
 - **Youth Services** (Palm Beach County)
 - **Community Services** (Palm Beach County)
 - **Agency for Persons with Disabilities** (Florida)
 - **Palm Beach County Health Department** (Palm Beach County)
 - **Homeless Coalition of Palm Beach County** (501(c)3)
 - **Cultural Council of Palm Beach County** (501(c)3)
 - **Palm Beach County Tourist Development Council** (Palm Beach County)
 - **Norton Museum of Art** (501(c)3)
 - **Mental Health Association of Palm Beach County, Inc.** (501(c)3)
1. Train a new group of librarians to serve as embedded librarians more often, so that there's a larger pool of researchers to pull from.
 2. Every three months, facilitators will send out a targeted call to NGOs, governmental agencies, etc. looking for projects to work on.
 3. Facilitators will serve as project intake for partner projects. Projects will be assigned to either the Government Research Services Librarian or if a longer term project, to embedded librarians.
 4. Once projects have been identified, facilitator will provide chosen embedded librarian(s) with a more detailed project description, deadline(s) and expected outcome(s). Instead of partnerships lasting an arbitrary amount of time, it will last as long as the project lasts.
 5. Librarians with more specific expertise and interest (e.g. art, history, politics) may serve as embedded librarian for organization rather than on a per-project basis (e.g. Julie Kahan and Legislative Affairs).
 6. After project is completed, embedded librarians will provide partner with final project and a quick survey to ascertain the effectiveness of the partnership. S/he will provide his/her facilitator with a condensed report and evaluation.

Final Report

Alia Spencer (WEL)

Embedded at: Office of Community Revitalization

Project overview

Purpose: The purpose of the research was to find out how comparable agencies across the nation fund, plan, execute, and assess outreach programs in their targeted communities. OCR would use this information to develop assessment tools that measure the impact of their community and housing related programs.

Summary of Outcomes:

- The research revealed limited results of comparable agencies that meet the exclusion criteria, limiting “agencies whose primary focus is housing-related programs and/or administration of federally-funded programs such as the Community Development Block Grant Program”. My research continued to reveal organizations that are supported by housing agencies and receive federal funds.
- Research databases and strategies were identified to search for published information, in CINAHL, regarding social planning projects across the United States
- Other Information Resources:
 - Healthy People 2020 Objectives (national health objectives): Health-Related Quality of Life & Well-Being, Environmental Health
 - Florida Health Department: [State and Community Health Assessments](#), [Palm Beach County](#) Community Health Assessment, Community Health Improvement Plan, Strategic Plan Alignment
 - USA.gov website
 - Community Health Status Indicators (CHSI)
 - 2015 County Health Rankings Florida
 - Health Indicators Warehouse: [Data Sources](#)
- Created an Excel spreadsheet to list public and private organizations, queried in the USA.gov website, that have similar outreach programs
- Arranged a meeting with the Village of Wellington and OCR to share information on outreach programs, assessment methods and funding sources
- Frequently communicated and met (email, phone, in person) with the liaison to clarify and discuss OCR’s research interests and findings

Challenges

- Limited time to focus on the research, at work, along with performing regular work duties and responsibilities
- The restriction to identify housing related organizations that were not federally funded, nor primarily focused on housing led to limited findings
- The small community sample size and limited time for data collection (during the Embedded Librarianship program), both further limited any opportunity to measure the impact of OCR programs.
- It was a challenge to obtain direct quantitative data to bolster the impact of OCR’s outreach programs since indirect measures (e.g. decrease in overall crime) and qualitative effects (e.g. overall sense of wellbeing) are commonly reported.
- Excluding agencies “whose primary focus is housing-related programs and/or administration of federally funded programs” limited the results, since social planning organizations commonly receive financial support from the government and are part of a larger public housing agency, unlike the Village of Wellington.
- Comparable community organizations didn’t report performance measures and outcomes on their websites. Websites largely contained general program information aimed at raising awareness among residents, rather than revealing data.

Benefits to OCR

- Input on developing focused research questions and advice on relevant information sources
- OCR appreciated the opportunity to meet with the Village of Wellington to gather assessment, funding, and outreach information. The Village of Wellington shared the following methods to assess their impact within their target communities:
 - Regularly scheduled Community Walk and Talk outings are done with a group comprised of a Wellington commissioner, mayor, police officers, and Town of Wellington staff member to gather personal feedback from residents regarding changes in the community and perceptions of well-being and safety.
 - The Village of Wellington uses CEPTED strategies to decrease crime prevention through community design (e.g. cutting back trees that obstruct visibility and increase criminal activity).
 - Use of a resident hotline to log resident complaints and identify community concerns indicate residents' perceptions of their living conditions.
- The limited results of the study seemed to confirm OCR's rarity as a housing-related and social planning agency that is not part of a housing agency. My liaison predicted that the findings would likely reveal that other agencies are typically supported by federal funds and/ or part of a governmental housing agency.
- Consensus that OCR is unique as a non-housing agency may be of value to OCR, internally. The liaison and administration had differing expectation for the research outcomes. The liaison expected that few agencies provide housing-related and community assistance beyond the auspices of a housing agency. Others hoped for a more exhaustive list of agencies.

Recommendations

- Preliminary research should be conducted to finalize a research topic that generates new information and furthers the efforts of the organization. The research seemed to confirm what they already knew.
- The research question(s) should be more focused. My research focus was comprised of 7 extensive questions that broadened the scope of the research.
- Liaisons should be included in preliminary meetings to determine the organization's research needs.
- A small team of librarians should collaborate on extensive research assignments.
- To develop a flexible research design that evolves with the inclusion of new research information, librarians should have more input.

Summary of librarian participation

- In the future, it would be helpful if ELs can discuss ways of allocating time and space away from the Reference workroom or Reference desk to minimize regular interruptions
- The Library System has benefitted by having a greater understanding of OCR's research needs and outreach efforts while increasing communication and strengthening the relationship between OCR and the PBCLS.
- Increased communications with the Village of Wellington has led the Wellington Branch Library to offer monthly workshops on Career Transitions and Learning Express to help residents apply for jobs and achieve personalized educational goals.

Final Report

Clifton Barefoot (WBB)

Embedded at: Criminal Justice Commission

Purpose: I was assigned a partnership with the Palm Beach County Criminal Justice Commission (CJC) in early 2015 to provide in-depth research assistance. The scope of my participation, like several other embedded partnerships within this pilot program, was undefined prior to the initial meeting with our own Library Director and the CJC's lead staff. At that point we collectively evaluated potential roles and decided to focus on two main assignments: (1) evaluating the combined public and private sector bed capacity for indigent persons in Palm Beach County for the Commission's Adult Mental Health and Substance Abuse Planning Committee and (2) investigating offsite potential document delivery access to professional Social Science and Humanities focused databases such as Sage, LexusNexus, JSTOR, etc. for the CJC.

Outcomes: In many ways I believe the research outcomes were similar to the fast-paced culture of the CJC. I located an interesting diversity of indigent resources for the department but was not given the option to present it, as the committee itself was dissolved a month after our initial meeting. After a month long lull, my role transitioned from its initial in-depth work to contributing various ad hoc research assignments for the CJC's director and various members of its management staff. I conducted cursory research for the remainder of the partnership on topics that highlighted useful proposals for reducing crime, recidivism and promoting interdepartmental resource cooperation in other criminal justice agencies across the nation. The final assignment I worked on for the Commission's Program Development Specialist analyzed the efficacy of current Behavioral Intervention Programs (or BIP's) for persons in abusive relationships as a method of reducing recidivism.

CJC Benefits: The CJC benefited from procuring a diverse array of primary sources publically available and those accessible through PBCLS collaboration. The Department's work is heavily comprised of proposals that must be immediately responsive with academic warrant as the official advisory board to the Board of County Commissioners (BCC) on criminal justice issues. I believe many CJC staff are now more equipped to efficiently investigate issues supported by a diversity of perspectives and relevant research. The CJC has and will benefit from a continuous embedded partnership with the library system.

Limitations and Challenges: Location, the rapid development of resource needs and document delivery issues were the major limitations to this partnership. The CJC is comprised of numerous committees, programs and special initiatives that must continually respond to changing requests from the BCC. As a result of a constantly changing atmosphere, it has been difficult for me as an outsider to remain in communication with the CJC on many developments. I was not informed of the dissolution of the Adult Mental Health and Substance Abuse Planning Committee in time and arrived at the Government Complex to an empty meeting room and no explanation. With more effort on my part I have been able to help prevent this sort of miscommunication but it continues to be a challenge.

Document delivery complications posed several interesting challenges to this partnership. The CJC needed offsite access to relevant academic sources and quickly. The SEFLIN Sunshine Card required users to travel in person to partnered academic libraries. Administration and the Embedded Librarian Committee investigated the potential of the PBCLS InterLibrary Loan Department remotely sending articles to the CJC but were, unfortunately, complicated by a thorough restructuring of that department.

Suggestions for the Future: My only suggestion for the Embedded Librarian Committee is to further emphasize the need for participating County departments to work more at maintaining communication with their partnered librarians and to appreciate exactly how much time they can be given monthly. The Embedded Librarian program

should be continued into a new term and should also continue to have facilitators that help promote communication between librarians and departments.

Personal Value: My personal benefit from this entire process has been an increased appreciation of how our complex County government functions and learning how to prioritize my professional obligations. I was partnered with the CJC and simultaneously assigned to a new library branch. My new job presented a completely different work atmosphere, one in which I needed to learn quickly how to complete short and long term tasks with different roles, obligations and time and space constraints. I am now more equipped at my job and eager to discover how this experience can benefit the library's Mission Statement.

Benefits to PBCLS and Future Collaborations: PBCLS has ultimately benefited from the Embedded Librarian program by gaining a more concrete awareness of our community's diverse needs and deciding how best we can address them. Our county partners also work for the public. Connecting with them helps promote intergovernmental resource collaboration and ultimately promotes more connected and efficient departments. My only recommendation for the future of the program is to reach out to any departments that we might not have initially been able to accommodate.

Final Report

Brian R. Smith (WEL)

Embedded at: Emergency Operations Center

In January Chris Jankow from the Acreage Branch and I were asked to represent the Library System as embedded librarians for the Emergency Operations Center (EOC). This request came from Administration and we were told it could be a serious commitment as we may be tasked with working 12 hour shifts at the EOC during emergency events such as hurricanes. At the least, we would be attending monthly EOC meetings to stay up to date on procedures concerning emergency management in Palm Beach County. In the over 6 months we have been reporting this has been an interesting endeavor and has allowed me to represent our Library System to other county departments in a positive way.

At the beginning we were instructed to complete 6 FEMA online courses and pass online tests based on the training involved for each course. This was both time-consuming and challenging due to having to learn several technical aspects of disaster management for the first time. Upon completion of all the FEMA courses we forwarded our certificates to the EOC. Our first EOC meeting involved Chris, Doug Crane, and John Van Arnam, and I meeting with Mary Blakeney at the monthly EOC meeting. Since then, Chris and I report to each monthly meeting to stay in the loop and learn as much as we can in case we are called up for duty during a disaster.

The only limitations have been finding time to conduct the FEMA training (each course took approximately 2 hours to complete), making sure to be available at the monthly EOC meetings, and learning new concepts associated with emergency management. This committee has been valuable to me because it has allowed me to show extra responsibility to not only the Library System, but to the EOC. Participation has also allowed me to learn new concepts not normally associated with reference librarianship.

Final Report
Chris Jankow (ACR)
Embedded at: Emergency Operations Center

As one of two librarians assigned to work with Palm Beach County's Emergency Management Division, I am not tasked with a research project. Instead, I am expected to prepare myself for working alongside the department as an Information Specialist in the event of the Emergency Management Division declaring activation.

Beyond familiarizing myself with the organizational structure of the division, my participation involved completing Incident Command System (ICS) training courses which adhere to National Incident Management System (NIMS) guidelines, attending monthly meetings at EOC headquarters, taking part in the PBC Statewide Hurricane Exercise, reviewing PBC's Comprehensive Emergency Plan and navigating the division's online incident management tool—Web EOC.

I have found my role with the division rewarding in many ways. Through training courses and meetings I have acquired insight into emergency management operations from a local to national level. Exploring a grant opportunity with the National Library of Medicine expanded my understanding of what is required in a grant proposal and the opportunities available for a mutually beneficial collaboration.

Challenges faced during my time with the department include managing work time to be able to complete the ICS training course without neglecting my daily work duties, and a degree of uncertainty involving the Information Specialist's role during activation mode. The first challenge was eliminated once the courses were completed, but I believe future participants in this position would benefit from in-person training exercises designed specifically for the role.

Final Report

Joshua Stone (BOC)

Embedded at: Environmental Resources Management

Statement of Purpose

The purpose of my involvement with the Environmental Resources Management (ERM) Department was to conduct research that would benefit current projects in which they were working. The majority of my research was done for two projects, the first was to help compile information that ERM could use to create a new “Go Green” website, as well as promotional material. The second project I worked on dealt with providing incentives to other county agencies for “going green.”

Outcomes

- ERM’s “Go Green” website is currently being developed with the information I provided.
- New promotional materials were created based on the “Go Green” summaries I submitted.
- PBCLS’ logo will appear on printed “Go Green” material to show our involvement.
- ERM has provided PBCLS with the promotional materials generated from my research to display in county libraries.
- Information about PBCLS, including our “Go Green” site and LEED certified library will be displayed on ERM’s website.
- Information I submitted regarding other counties’ practices for supporting agencies in going green is being used in reports that ERM will present to the Board of County Commissioners.

Benefits to County Department

My research benefited ERM by providing them with information needed to complete or start projects that have been sitting dormant. For example, by finding information on the numerous ways individuals and businesses can “Go Green” for ERM, it freed them up to focus more on how to use and disseminate that information. Additionally, I was available on multiple occasions to provide quick research on specific questions that had caused several projects to slow down.

Limitations/Challenges

There were not many challenges along the way. The biggest issue I faced during my initial tenure with ERM was access to academic resources. When I needed more scientific information, I found that the databases PBCLS subscribes to did not always provide the most robust results. Luckily, I was always able to find something comparable to what was being requested, but going further having access to more academic or scientific databases would be incredibly beneficial.

Summary of Participation

Suggestions

Personally, I was very lucky with my organization. Communication was clear and concise from the beginning, and along the way if new things arose they were explained thoroughly. Time management is a huge factor for anyone participating in a program like this; going further I would suggest to myself or anyone else to ensure that you budget enough time to work on your embedded projects as well as your daily responsibilities. A final suggestion would be to always ask for clarification if something is unclear. At the beginning of the program I was told that this is a partnership, and every great partnership starts with communication.

Benefits to Me and the Library System

- I made great new contacts at the Environmental Resources Management Department.
- I learned more about environmental conservation.

- I was able to continue to hone my research skills and learn about new resources both online and throughout the county.
- The Library System benefited by demonstrating its value to other county agencies.
- The “Go Green” project has produced tangible results that will be displayed in libraries and throughout the county.

Final Report

Julie Kahan (JB)

Embedded at: Legislative Affairs

I found the 6 month embedded project to be a wonderful opportunity to be paired with and assist another county department. The project began in February during an introductory meeting that included Doug Crane and Todd Bonlarron, and Joseph Sophie from Legislative Affairs. This meeting was an opportunity to meet face-to-face and go over the expectations for the project. Legislative Affairs expressed that they would like me to help fulfill their research needs and to create summary type reports with credible resources that they could then use when presenting to their representatives. Todd stated that their schedule is very hectic while Congress is in session and during this time he would be primarily working in the State capital; therefore my main contact to discuss projects and deadlines was with Mr. Sophie.

At the initial meeting, Todd and Joseph listed several topics that they would concentrate on during the legislative session and would like help with researching. We narrowed this list down to their top three for me to start and set approximate deadlines for the reports.

The topics were:

- 1) Cuba embargo or more specifically the pros on lifting the embargo.
- 2) Film and entertainment industry incentives and what other cities or states employ to attract the industry to their area.
- 3) The impact of enhanced lighting in areas of increased crime.

After these were submitted there was a gap in communication and between being assigned any new research projects. In June, I was asked to submit a report on whether a third party system could work in the United States and why or why not. Joseph and Todd said they found the reports I presented very helpful and thanked me for my work. As a busy department during an active congressional season, my research and assistance was beneficial to the department by helping complete these more time consuming tasks.

Some of the challenges and limitations I faced during the project were deadlines, lack of communication and feedback, and difficulty finding credible resources. The deadlines of the initial three projects were about a week apart. In the future, I would give myself a more reasonable amount of time to complete the research and submit reports to my best ability while taking into consideration other work duties. I believe three weeks would generally be a sufficient amount of time depending on the topic and depth of research that may be required.

One of the things I found most frustrating was when I experienced a period of little to no communication from the department after submitting my first three reports. Despite emails and attempts on my behalf, there were approximately two months of no communication and no new assignments were received. I also would have appreciated more feedback on the reports that I submitted. I asked if the reports were along the lines of what they would like or if they wanted more information, more sources, etc but never received a response.

I would have liked an increase in the number of academic journals for access; particularly those in the political science field would have benefited my research and provided me with more credible sources. I

particularly found the topics on the Cuba embargo and third party system to be the most challenging to find sources that were not opinion based.

Some recommendations for the program moving forward that may alleviate the problems I encountered would be to encourage departments to include the embedded librarian in some of their staff meetings. The advantages of participating in these meetings would be a better relationship between the EL and the department through face-to-face meetings, a better understanding of what they are currently working on and their information needs, and how the EL's research is useful to the department. Another recommendation would be a short feedback form that the department contact may fill out after receiving reports from the embedded librarian. The form would not be long or require a lot of time on their part but could be a way for the department to provide constructive feedback without feeling as though they are stepping on a service we are providing for them. This feedback would be beneficial to the librarian to tailor their work to better meet the needs of the department. Finally, I would encourage more collaboration and teamwork amongst the embedded librarians in the form of partnerships and weekly email updates on their experience and work.

I am delighted to have been involved in this program. I enjoyed the ability to conduct higher level research which is not something one receives often at a public library. I greatly value the challenge and opportunity this gave me to brush up on my research and writing skills. The EL program will benefit the Library System by allowing librarians to conduct advanced research while creating partnerships and benefiting other departments and agencies within the community. It is a natural progression for librarians that contain a certain skill set that is no longer effectively used on a daily basis in the public library setting and will in return help further restore a sense of fulfillment in their work.

Final Report

Isabel Toolsie (GB)

Embedded at: Parks and Recreation

The research projects for PBC Parks & Recreation were varied, interesting and provided an opportunity to work with another County agency. My contacts guided me on each project, provided feedback and correction and showed appreciation for the work done.

The initial contact with the agency director and department heads provided many topics for research, which I noted on paper. After consulting with Assistant Director, Jennifer Cirillo, by email, my first project was for Robert Hamilton on researching the names of parks. He provided a detailed list requesting information for twelve (12) parks – including Jim Barry, Rev. Leon Camel, Kreusler, Lake Ida, Gail Nelson, Samuel Friedland, Lake Charleston, Okeeheelee Park, Anita Lankler. The research was tedious and sometimes daunting. I checked with Robert Davidsson, local Historical Societies, State of Florida sites, books, newspapers, microfilm and colleagues. Eventually I was able to complete my task. Bob provided much feedback and encouragement, even correction when I offered information on a state legislator, when the local representative is what was needed.

My next project found me looking at research on marketing. At my initial contact with the agency, the Parks & Rec. Director had mentioned partnering with the public sector to fund our parks that need so much repair/upkeep. A lot of the information in academic journals is listed in the publication *Parks & Recreation*. The Department was interested in samples of government contracting RFP specs for a marketing firm to promote public parks and recreation department facilities/park systems. I was able to find some information in academic journals but it was related mostly to marketing and fundraising for government agencies.

I next worked on Master plans for Parks for Bob Hamilton. I remembered the Assistant Director noting that they had access to information on the Internet, so I was not to provide what was easily available. After consulting with my colleagues, I pointed Bob towards USA.gov and other government entities that a regular internet searcher may not have recognized. While the public thinks everything is on the Internet, librarians are trained to evaluate the informational/reputable sites.

My next project was the most difficult to accomplish – gathering information that pertains to acceptable field use hourly/weekly/yearly prior to major turf replacement. Not much was found in academic literature and in order to complete the Parks Resource Superintendent, Gregg Irwin's request, I spoke to colleagues who helped me with very valuable websites. I also included City of Wellington, whose budget is much different from the one the County uses to maintain its forty-five (45) multi-purpose fields.

For Rebecca Pine, Finance Director, I searched academic journals for the Entrepreneurial Approach and methodologies for establishing fees for County Parks & Recreation. She already had some information and was looking for specific missing pieces that were not easily found.

My favorite project was for informational studies of youth physical activity. Kathy Blander and Jackie Lambert appreciated the detailed statistical articles from peer-reviewed journals.

In conclusion, the work was time-consuming and weeding through articles before finding what they needed was sometimes daunting. But I enjoyed working with the agency and would do it again, if needed. I believe our Library System strength in research is found in the material that is not easily accessible by the public – newspaper microfilm, city directories, etc. Any resource not available to the public – like High School yearbooks found on Ancestry Library Edition (only accessible at our locations unless privately funded) will bring our patrons back to us.

Final Report

Karl Zwarych (RPB)

Embedded at: Purchasing

Statement of Purpose: The Purchasing Department were interested in discovering ways in which they could reduce the processing time of their current informal bidding practice or “Request for Submittal” or RFS. Although the RFS was for cost of services or product that fell below the \$100K threshold of the formal bidding process and did not require evaluation by a formal selection committee, it still took as long to process as the more formal “Request for Proposal” or RFP. The Purchasing Department hoped to discover best practices that could help streamline their RFS process.

The purchasing processes of five counties in Florida were examined and compared to discover possible practices that diverged from Palm Beach County with the hope of identifying “best practices.” The county/municipality department websites were explored and information culled as to how their processes compared. Unfortunately, no two counties follow exactly the same practices. This research also discovered that many counties had migrated to an automated contract generation process, which made it difficult to identify steps in their process. The PBC Purchasing Department also anticipated moving to an automated process within the next two years. Information on best practices was searched through the NIGP (National Institute of Government Purchasing), however, information pertaining to this particular information search was not forthcoming. Additional research was done using other library and online resources to find articles and documents addressing best practices in government purchasing that would help satisfy this particular inquiry. The comparison of multiple counties in Florida allowed the Purchasing Department of Palm Beach County to see how the processing and threshold levels of small, informal and formal purchasing differed between PBC and other counties.

In hindsight, time, focus and limited resources proved the greater challenges to this project, the greatest of these being time. Understanding the contextual information, industry concepts and terminology, and comprehending process were great hurdles to even starting the information search, and developing a base comprehension from where to start research took up most of the time allotted to this project. As a supervisor, it was also not easy to set aside uninterrupted work time to pursue the research. As with many of my other projects, time to work on them is often taken during down times at the public service desk where I can spend 5-6 hours of my day. Time was spent outside of work to truly focus on comprehending the information and pursuing the search. Although initially I felt we had narrowed down a functional path of information need, and the Purchasing Department was encouraged to feel comfortable with it based on my initial confidence, a narrower focus and more defined expectations of outcome might have been helpful. It was kind of left up to me to refine the focus, which proved difficult as I did not possessing the practical knowledge of that department. The resources available through the Library System and what could be found online were limited to truly addressing the information need. Having access to more academic databases and professional resources might have proven easier. Although I initially appreciated and rose to the challenge of such professional autonomy, the Purchasing Department left me to plan and prepare follow up meetings. The very flexible and unaccountable nature of the arrangement made it easy to let productivity slide.

Summary of Participation:

I was grateful for the opportunity to represent the Library System and work with another department on a long term research project. The current nature of public service rarely offers the opportunity to work on extended research project in partnership with the same client. The embedded librarianship programs offered such an opportunity. Although I started with confident optimism, I ultimately felt overwhelmed by what turned out to be a copious amount of study and research just to reach a point where I could adequately identify and qualify the information needed for my particular department. Having to negotiate this responsibility with a schedule of more immediate responsibilities which fought for priority also proved a challenge of which I can't say it always won.

Maybe it is shortsighted to expect a sense of completion or conclusion. I hardly felt like I had scratched the surface of what I had originally set out to do. I feel obligated to continue working on this project.

In future, it might be helpful to survey participating librarians and taking an inventory of personal interest and background to fashion a better fit between information professional and agency. As professionals, we usually do not get to cherry pick the information needs we address. However, the personal connection would enhance motivation to invest in the particular project. I really appreciated that we had advisors assigned to us half way through the process. It would have been really helpful to have had that partnership earlier on in the process. It was important having Doug attend the initial meeting with my department, yet I could see in future how beneficial it will be to have an advisor there from the beginning.

The embedded librarianship program also creates an outreach opportunity to inform the other departments in the county of the services available through our agency of which they can take advantage, creating potential new client base. It potentially integrates the library, its staff and services into the functioning (success) of other departments. It also cultivates a staff experienced in larger collaborative research projects with a focus that extends outside of the Library System.

Final Report

Doris Mendez-DeMaio (MN)

Embedded at: Youth Services

In December 2014, prompted by concerns about too many children slipping through the cracks of community services, Palm Beach County launched a new Youth Services Department (YSD), aimed at coordinating and improving programs to help children. This new department consolidated children's programs that had been parceled among other county government agencies and tasked with improving efficiency, accessibility and outreach for the children who need them.

Doug Crane and I met with Tammy Fields, YSD Director and James Green, YSD Director of Outreach and Community Programming on February 2, 2015. They asked that my research focus on gathering information on agencies, both private and public, profit and non-profit, that provided services to youth from Birth to Age 23 in Palm Beach County.

On May 21st, via email, I provided the YSD with an excel spreadsheet that contained 40 agencies and the following information for each:

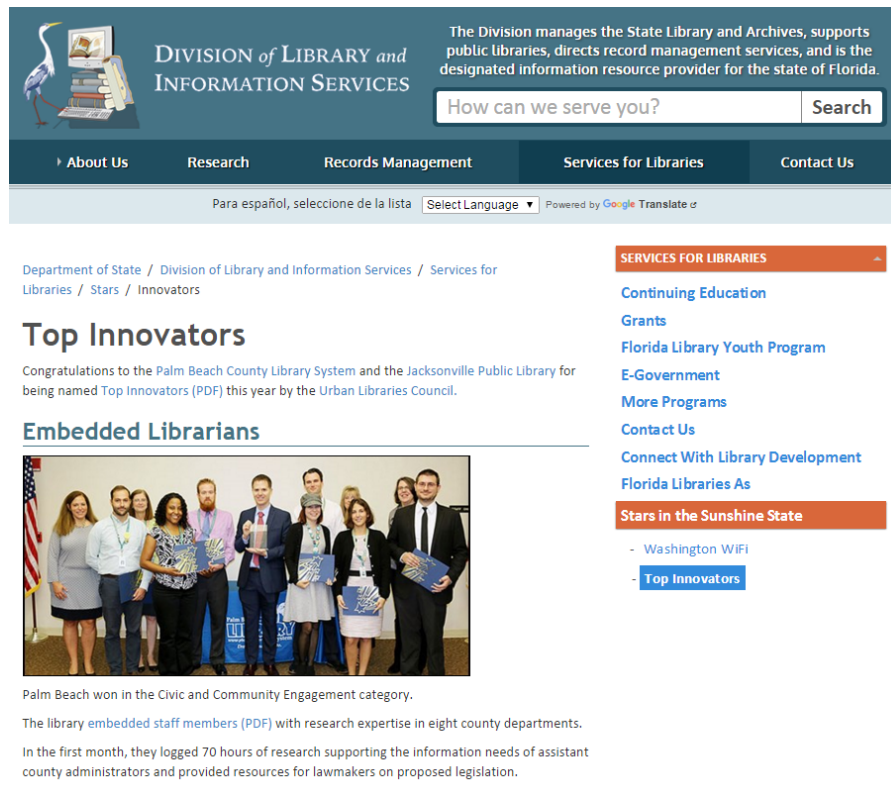
1. Agency Name
2. Address
3. Phone #
4. Website
5. Public or Private
6. Ages of youth the agency serves
7. Specific department within the agency that provides the service(s)
8. The type of service(s) provided
9. Whether or not the service is provided free of charge

James indicated that this was more than sufficient to meet their needs. He also indicated surprise at all the services provided to children and teens, free of charge, by the Palm Beach County Library System, including story times, teen programs, databases, homework help, and the Creation Station, just to name a few. I invited YSD to tour our Main Library as I thought it would be beneficial for them to experience hands-on everything we have to offer.

The only issues I faced during the research period were a lack of time and direction. It was difficult to find the time needed to devote to the research. Additionally, since the YSD was newly-created and they were trying to find their footing, I had very little direction from them as the research continued. However, I very much enjoyed researching the agencies and getting to know other employees and departments within Palm Beach County. It was also very beneficial to the Library to have other Palm Beach County departments become familiar with our services and promote our programs.

Outcomes

1. Invited to facilitate a “Conversations that Matter” discussion at the 2016 Florida Library Association annual conference.
2. Invited to present a program on embedded librarianship at the 2016 Florida Library Association annual conference.
3. Invited by the State of Florida Bureau of Library Development to produce a kit entitled, “Florida Libraries as... Disaster Response Center.”
4. Environmental Resources Management will be producing large versions of “Go Green” posters to be displayed at Palm Beach County Library System branches (see page 34).
5. Palm Beach County Library System highlighted as a “Star in the Sunshine State” by the State of Florida Division of Library & Information Services.



The Division manages the State Library and Archives, supports public libraries, directs record management services, and is the designated information resource provider for the state of Florida.

How can we serve you?

▸ About Us Research Records Management Services for Libraries Contact Us


Para español, seleccione de la lista Powered by [Google Translate](#)

Department of State / Division of Library and Information Services / Services for Libraries / Stars / Innovators

Top Innovators

Congratulations to the [Palm Beach County Library System](#) and the [Jacksonville Public Library](#) for being named [Top Innovators \(PDF\)](#) this year by the [Urban Libraries Council](#).

Embedded Librarians



Palm Beach won in the Civic and Community Engagement category.

The library [embedded staff members \(PDF\)](#) with research expertise in eight county departments. In the first month, they logged 70 hours of research supporting the information needs of assistant county administrators and provided resources for lawmakers on proposed legislation.

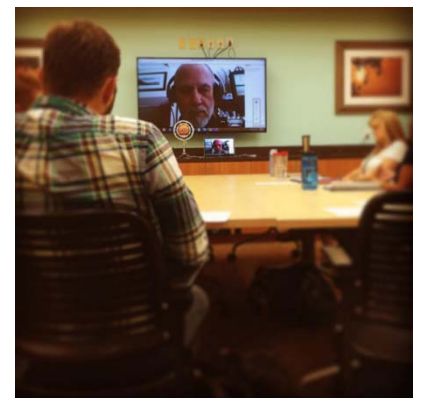
SERVICES FOR LIBRARIES

- Continuing Education
- Grants
- Florida Library Youth Program
- E-Government
- More Programs
- Contact Us
- Connect With Library Development
- Florida Libraries As

Stars in the Sunshine State

- Washington WiFi
- Top Innovators

6. Fort Worth Public Library interested in replicating our program.
7. Staff had the opportunity to chat via Skype with Jamie LaRue, the inspiration for our program and current director of the American Library Association’s Office for Intellectual Freedom & the Freedom to Read Foundation.



Urban Libraries Council 2015 Top Innovator in Civic & Community Engagement



2015

showcase
inspire
SHARE



Top Innovators



URBAN
LIBRARIES
COUNCIL

INSPIRING LIBRARIES.
TRANSFORMING COMMUNITIES.

About the Innovations Initiative

"Creativity is thinking up new things. Innovation is doing new things." —Theodore Levitt

Dear Library Leader:

Since 2010, the Urban Libraries Council has been collecting, sharing and promoting your institution's creativity and innovation through the ULC Innovations Initiative. To date, the ULC website houses over 1,000 submissions that reflect your library's mission, strategies and achievements. We thank you for contributing to a resource that libraries throughout North America will use for years to come.

The scope of this year's Innovations Initiative is remarkable! ULC is proud to showcase the wide range of services and programs ULC members have developed to connect people to technology, address key community issues, and support participatory learning experiences across a lifetime. From a library that offers teens high school credits in exchange for tutoring local elementary school students to a program that matches the specific library services with community-based organizations to increase their effectiveness in meeting neighborhood needs, to a team of library staff members solely focused on analyzing a library initiatives' value and impact on the community, creativity and innovation are thriving in today's public libraries.

Inside, you will discover the 2015 Top Innovators and Honorable Mentions in 10 categories. They were selected as winners based on the strength of the innovation, results achieved, and capacity to be replicated in other libraries. The categories are: Leading Learning; Civic and Community Engagement; Collections; Customer Experience; Economic and Workforce Development; Health, Wellness, and Public Safety; Operations; Organizational Change and Strategic Management; Positioning the Library; and Sustainability.

ULC congratulates all of our member libraries and the 2015 honorees for their sustained commitment to thinking up new ideas and doing remarkable work for your communities. We are proud to support your work and showcase your innovations!

Susan Benton
President and CEO

urbanlibraries.org

Top Innovator

Palm Beach County Library System, FL
Embedded Librarians in County Government
www.pbclibrary.org

Library staff working in eight county departments provided a valuable boost to research capacity while building stronger internal department connections, enhancing job satisfaction, raising awareness of library capacity, and building a commitment to civic engagement. The *Embedded Librarians in County Government* matched library staff research expertise with department needs to complete projects that supported community priorities.



More than 70 hours of research and related work were logged during the first month of operation including projects that supported information needs of assistant county administrators and provided resources for lawmakers regarding proposed legislation. Through a listserv and monthly meetings, participating librarians discussed challenges and research strategies to serve the county departments with which they were paired more effectively.

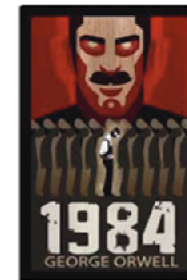
The library hopes to expand the program to include more county departments and eventually offer the library's research capacity to community organizations.

"As an integral part of county government, the library system with all of its resources and talented staff is providing expert research services to assist county departments in improving the quality of life for all county residents. The Embedded Librarians project is an opportunity for the library to expand beyond our walls to where research is most needed."

—**Doug Crane**, Director, Palm Beach County Library System

Honorable Mention

District of Columbia Public Library, DC
Orwellian America: Government Transparency and Privacy
www.dclibrary.org



Using George Orwell's book *1984* as a framework, the District of Columbia Public Library organized and led an extended community dialogue to explore personal privacy, government transparency, and Internet security.

The series included sessions on Internet safety for teens and accessing government information online and a screening of the Frontline documentary *United States of Secrets* with producer Mike Wiser. The program wrapped up with a day-long readathon of Orwell's, *1984*.



Public Affairs Department
P.O. Box 1989
West Palm Beach, FL 33402-1989
(561) 355-2754
FAX: (561) 355-3819
www.pbcgov.com



Palm Beach County
Board of County
Commissioners
Shelley Vana, Mayor
Mary Lou Berger, Vice Mayor
Hal R. Valeche
Paulette Burdick
Steven L. Abrams
Melissa McKinlay
Priscilla A. Taylor

County Administrator
Robert Weisman

*"An Equal Opportunity
Affirmative Action Employer"*

Electronic Press Release

News Release

For release Date: July 1, 2015
Contact: Adam Davis, Main Library Manager 561-233-2784
davis@pbclibrary.org

Palm Beach County Library System Reviews Top Innovator Award from the Urban Libraries Council

The Palm Beach County Library System's Embedded Librarian program received the 2015 Top Innovator award in Civic and Community Engagement. The program paired nine librarians with eight County Departments to provide research services. The program offered an opportunity for the Library to provide professional assistance with research to departments whose staff had been reduced by recent budget cuts. It also offered an opportunity to foster greater understanding of and collaboration within local government. The collaboration also benefits the community served by the Library and other County Departments.

In the first month of the program, over 70 hours of research and related work were logged by embedded librarians. Two librarians were trained to support the information needs of Assistant County Administrators in case of a disaster. One librarian completed three research projects to better inform lawmakers regarding proposed legislation.

Library Director Doug Crane said, "As an integral part of county government, the library system with all of its resources and talented staff is providing expert research services to assist county departments in improving the quality of life for all county residents. The Embedded Librarians project is an opportunity for the library to expand beyond our walls to where research is most needed."

Library Director Doug Crane. "The Library anticipates expanding the program to include more departments and, potentially, community organizations in the coming months.

This national award was presented to Palm Beach County at the Urban Library Council Annual Conference in San Jose, CA.

###

**ORDER OF BUSINESS
BOARD OF COUNTY COMMISSIONERS
BOARD MEETING
PALM BEACH COUNTY, FLORIDA**

DECEMBER 1, 2015

**TUESDAY
9:30 A.M.**

**COMMISSION
CHAMBERS**

- 1. CALL TO ORDER**
 - A. Roll Call
 - B. Invocation
 - C. Pledge of Allegiance

- 2. AGENDA APPROVAL/SPECIAL PRESENTATIONS**
 - A. Additions, Deletions, Substitutions
 - B. Adoption
 - C. Special Presentations (Page 5)

- 3. CONSENT AGENDA (Pages 6 - 20)**

- 4. REGULAR AGENDA (Page 21)**

- 5. BOARD APPOINTMENTS (Page 22)**

- 6. MATTERS BY THE PUBLIC – 2:00 P.M. (Page 23)**

- 7. STAFF COMMENTS (Page 24)**

- 8. COMMISSIONER COMMENTS (Page 25)**

- 9. ADJOURNMENT (Page 25)**

DECEMBER 1, 2015

TABLE OF CONTENTS

SPECIAL PRESENTATIONS - 9:30 A.M.

Page 5

- 2C-1 Top Civic and Community Engagement Innovator Award from the Urban Libraries Council
- 2C-2 Certificate of Commendation to Edwin Sherman
- 2C-3 National Stalking Awareness Month
- 2C-4 Supercar Week



Count·e·Line

Vol. 6 Issue 25

e-newsletter for Palm Beach County employees

December 4, 2015

Cover:

- Library System Receives 2015 Top Innovator Award

News:

- ERM Participates in Learn Green Conference
- Youth Services Trains for Results
- So Long, Storm Season
- Highridge Hosts College and Career Exploration Day
- PBC Library System Celebrates Diwali - Festival of Lights
- Hundreds Celebrate Lake Worth Lagoon
- From the County to the Classroom
- BCC Briefs

Things To Do:

- PBC Parks and Recreation Department Presents December's 31 Day Photo Challenge
- December Programs at Daggerwing Nature Center
- Spring Basketball and Cheerleading Signups at Westgate Recreation
- Volunteer Basketball Coaches, Scorekeepers Needed at Westgate Rec

For Your Benefit:

- ACC Gift Certificates Available
- 2016 Employee Calendar Correction

Green Scene:

- Cooperative Extension Offering Unique Sunday Programs
- Black Sapote: Outstanding Tropical Fruit

Announcements:

- Welcome New Hires
- Petpal Adoption
- Classified Ads

On The Bulletin Board



(l-r) Katherine Behrens, Chris Jankow, Liz Locke, Alia Spencer, Brian Smith, Doug Crane, Doris Mendez-DeMaio, Clifton Barefoot, Dani Lichtenberg, Julie Kahan, Jayme Bosio and Josh Stone. (Not pictured: Isabell Toolsie and Karl Zwarych.)

Library System Receives 2015 Top Innovator Award

At the December 1 BCC meeting, Katherine Behrens, Member Services Executive with the Urban Libraries Council presented the Palm Beach County Library System with the 2015 Top Innovator Award in Civic and Community Engagement for its Embedded Librarian program.

The program paired nine librarians with eight county departments and divisions to provide professional research assistance. The librarians worked with Legislative Affairs, Parks and Recreation, Environmental Resources Management, Purchasing, Emergency Management, Community Revitalization, Palm Tran, Youth Services, and the Criminal Justice Commission.

Research conducted this past year by embedded librarians included compiling information to support ERM's Go Green campaign, studying the effects of enhanced lighting and crime rates in neighborhood communities, creating a comprehensive database for youth organizations in Palm Beach County, and training two librarians at the Emergency Operations Center to compile and distill information into status reports for administrators during an activation.

"As an integral part of county government, the Library System with all of its resources and talented staff is providing expert research services to assist county departments in improving the quality of life for all county residents," said Library Director Doug Crane. "The Embedded Librarians project is an opportunity for the library to expand beyond our walls to where research is most needed."

Appendix A: Example Results for Environmental Resources Management (Joshua Stone, BOC)

Your Contribution

At Home

- Plant Trees
- Fix Leaky Faucets
- Run a Full Dishwasher
- Use Efficient Light Bulbs

At Work

- Use an Insulated Lunch Bag
- Print Double Sided
- Use a Refillable Water Bottle
- Use Your Computer's Sleep Mode

On the Go

- Carpool/Take Public Transit
- Reduce Idling
- Maintain Tire Pressure
- Plan Errands for Efficiency

Our Leadership

Green Initiatives

- Hybrid Buses and Vehicles
- Biodiesel Buses
- Carpool/Vanpool Assistance
- Bicycle/Pedestrian Coordinator
- HOV Lanes
- SWA Waste-to-Energy Facility
- Recycling Plan
- Green Task Force
- Climate Change and Sustainability Coordinator
- Energy Audits
- Building Energy Usage Monitoring
- LEED Certified Acreage Library and Pine Jog School
- Digital County Award Winner
- Environmental Restoration
- Florida Friendly Landscaping
- Audubon Certified Golf Courses and more...

Silver Local Government

Florida Green Building Coalition

- Designated in September 2012.
- Demonstrates exemplary leadership and commitment to environmental stewardship by the County.

Regional Climate Action Plan

Adopted on April 15, 2014.

- Provides 110 adaptation and mitigation strategies for building community resilience.
- Palm Beach is working alongside Broward, Miami-Dade and Monroe counties and the municipalities to implement the plan.

\$6.5M Energy Efficiency & Conservation Block Grant

- High Efficiency HVAC Units
- Light Sensitization
- Energy Efficient Lighting
- Disposal Bio-Gas Production
- Revolving Energy Fund Program
- Solar Power Rebate
- Market Incentives
- Competition Energy Grants for Local Governments

Sustainability

What is Sustainability?
The wise use of Earth's natural resources to maintain a high quality of life.

Why is it important?
As the world's population is on the rise, the demand for natural resources is increasing. To maintain our quality of life for future generations we need to use natural resources with consideration. We can achieve this goal through sustainable practices that help us conserve and protect the limited resources Earth provides.

Our Environmental Footprint

Our footprint is the measure of how fast we consume resources and generate waste compared to how fast nature can regenerate new resources and absorb our waste.

Currently, the world is using 1.5 Earths worth of resources, and if everyone lived the lifestyle of an average American we would need 5 planets!

Information Source: 1. SustainableNetwork.org/WhatIsSustainability
Source: FootprintNetwork.org

Our Changing Climate

What is Climate Change?
Climate change is the global, long-term shift in weather patterns. Changes occur in overall weather patterns such as precipitation, temperatures, and cloud cover leading to many impactful effects.¹

Effects

- Changing Rain and Snow Patterns
- Changes in Animal Migration and Life Cycles
- Higher Temperatures and More Heat Waves
- More Droughts and Wildfires
- Stronger Storms
- Warmer Oceans
- Rising Sea Level
- Damaged Corals

Causes

- The greenhouse effect is a natural process in which greenhouse gases in the atmosphere absorb heat from solar radiation and maintain Earth's life supporting temperatures.²
- Over the last 100 years the burning of fossil fuels and a variety of human activities has increased carbon dioxide and other greenhouse gases in the atmosphere. This has intensified the greenhouse effect by trapping extra heat and raising the Earth's average surface temperature by 1.4°F over that time.³

Our Leadership

Green Initiatives

- Hybrid Buses and Vehicles
- Biodiesel Buses
- Carpool/Vanpool Assistance
- Bicycle/Pedestrian Coordinator
- HOV Lanes
- SWA Waste-to-Energy Facility
- Recycling Plan
- Green Task Force
- Climate Change and Sustainability Coordinator
- Energy Audits
- Building Energy Usage Monitoring
- LEED Certified Acreage Library and Pine Jog School
- Digital County Award Winner
- Environmental Restoration
- Florida Friendly Landscaping
- Audubon Certified Golf Courses and more...

Silver Local Government

Florida Green Building Coalition

- Designated in September 2012.
- Demonstrates exemplary leadership and commitment to environmental stewardship by the County.

Learn More

- South Florida Water Management District: shwmd.gov/portal/page/portal/levelthree/Water%20Conservation
- Environmental Protection Agency: epa.gov/sustainability
- Global Footprint Network: footprintnetwork.org
- World Wildlife Fund: wwf.panda.org/about_wwf/earth

Get Involved

Take advantage of local resources to go green and help make our community more sustainable. Here are a couple to get you started:

- Join in to help make your School a "Green School!" www.ourgreetschools.com
- Donate your reusable items to Resource Depot—a local reuse center that benefits teachers and students. www.resource depot.net

Local Impacts

- Sea Level Rise
- Extreme Weather
- Extreme Heat
- Salt-water Intrusion
- Coral Bleaching

Tackling Climate Change

Mitigation

We respond by making efforts to slow future climate change by reducing the flow of heat-trapping greenhouse gases into the atmosphere and enhancing the "sinks" that accumulate and store these gases (such as the oceans, forests and soils).

Adaptation

We can also respond to climate change by acting to address our vulnerability by anticipating, strategizing, planning, and building accordingly we can reduce potential harm.

Regional Climate Action Plan

Adopted on April 15, 2014.

- Provides 110 adaptation and mitigation strategies for building community resilience.
- Palm Beach is working alongside Broward, Miami-Dade and Monroe counties and the municipalities to implement the plan.
- For more information, visit: southeastfloridaclimatecompact.org

Learn More

- Palm Beach County Response to a Changing Climate: pbcgov.com/climate
- U.S. Environmental Protection Agency: epa.gov/climatechange
- NASA Global Climate Change: climate.nasa.gov
- U.S. Global Change Research Program: globalchange.gov/climate-change

Appendix B: Example Results for Legislative Affairs (Julie Kahan, JB)

Pros to ending the Cuba Embargo

Background:

In 1959 Fidel Castro and his regime overthrew Batista to seize power of Cuba. Due to the regime's increase in trade with the Soviet Union, the nationalization of U.S. - owned properties and increased taxes on American goods, the U.S. government responded with an economic embargo in 1960. The embargo remained in place after the collapse of the Soviet Union and was strengthened in 1992 and 1996 with the Cuba Democracy Act and Helms-Burton Act which aimed at putting pressure on the regime to hold fair and democratic elections as well as restricting U.S. citizens from doing business in or with Cuba (Renwick & Lee, 2015).

In December of 2014, President Obama announced a restoration of diplomatic relations with Cuba. These changes will authorize the expanded commercial sales and exports from the United States to Cuba as well as the importation of certain goods to the United States. New licenses for travel to Cuba will be put into place and efforts to enhance the access to communications for the Cuban people will be increased ("Fact Sheet", 2014). However, it is only through Congress that the embargo may be lifted.

1) The Cuba Embargo is a failed policy.

The sanctions put in place over 50 years ago have not achieved their goals of promoting a democratic Cuba and in ending the Castro regime ("Fact Sheet", 2014).

2) The embargo harms the U.S. economy.

A March 2010 study by Texas A&M University indicates that easing restrictions on agricultural exports and lifting the travel ban could result in up to \$365 million in additional sales of U.S. goods and create 6,000 new jobs in the United States ("Oppose Unilateral", 2014).

Prior to the embargo, the U.S. accounted for nearly 70 percent of Cuba's international trade. Despite the embargo, changes in 2003 allowed for the exportation of agricultural products to Cuba, making the U.S. the country's 5th largest trading partner (Renwick & Lee, 2015). In 2008, U.S. exports to Cuba reached \$718 million with Louisiana being the top exporter with sales of \$256 million followed by Texas and Florida with combined sales of \$150 million (Redefining the U.S.-Cuba, 2013).

3) Environmental concerns about spills near Florida coastline.

Amy Harder (2015) states that, "because of the embargo, U.S. companies cannot supply Cuba with equipment or have any say in its safety regulations," for offshore drilling on the Island. This could pose environmental concerns for the U.S. coastline near Cuba.

Michael Bromwich, director of the Interior Department's Bureau of Safety and Environmental Enforcement, said that we do not know much about the Cuban oversight but the information we do have shows it is not highly developed and may not meet our standards. Currently, in the event of a spill, the Coast Guard would need approval from the State and Treasury Department before responding to any accident (Harder, 2015).

4) It is more effective to encourage and support reform than to impose restrictions.

The White House press release stated one of the reasons for the recent change in Cuba policy as the following:

"We cannot keep doing the same thing and expect a different result. It does not serve America's interests, or the Cuban people, to try to push Cuba toward collapse. We know from hard-learned experience that it is better to encourage and support reform than to impose policies that will render a country a failed state. With our actions today, we are calling on Cuba to unleash the potential of 11 million Cubans by ending unnecessary restrictions on their political, social, and economic activities. In that spirit, we should not allow U.S. sanctions to add to the burden of Cuban citizens we seek to help" ("Fact Sheet", 2014).

In addition, a 2012 report from the U.S. Senate subcommittee on East Asian and Pacific Affairs, Committee on Foreign Relations, supports the claim that imposing sanctions only further isolates the country from the international community and is not effective in achieving the intended goal. After a visit to Burma, Senator Webb stated, “our attempts to isolate that country had limited our opportunities to push for positive changes, which was the goal of the isolation in the first place (U.S Policy, 2012).

5) Cuba does not pose a threat to the United States and should no longer be listed as a state sponsor of terrorism.

The State Department placed Cuba on its list of states that sponsor terrorism in 1982. The 2013, country report on terrorism stated that there was no proof that the Cuban government provided weapons or training to terrorist groups (“State Sponsors”, 2013).

6) Castro blames the country’s current condition on the U.S. imposed sanctions.

Republican vice-presidential nominee Paul Ryan used to be in favor of the embargo but has recently changed his stance resulting in a vote to end the embargo due to a failed policy that hasn’t worked and because he believes the sanctions are a crutch that Castro can use to blame all of the country’s problems on. (Bandow, 2014).

In an interview, former president Bill Clinton also suggested that Castro did not want the embargo lifted because then he does not have to answer to his people for the failures of his policies (Goodman, 2000).

7) There is little support internationally for the embargo and this hurts the United States in regards to foreign diplomacy.

The U.N. General Assembly voted for the 23rd time, with 188 member states in favor of calling for an end to the U.S. embargo on Cuba (“As General Assembly”, 2014). U.S. policy towards Cuba has isolated the United States from other countries and constrained our diplomatic influence in the Western Hemisphere (“Fact Sheet”, 2014).

8) Public opinion and Cuban American opinion is in favor of normalizing relations with Cuba.

A Pew research poll conducted soon after President’s Obama’s statement for changes to the current Cuba regulations revealed that 63 percent supported diplomatic relations and 66 percent supported an end to the embargo (Renwick & Lee, 2015).

According to a FIU Cuban Research Institute this year, 88 percent of Cuban-Americans aged 18-29 in Miami-Dade County favor diplomatic relations with Cuba showing a generational shift in attitude towards Cuba (Nelson, 2015).

9) Travel restrictions are hypocritical and infringe upon the rights of U.S. citizens.

The United States does not restrict travel to any other country, not even to those listed as State sponsors of terrorism. This travel restriction infringes on the right of U.S. citizens that wish to visit their family members in Cuba (“Lifting Restrictions”, 2008).

Bibliography

As general assembly demands, end to Cuba blockade for twenty-third consecutive Year, country’s foreign minister cites loss exceeding \$1 trillion. (2014). Retrieved from

<http://www.un.org/press/en/2014/ga11574.doc.htm>

Bandow, Doug. (2014). Time to end the Cuba embargo. Retrieved from

<http://nationalinterest.org/commentary/the-pointless-cuba-embargo-7834?page=2>

Fact Sheet: Charting a New Course on Cuba. (2014, December 17). Retrieved from

<http://www.whitehouse.gov/the-press-office/2014/12/17/fact-sheet-charting-new-course-cuba>

- Goodman, Amy (2000). Bill Clinton on Sanctions Against Cuba. [Interview by Amy Goodman]. Retrieved from <https://www.globalpolicy.org/component/content/article/202/41681.html>
- Harder, Amy. (2011). Embargo Hinders U.S. Response to Cuban Spills. *Nationaljournal.com*. Retrieved from General OneFile.
http://go.galegroup.com/ps/i.do?id=GALE%7CA270202691&v=2.1&u=d0_mlpbcls&it=r&p=ITOF&sw=w&asid=f99d446981efefc43d1c23a975fcc652
- Lifting restrictions on travel and remittances to Cuba: A case for unilateral action. (2008). Retrieved from http://www.cubastudygroup.org/index.cfm/files/serve?File_id=7e4643ab-af81-4a8c-9872-5ab497a76617
- Nelson, Rebecca. (2014). How Normalizing Relations With Cuba Could Reshape Florida Politics. *Nationaljournal.com*. Retrieved from General OneFile.
- Oppose unilateral economic sanctions. (2014). Retrieved from <https://www.uschamber.com/issue-brief/oppose-unilateral-economic-sanctions>
- Redefining the U.S.-Cuba relationship: The Cuba embargo and the transition to new leadership. (2008). *Congressional Digest*, 92(7), 1-32.
- Renwick, D., & Lee, B. (2015). U.S. Cuba relations. Retrieved from <http://www.cfr.org/cuba/us-cuba-relations/p11113>
- State sponsors of terrorism: overview. (2013). Retrieved from <http://www.state.gov/j/ct/rls/crt/2013/224826.htm>
- U.S. policy on Burma: Hearing before the subcommittee on East Asian and Pacific affairs. 112th Cong. 2 (2012).

Enhanced Lighting and its Effect on Crime

Summary:

There are two common beliefs as to why enhanced lighting may reduce crime. The first being that increased lighting will deter criminals with the fear of a greater probability for arrest due to increased surveillance and visibility by both police and the public. The second belief is that increased lighting demonstrates a greater community investment and will lead to a sense of community pride.

There are few studies with conclusive data that have been conducted on the effects of enhanced lighting on crime. The largest study in the U.S. was done in the 1970s and covered several cities. This study showed that overall the lighting had little to no effect on crime rate. There have been additional studies conducted in more recent years which support the U.S. findings on lighting and crime. A recent trend that has led to considerable positive results is Crime Prevention through Environmental Design, or CPTED, which examines the overall design of a building and surrounding space to eliminate opportunities where crime may occur.

- A U.S. Dept of Justice study from the 1970s found that improved lighting was not an effective means of preventing crime while a more recent study conducted in the UK found the opposite to be true with significant reductions in crime both in day and nighttime. A separate review combined the results of these U.S. and UK studies to find that the improved lighting led to an overall 21 percent decrease in crime (Clarke, 2008).
- The general authority on lighting, IESNA (Illuminating Engineering Society of North America) does not generally support the fact that increased lighting leads to a safer environment based on the results from previous case studies. However, they do state that there are certain locations and circumstances when enhanced lighting may be needed such as an area where there is known to be higher crime or there have been previous attacks. Here, they recommend not just increased lighting but the proper placement and consideration of lighting qualities such as consider vertical luminance, uniformity, and glare to help ensure enhanced security (Richman, 2009).
- New York State Energy Research and Development Authority found that simply increasing the light will not make an area seem safer due to glare from high levels of light that make it more difficult to see and therefore increase fear (Clarke, 2008).
- In 2002, there were 27 vehicle thefts on Gray Street in the United Kingdom. Police believed this to be partially due to poor lighting and organized a campaign for the installation of new lighting in December of 2003. In 2004 only 6 thefts were reported and residents reported that they felt safer (Clarke, 2008).
- “Cost issues will depend upon who has the responsibility for installing, maintaining, and paying for lighting in the area” which is something that most municipalities are responsible for. An example of a study done to add streetlights to one street with approximately 90 row houses had an estimated cost of \$24,000 for the installation (Clarke, 2008).
- In a 1998 Chicago Study of pre and post enhanced lighting, through the means of additional lamp posts and higher wattage bulbs from 90 to 250 watts placed in both streets and alleys, showed an overall increase in the number of crimes reported to the Chicago Police Department over a one year period (Morrow & Hutton, 2000). There were 428 total incidents reported pre-installation and 519 total incidents in the post-installation period, resulting in a 21 percent increase of reported evening offenses (Morrow & Hutton, 2009). This same study examined the pre and post effects using a control area that did not receive the lighting over a 6 month period. Both the experimental and control areas had an increase in crime, however the crime in the experimental area was more pronounced with a 40 percent increase versus 19 in the control area

(Morrow & Hutton, 2009). One could say that the increase is due to greater visibility and surveillance of crimes that are then reported to the police.

- After some studies said artificial light outdoors will lower crime, UK campaigns for increased lighting projects for crime prevention rose and as a result the government installed outdoor lighting. Alarmingly this caused an increase in the percentage of crime by 28% in the year to April 2002 (Clark, 2003).
- A 2008 study of the Los Angeles Summer Night Lights program to reduce crime showed that it had little impact on crime in neighborhoods in which it was implemented (Salvi, 2011).
- Little research has been done on the effect of enhanced lighting. However due to an increase in crime in the 1960s and as part of the National Evaluation Program of Law Enforcement Assistance Agency Funding, 103 street lighting projects were conducted. However much of the data collected was inconclusive and not properly structured. This caused academics in the U.S. to conclude that street lighting had no effect on crime (Salvi, 2011).
- A study of street light outages in Chicago compared the data of a certain block during an outage to the crime data of that same block while there was not an outage. The data showed a 7.4% increase in crime during an outage (Seeskin, 2014).
- The National Crime Prevention Council addressed Crime Prevention Through Environmental Design and stated that "CPTED principles can provide low-cost, simple fixes that pay high dividends in community safety, the perception of safety, and the reduction of crime" (2009).

Bibliography

Clark, B.A. J. (2003). Outdoor lighting and crime, part 2: Coupled growth. Retrieved from <http://amper.ped.muni.cz/light/crime/OLCpt2.htm>

Clarke, Ronald. (2008). Improving street lighting to reduce crime in residential areas. Retrieved from <http://ric-zai-inc.com/ric.php?page=detail&id=COPS-P156>

Morrow, Erica & Hutton, Shawn. (2000). The Chicago lighting project: final evaluation report. Retrieved from <http://www.icjia.state.il.us/public/pdf/ResearchReports/Chicago%20Alley%20Lighting%20Project.pdf>

National Crime Prevention Council. (2009). Best practices for using crime prevention through environmental design in weed and seed sites. Retrieved from <http://www.ncpc.org/resources/files/pdf/training/Best%20Practices%20in%20CPTED%20-2.pdf>

Richman, E.E. (2009). Exterior lighting for energy savings, security, and safety. Retrieved from http://www.pnl.gov/main/publications/external/technical_reports/PNNL-18173.pdf

Salvi, Siddheshwar. (2011). Does increased lighting reduce crime? Retrieved from <https://www.amherst.edu/media/view/329628/original/Salvi-DoesIncreasedLightingReduceCrime.pdf>

Seeskin, Zach. (2014). CDOT: Using data to shine a light on the impact of city services. Retrieved from <http://dssg.io/2014/02/06/cdot-streetlights-crime.html>

State Incentives for Film & Entertainment Industry

Overview:

- Movie production incentives in the form of tax credits exist in several states where a portion of the companies' income tax is removed and in order to qualify, a production company must meet certain criteria such as amount of money spent in the state, number of local workers employed, etc. (Luther, 2010).
- Louisiana was the first state to adopt an MPI by creating a tax credit for "investment losses in films with substantial Louisiana content" (Luther, 2010).
- A recent bill was introduced in the FL Senate to make changes to the current Florida film incentive program. Senate Bill 1046-sponsored by Nancy Detert, R-Venice, aims at not just increasing funds but how the tax credits are handed out (Wallace, 2015).
 - Summary of the Bill 1046: (www.flsenate.gov)
 - Renames the Entertainment Industry Incentive Program as the Entertainment Industry Program
 - Expires 2021
 - Increases % of FL residents that must be employed in qualified productions
 - Creates a semi-annual application period
 - Sets aside 20% of funds available in each application period for underutilized counties for 4 months
 - Tax credit bonus of 5% of expenditures for productions that make at least a \$2 million capital investment
 - Reduces total credit allowed to 25%, down from 30% of qualified expenditures
 - Repeals tax credit for underutilized regions and off-season productions
 - Prohibits a production from receiving benefits from the tax credit, sales tax exemption, or quick action fund program at the same time.

Benefits:

- State benefits of film and entertainment industry include: (MNP, 2013)
 - Infrastructure spending due to investing or repurposing of vacant facilities
 - Film induced tourism: A recent study in New Mexico of visitors that were surveyed found that film tourism resulted in a 1.4%-6.3% increase in trips taken which resulted in an estimated \$132-\$950 million in visitor spending.
 - Industry representatives interviewed in Florida believed film and television attracts 10%-20% of visitors to Florida.
 - Contributions to local communities and culture in the form of film festivals
- Florida's current MPI program is administered by the Florida Office of Film and Entertainment and was introduced in 2010 and sunsets in 2016 (MNP, 2013).
- Florida office of Film and Entertainment says that "over the first 4 years, 342 projects have qualified for tax credits, which has led to \$1.5 billion spent in Florida and nearly 172,000 jobs" (Wallace, 2015).

Negatives:

- States with MPIs are in a heated competition to match other states' increasingly generous incentive packages (Luther, 2010).
- A report from the California legislative analyst's office says that they believe "industry-specific tax expenditures—such as these film tax credits—to be inappropriate public policy because they give an unequal

advantage to some businesses at the expense of others and promote unhealthy competition among states (LAO, 2014).

- As the number of states offering film incentives has grown, so too has the debate over the benefits and impact of these programs. In recent years, several states such as Arizona, Indiana, and Missouri have ended their programs while others have cut back their packages (NCSL, 2014).
- “Spurious research is common in campaigns for film tax credits, often featuring dramatic job creation claims” (Luther, 2010). An example is a study of the Pennsylvania tax credit that claims to have produced \$4.5 million but this was assuming that those businesses that interacted with the film industry would not exist had it not been for the tax credit and movie production (Luther, 2010).
- Miscellaneous incentives also exist and are often left out or buried in the budgets of other departments which make it easy to overlook them, making the final cost of MPIs often higher than the state would report. Examples of miscellaneous incentives include emergency response or traffic control, lodging tax exemptions for the cast and crew, and fee-free locations (Luther, 2010).
- Two separate studies conducted to examine two of the most ambitious states, SC and LA, in offering MPIs showed that these states are actually losing money with an estimated loss of approximately 83 cents of each dollar that is paid in incentives (Luther, 2010).
- Some films are considered to be “risky” investments that even industry giants do not want to risk. It is hard to predict what movies may prove successful and much of the risk is borne by the taxpayer (Luther, 2010).
- Some state incentive programs require that the state be seen in a positive light or that the film be reviewed and considered “acceptable” in order to receive the funding or tax credits. “Requiring films to pass a sensitivity test before being granted a credit subsidizes government-approved opinion with taxpayer dollars” (Luther, 2010).

State Movie Production Incentives

Alaska: (<http://commerce.state.ak.us/ded/dev/film/>)

- Up to 58 percent in transferable tax credit
- Minimum of \$75,000 of qualified expenditures in Alaska
- No production or salary caps
- No state sales or income tax

Colorado: (<http://www.coloradofilm.org/>)

- 20% cash rebate
- Films may qualify for state loan guarantee program for up to 20% of a production budget.

Florida: (<http://www.filminflorida.com/>)

- Base transferable tax credit of 20-30%
 - o 5% off season bonus
 - o 5% Family Friendly bonus
 - o 5% Underutilized Region bonus
 - o 5% Qualified production facility/Digital Media Facility Bonus
 - o 15% Florida student/recent graduate bonus
- General productions must spend a minimum of \$625,000 and the maximum incentive award is \$8,000,000
- Commercial and Music Video productions must spend \$100,000 per video and maximum incentive is \$500,000 per fiscal year.

- Independent Emerging Media productions must spend a minimum of \$100,000 and maximum of \$625,000 to qualify and the max incentive is \$125,000.

Georgia (<http://www.georgia.org/industries/entertainment/production-incentives/>)

- Qualifying productions receive a 20% tax credit plus an additional 10% credit for embedding a Georgia promotion logo in your film title or credits
- \$500,000 minimum spend to qualify
- No limits or caps, no sunset clause
- Travel and insurance qualify if purchased through a Georgia agency or company
- Voluntary audit through the GA dept of revenue
- Many locations and free scouting assistance
- Georgia owns of the deepest, most-experienced and affordable crew bases in the country.
- Over 1,000 production suppliers and support vendors

Illinois: (<https://www.illinois.gov/dceo/whyillinois/Film/FilmTaxCredit/Pages/default.aspx>)

- 30% of the qualified Illinois production spending in tax credit
- 30% credit on Illinois salaries up to \$100,000 per worker
- Tax credit can be carried forward 5 years from when originally issued
- The credit will not sunset until May 2021 and is renewable in 5-yr increments, thereafter
- Applicants will receive an additional 15% tax credit on salaries of individuals (making at least \$1,000 in total wages) that live in an economically disadvantaged area (at least 13.8% unemployment)

Louisiana (<http://www.louisianaentertainment.gov/page/motion-picture-investor-tax-credit>)

- 35% transferable tax credit
- \$300,000 minimum in-state expenditure requirement
- No Cap
- Tax credits may be transferred back to the State for 85% of face value

Mississippi: (<http://www.filmmississippi.org/>)

- Cash rebate on eligible expenditures and payroll
- \$50,000 minimum local investment per project and a \$10 million per project rebate cap or \$20 million annually.
- 25% rebate on base investment
- 30% residential payroll rebate
- Additional 5% rebate on salaries paid to veterans

Montana: (<http://www.montanafilm.com/incentive-packages/incentive-program/>)

- 20% max cash return pending approval and available funds
- No sales tax
- No minimum spend and no cap on the incentives
- Accommodations are tax exempt after 30 days
- Out of state commercial vehicles and production equipment are exempt from licensing requirements for 180 consecutive days.
- Free office furniture, free location photos, free traffic signage

Nevada: (<https://www.nevadafilm.com/tax-incentives/>)

- Transferable tax credit (15% of cumulative qualified production costs, 12% on wages, salaries) Plus 2% of the cumulative production cost if BTL residents >50% of total BTL
- Credit expires 4 years after tax credits issued
- Project caps at \$6,000,000 per production
- Required CPA audit from CPA licensed in NV

North Carolina: (<http://www.ncfilm.com/grant-information.html>)

- As of January 2015, new Grant program has been implemented with \$10 million in funds that will serve as a rebate of up to 25% on qualified production expenses.
- Project cap of \$5 million for feature films and TV series per season. \$250,000 for commercials
- Audit with NC-licensed CPA
- Screen Credit is required
- Accommodation Tax Refund on rentals of more than 90 days.
- Fee Free use of state property

South Carolina: (<http://www.filmsc.com/incentives/test123/default.aspx>)

- 25% on all in-state wages
- 20% on all out of state wages
- 30% on supplies from a South Carolina supplier
- No state sales/use and accommodations tax
- No location fee for state properties

Bibliography

Legislative Analyst Office. (2014). Overview of motion picture industry and state tax credits. Retrieved from <http://www.lao.ca.gov/reports/2014/finance/tax-credit/film-tv-credit-043014.pdf>

Luther, W. (2010). Movie production incentives: Blockbuster support for lackluster policy. *Tax Foundation*, January (173). Retrieved from <http://taxfoundation.org/sites/taxfoundation.org/files/docs/sr173.pdf>

MNP. (2013). Economic and social impacts of the Florida film and entertainment industry financial incentive program. Retrieved from <http://www.mpa.org/wp-content/uploads/2014/01/Economic-and-Social-Impacts-of-the-Florida-Film-and-Entertainment-Industry-Financial-Incentive-Program.pdf>

National Conference of State Legislatures. (2014). State film production incentives & programs. Retrieved from <http://www.ncsl.org/Portals/1/Documents/fiscal/2014FilmIncentivePrograms.pdf>

Wallace, J. (2015). Film incentive bill clears first committee. Retrieved from <http://politics.heraldtribune.com/2015/03/10/film-incentive-bill-clears-first-committee/>

Third Party System in the United States

Question: Can a third party system currently exist in the United States? Why or why not?

Introduction:

The short answer appears to be no, the structure of the U.S. political system makes it very difficult for a third party to exist. However, that is not to say that Americans are not in favor of a third party. A 2014 Gallup poll revealed that a majority of U.S. adults, 58%, say that a third party is needed because they are not satisfied with both the Democratic or Republican parties and their ability to represent the American people. This percentage increases for those that are labeled as independents (Jones, 2014). Peterson suggests that one reason third parties are gaining in appeal is that in the current two party system, candidates must aim to appeal to “multiple and sometimes contradictory constituencies”, causing them to be “vague and inconsistent” and appearing to “lack conviction”, whereas a third party candidate can “inspire by their apparent nobility of presence and purity of heart” (Peterson, 2012). Despite the desire for change, the U.S. political system makes it difficult for a third party to hold elected office for numerous reasons such as the current voting and electoral college system, competitive campaign finances, media coverage, and State level requirements to gain access to the ballot.

Barriers to Third Parties:

- **Voting System and the Electoral College**
 - Members of the Electoral College must be elected by a plurality of the voters in each State. By state law, all electoral votes (except Maine’s and Nebraska’s) are awarded on a winner-take-all basis to the candidate who captures the most votes within that state. A third party with an even national appeal but lacking plurality support within any state will be stymied by the Electoral College (Berns, 1996). The idea that this sort of electoral system discourages a multiparty system is commonly known among political scientists as Duverger’s Law, or Duverger’s hypothesis (Pandolfo, 2013). Duverger hypothesizes that minor parties have only two options: fusion and elimination which is to join forces or eliminate the minor party and vote for one of the stronger majority parties (Pandolfo, 2013).
 - First past the post voting systems are conducive to two-party systems and naturally give a better chance to a party that is larger and more heterogeneous.
 - Even if a third party candidate were to win the presidency, they would then have a very difficult time dealing with “two polarized opposition parties on Capitol Hill” (Peterson, 2012).
 - “Spoiler Vote” mentality is when a voter may strongly favor a third party candidate but knows that their candidate will not gain the necessary votes to win a majority and therefore voters vote for a major party candidate because they do not want to spoil their vote. The voter in this case is voting not for their favored candidate but rather to try and prevent another candidate from winning.
- **Campaign Finances and Resources**
 - The amount of money spent on campaigns has significantly increased over time and much of this comes from special-interest money. Nader writes that one should not have to sell out to big businesses or donors in order to run a competitive campaign. In the 2000 Nader campaign, a \$40,000 personal contribution by the candidate started the movement, add to that an average donation of less than \$100, no corporate and no PAC money and Nader was able to amass a little over \$8 million in nine months. “To put it into perspective, the Democratic Party spent \$8 million advertising in the state of Michigan alone” (Nader & Amato, 2001).
- **Presidential Debates**
 - Debates can be a great way for candidates to reach people in the age of television and booster name recognition. However, the gatekeeper for presidential debates is an entity called the Commission on Presidential Debates (CPD).
 - The CPD is run by the former chairmen of the Democratic and Republican parties.

- The power of the debates in terms of public awareness and public interest can be seen in past elections when a third party candidate was allowed to participate in a debate. For example, the CPD allowed Ross Perot into the 1992 debates and viewership not only shot up but Perot received 19 percent of the vote. The CPD learned from this “mistake” and did not even allow Nader to be physically near the debates in 2000 (Nader & Amato, 2001).
- **Media Coverage**
 - Media is unlikely to cover third party candidates and when they do, it will often be cast as a style or feature story about how this candidate may be “stealing votes” (Nader & Amato, 2001).
 - The media prefers to cover the “horse race” between the major party candidates with polls often excluding many candidates and only highlighting those already in the lead.
 - Media receives a lot of funding through political ads and knows they can charge higher rates for political advertisement. This works well for the two established parties who can afford such ads in swing vote states, while third party candidates are financially stretched (Nader & Amato, 2001). For example, the Nader campaign spent a total of \$2 million on media advertising whereas according to the posted FEC records, the Bush campaign spent approximately \$73 million and the Gore campaign another \$51 million on media coverage (Nader & Amato, 2001).
- **State Ballot Requirements**
 - In the U.S. each state has its own ballot and its own complicated process of getting on the ballot.
 - Below are some examples of the complicated ballot procedures for the 2000 election that were compiled by Richard Winger from Ballot Access News (Nader & Amato, 2001):
 - To qualify for the ballot in Texas, a political party needed to collect 37, 713 signatures in a seventy-five day period; those who signed the petition could not have voted in the state’s primary.
 - In Illinois, a new party needs 25,000 signatures to get on the ballot, while established parties only need 5,000.
 - In Pennsylvania, the state requires signature forms on special colored paper and does not accept forms downloaded from the Internet.
 - In Michigan, petition forms must be on odd-sized paper of 8.5 inches by 13 inches.

Changes to be made for third party access:

- **Instant Runoff Voting** (Langan, 2005):
 - Instant Runoff Voting (IRV) is an electoral system where voters rank candidates according to their preference. The candidate with the lowest first preference rankings is eliminated and those votes are then redistributed. This process is continued until a candidate with a majority is determined.
 - This voting method eliminates what many view as the “spoiler problem” because a vote is not thrown out if a voter’s first choice does not receive the majority.
 - Supporters of IRV believe it could decrease political spending and negative campaigning because candidates only need to raise money for one election and in a close race, candidates will want to gain favor with their opponents’ voters so that they can be their second or third voting preference and still have a better chance at winning.
 - IRV may contribute to a higher voter turnout. Voter confidence has dwindled over the years with many presidential candidates winning office without a majority of the votes cast but rather a plurality of the minority of the votes. Voters that wish to vote for their “long shot” candidate will be more likely to turnout when their vote will not be wasted and they can still vote for their second preferred or more likely candidate to win after supporting their favored third party candidate.
 - Some opponents to IRV argue that this method requires expensive voting technology and also may be too confusing for voters.
 - IRV is currently used in some other countries and also at some state and local election levels in the United States.

- The Appleseed Center for Electoral Reform and the Harvard Legislative Research Bureau set forth a **Model Act for the Democratization of Ballot Access** that include these reforms (Nader & Amato, 2001):
 - Lower signature thresholds to a reasonable level
 - Eliminate outrageous filing fees
 - End constraints on the identity of petitioners and signers
 - Establish a filing deadline of, and allow corrections until, September 1 of election year
 - Use random sampling for verification
 - Eliminate so-called sore-loser bans
 - Accept all write-in candidates
 - Apply all reforms to independent candidates
 - Allow performance in the last two elections as qualification
 - Optimally, use a threshold of 0.05 percent party registration to determine ballot access. We also suggest these additional voting reforms to engage more voters in the process:
 - Adopt same-day voter registration. Just when most people get excited about politics, in the last few weeks before the election, it is too late to register to vote in most states. State and local officials should act to follow the lead of those six states that allow eligible voters to register right up to the election.
 - Open up the two-party system by adopting proportional representation. Around the world, multiparty systems of proportional representation allow citizens more-direct representation in their government. Municipalities across the nation--including New York City--used proportional representation systems for years before the major parties crushed the system. There are countless opportunities at the state and local levels to reestablish this markedly more democratic system.
 - Gauge public opinion at the polls by initiating a national nonbinding advisory referendum. We should put forth nonbinding referenda on salient local, state, and national issues for voting on Election Day. This would allow the public an additional mechanism to directly instruct their representatives--instead of forcing elected officials to rely on questionable commercial polls.
 - Make every vote count by allowing instant runoff voting. At every government level, we should follow the lead of London and the countries of Ireland and Australia and establish a system of instant runoff voting. By allowing voters to rank candidates (see the articles in this issue of the National Civic Review by Castillo and McGrath, and Richie and Hill, for explanations of how this works), we can liberate citizens to choose their favorite candidate, and ignore the cries of "wasted vote" and "spoiler."
 - Adopt a binding, none-of-the-above option. Voters should be able to reject unsatisfactory candidates by choosing none of the above and, if NOTA wins, force a new election with new candidates.
 - Demand strict enforcement of the Voting Rights Act. The debacle in Florida highlighted the extreme need for reassessing the impact of race and class on electoral mechanics. The VRA must be enforced strictly to safeguard the basic rights of citizens across the nation.
 - Accept a standardized national ballot. There would have been no butterfly-ballot controversy if state and local officials had cooperated in creating an effective standardized system for national elections.
 - Make election officials nonpartisan (not bipartisan) at the local, state, and national levels. Officials usually respect the notion that democracy trumps party loyalty, but inherent in a party system is the danger that a few partisan officials will tilt the process in practice. State and local officials must establish systems by which nonpartisan officials control the all-important mechanics of election.
 - Count write-in ballots in all states.
 - Provide public disclosure of vote totals by precinct on the Internet.

- Provide access to voter registration forms on the Internet.
- Provide voter pamphlets online, at polling places, and by mail to voters.
- Provide nonpolitical assignment of ballot lines.

Conclusion:

While it is not currently impossible for a third party to exist and compete for votes there are several barriers that make the process more challenging and restricting to third party candidates. Perhaps there would be more attempts made by candidates if just some of these barriers were changed. Examples of some of the changes would be fewer restrictions for State ballots or creating a nationalized standard ballot and the instant runoff voting method.

Bibliography

Jones, Jeffrey M. (2014). Americans Continue to Say a Third Political Party Is Needed. Gallup. Retrieved from <http://www.gallup.com/poll/177284/americans-continue-say-third-political-party-needed.aspx>

Harvard Law School. Government, Voting & Polling Data. Retrieved from <http://hls.harvard.edu/library/research/find-a-database/government-voting-polling-data/>

Langan, James P. (2005). Instant Runoff Voting: A Cure that is Likely Worse than the Disease. William and Mary Law Review, vol.46 (4). Retrieved from <http://www.uvm.edu/~dguber/POLS125/articles/langan.htm>

Pandolfo, Tom. (2013). Investigating the Viability of Third-Party Presidential Candidates in American Politics. Retrieved from http://digitalcommons.olin.edu/cgi/viewcontent.cgi?article=1017&context=ahs_capstone_2013

Peterson, Paul E. (2012). The Third Party Temptation. Hoover Digest: Research and Opinion on Public Policy, 2. Retrieved from <http://www.hoover.org/research/third-party-temptation>.

Appendix C: First Embedded Training Agenda

Embedded Librarianship Workshop
February 12, 2015

Preparation: Each participant will bring the following information with them to the session:

- Organization Chart & Mission for the Department they are working with
- Research they will be working on and one resource they think will be most useful in doing that research.

- I. Introductions (10 min.)
- II. Research, Part 1 (Liz) (30 min.)
 - a. Grant/Foundation Center resources on the website
 - b. Preparing Executive Summaries
- III. Getting started with your partnership (Adam) (10 min.)
 - a. Setting up boundaries with Departmental partners (time constraints and legal research)
 - b. Importance of getting work done, being professional, proofreading (Liz!), working out stumpers as part of a team
- IV. Research, Part 2 (30 min. – 45 min.)
 - a. American Community Survey (Jayme)
 - b. Best Practices Summaries (Jayme)
 - c. Reference Interview & role play (Dani)
- V. Break (10 min.)
- VI. Metrics (Adam) (10 min.)
- VII. Participant Activities (20 min.)
 - a. Each participant will have 2 minutes to present an overview of the Department they are working with and the research they will be doing.
 - b. Small group activity:
 - i. Discuss the challenge(s) you believe you will face during the embedded process.
 - ii. What are the top three questions to ask the Department Director at the beginning of your embedded relationship?

Appendix D: Example Committee Minutes

Embedded Librarian Committee
Tuesday, June 9, 2015
Meeting Minutes

- I. Every librarian has been paired with a facilitator. We will be touching base with you on a more frequent basis depending on what your needs are. If you have any questions, or need help with a project, please direct them to your facilitator.
 - a. Dani – Isabel and Josh
 - b. Adam – Doris and Julie
 - c. Liz – Karl and Alia
 - d. Jayme – Brian, Chris, and Clifton

- II. Please, please, please fill in your timesheet on the H drive when you have done any work with your department! This includes meetings, phone calls and/or e-mails, research, etc. All time should be submitted before the end of the month. If you did not do anything for your department for that month, please make a note of that as well. If you are unsure of the exact amount of time, please give us your best estimate. We need to have an idea of how much time on average needs to be dedicated for these projects to succeed. Several people agreed that 1 hr. a week was not sufficient to complete the work.

- III. We discussed responses from the survey that was sent out:
 - a. Unfortunately, only 2 departments answered the survey. We may ask Doug to speak to the others, or send out a reminder to the departments to complete the survey.
 - b. All the supervisors are supportive of this program and did not see any interference with the librarians' regular duties.

- IV. Several issues were brought up in the meeting by the librarians:
 - a. **Time** – people did not feel they had sufficient time to complete tasks. We discussed possibly pairing librarians to work together with a department.
 - b. **Access to information** – some departments want access to scholarly articles that we do not have access to through our current databases. ILL has been suggested in the past, but there is some uncertainty on how sustainable this can be due to limits in requests and waiting periods. Someone asked if it would be possible to partner with a local college on resources and database training. Facilitators will look into this option.
 - c. **Attending meetings** – librarians are encouraged to attend department meetings. These are opportunities to explore other research opportunities, or even other ways that the library can support the department (ex. meeting rooms, database tutorials, library tours, etc.)
 - d. **Sharing information** – everyone got a chance to talk a little about the projects they are working on or have worked on. Two of the librarians discovered they had somewhat similar projects (“Does neighborhood beautification decrease crime?” and “Does more, or better, street lighting decrease crime?”). We discussed ways that we can share information about current projects, resources we find, etc. Can we create a page on the staff resources site for our project? In the meantime, we encourage everyone to keep using the group e-mail to share this type of information.

- V. There will be a final report (2-4 pages) due at the end of the 6 month pilot period. The report will be a summary of the work that was completed, issues that came up with the project, etc.

Someone asked if this report would be shared with the department. It was suggested that, if they were concerned with sharing any issues with the department, they could write 2 reports: one for administration and one for the department which will be a simple summary of the work that was completed. More details will be provided in the coming weeks.

Embedded Librarian Committee
Tuesday, July 28, 2015
Meeting Minutes

- I. Thanks to everyone for all your hard work to make the Embedded Librarian Program a success. This has been an interesting, and challenging, service to initiate and everyone has done an amazing job getting it started.
- II. Please, please, please fill in your timesheet on the H drive when you have done any work with your department! This includes meetings, phone calls and/or e-mails, research, etc. All time should be submitted before the end of the month. If you did not do anything for your department for that month, please make a note of that as well. If you are unsure of the exact amount of time, please give us your best estimate. We need to have an idea of how much time on average needs to be dedicated for these projects to succeed.
- III. Elizabeth and Dani provided guidelines for the final report to be submitted at the end of the program. The report will help us understand the work you've completed and guide us in any changes that need to be made moving forward. The report should be no longer than 2 pages. Please review the guidelines and submit your report by September 1. **Important: this report is not something to stress about! We are just looking for honest feedback about your experience.**
- IV. We went around the room and discussed concluding work with the different departments. Almost everyone wanted to continue with the program, although several people mentioned wanting to work with a different department. If you are in the middle of a research assignment, please complete your assignment even if it goes past the conclusion of the program.



**Embedded Librarianship
Community Librarianship
Concierge Librarianship
One-on-One Librarianship
at the Palm Beach County Library System**

Adam Davis
June 8, 2015

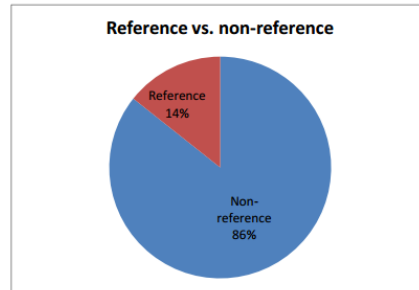


What is it?

“Embedded librarianship is a distinctive innovation that moves the librarians out of libraries and creates a new model of library and information work. It emphasizes the importance of forming a strong working relationship between the librarian and a group or team of people [information user group] who need the librarian’s information expertise.”

Shumaker, David. *The Embedded Librarian: Innovative Strategies for Taking Knowledge Where It's Needed*. , 2012.

Why embedded librarianship?



In conclusion, we felt that a realistic definition of 'Reference' could be reached by combining both 'ready' and 'in-depth' reference categories along with 'Readers' Advisory', Homework' and 'Academic' transactions.

Figure 14

Richardson, Gail and Brian Bell. Research Study to Analyze Changing User Behaviour and Expectation of Reference Services: Revised Final Report for Hamilton Public Library. March 8, 2011.

“What we discovered was that about 15% of the questions really were ones that required some type of professional expertise a person who really needed the experience of a librarian, but that on many occasions when that question was asked, it was asked during the busiest times of the day and the librarian did not have time to devote to that particular question itself so they weren't even answering the question on the 15% of the time that it was actually being asked.” – Ken Roberts

Building the Future - New Directions in Library Design by Ken Roberts - Calgary Public Library. Perf. Ken Roberts. N.p., 25 Apr. 2013. Web. 7 Oct. 2014.



Why now?

"The Internet and Google have changed the information landscape. Libraries now compete for a share of the information market. That's true, but the same technologies that are competing with traditional reference service have freed us reference librarians from the chains that have kept us in the library. We're free to roam and share our expertise wherever our customers are because we can, in a sense, take many of our most valuable tools with us."

Shumaker, David. "Who Let The Librarians Out? Embedded Librarianship And The Library Manager." *Reference & User Services Quarterly* 48.3 (2009): 239-257. *Library Literature & Information Science Full Text (H.W. Wilson)*. Web. 8 Sept. 2014.

"The value of the library's involvement with a community organization includes both the tangible and the intangible. The embedded librarian generates reports, minutes, executive summaries, bibliographies, and many other deliverables that represent hours of research and analysis performed in response to an organization's information needs. The cost of having an independent information professional perform the same research would be prohibitive for most community groups or nonprofits."

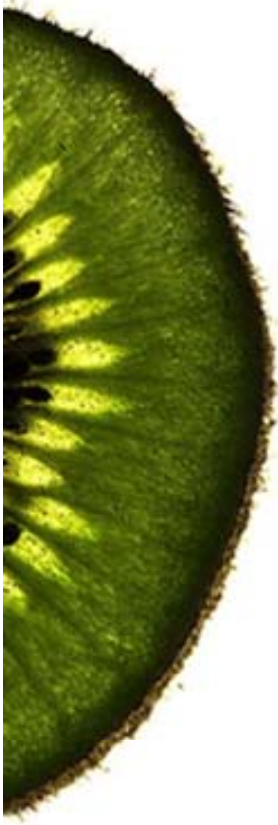
* Galston, Colbe, Elizabeth Kelsen Huber, Katherine Johnson, and Amy Long. "Community Reference: Making Libraries Indispensable in a New Way." *American Libraries*. N.p., 13 June 2012. Web. 7 Oct. 2014.

What it isn't



Many librarians want a challenge. They want to put their MLIS degree to use.





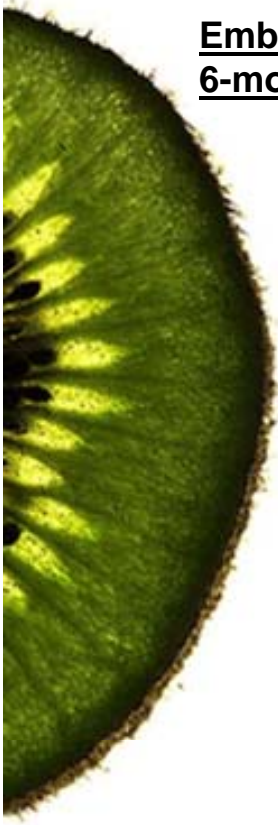
Traditional reference

- Single transactions
- Staff is interchangeable
- Responsive
- Standardized
- Impact of work rarely known

Embedded reference

- Ongoing project
- Specific librarian builds a relationship with the user(s).
- Anticipatory
- Customized
- Impact not only known, but felt.





Embedded Librarianship in County Departments 6-month Pilot Project

Initial Interest

Palm Beach County Departments

- Office of Community Revitalization
- Parks and Recreation
- Environmental Resources Management
- Purchasing
- Cooperative Extension Service
- Palm Tran
- Information System Service
- Criminal Justice Commission
- Risk Management
- Department of Economic Sustainability
- Community Services
- Legislative Affairs
- Emergency Management

Choosing & Matching Department with Librarians

- Specificity of research needs
- Skills and experience of librarians
- Librarian's professional research interests
- Can GRS Librarian handle Departments not chosen?

Initial Evaluation (February, 2015 – May, 2015)

Name	Branch	Department	Time spent in Branch					Time Spent Off-Site					Total Time Spent / Month					TOTAL
			Feb	March	April	May	June	Feb	March	April	May	June	Feb	March	April	May	June	
Clifton Barefoot	WBB	Criminal Justice Commission	0	8	2.5	2	0	0	0.5	0	0	2	0	8.5	2.5	2	2	15 hours
Chris Jankow	ACR	Emergency Management	22	1.5	0	0	0	0	2	1	3	0	22	3.5	1	3	0	29.5 hours
Julie Kahan	JB	Legislative Affairs	6	19	3	0	0	1	0	0	0	0	7	19	3	0	0	29 hours
Doris Mendez DeMaio	MN	Youth Services	0	3	1	5	0	0	0	0	0	0	0	3	1	5	0	9 hours
Brian Smith	WEL	Emergency Management	27	0	0	0	0	0	2	2	3	0	27	2	2	3	0	34 hours
Alia Spencer	WEL	Community Revitalization	2	7.5	0	0	0	0	4	3	0	0	2	11.5	3	0	0	16.5 hours
Josh Stone	BOC	Environmental Resources Mgmt	0	2	5.5	4.5	0	0	1.5	0	0	0	0	3.5	5.5	4.5	0	13.5 hours
Isabel Toolis	GB	Parks & Recreation	0	2	0.75	1.25	0	0	1.5	0	0	0	0	3.5	0.75	1.25	0	5.5 hours
Karl Zwarych	RPB	Purchasing Department	0	4	0	0	0	0	1	0	0	0	0	5	0	0	0	5 hours
			57	47	12.8	12.8	0	1	12.5	6	6	2	58	59.5	18.8	18.8	2	157 hours

Example Projects: Emergency Management



Three-month Evaluation & Challenges for the future...

Three-month evaluations sent to Department Directors, Supervisors of Embedded Librarians & Embedded Librarians.

- Department Directors see value in work.
- Supervisors don't see branch work being impeded by embedded librarianship.
- Embedded librarians find it difficult to balance day-to-day duties with embedded duties.

Improving infrastructure to support Embedded Librarians:

Facilitators

- Jayme Bosio (Government Research Services Librarian)
- Dani Lichtenberg (Manager, Research Services)
- Liz Locke (Electronic Resources Coordinator)
- Adam Davis (Manager, Main Library & Outreach Services)
- Pairing up facilitators with 1-2 embedded librarians
- Future possibility of pairing up 2 librarians per agency.
- Expand project to community organizations.

Embedded Librarianship Year II



Year I: County Government

Embedded librarians worked with:

- Emergency Management
- Environmental Resources Management
- Youth Services
- Office of Community Revitalization
- Criminal Justice Commission
- Legislative Affairs
- Parks & Recreation
- Purchasing

Changes in Year II

- Embedded librarians should be non-supervisory staff.
- Work continued with County Departments, but was expanded to include 501(c)3 non-profits.
- When pairing librarians & projects, professional/personal interests were taken into account.
- Librarians were assigned to projects, not to organizations (with the exception of Emergency Management)
- No arbitrary time limits were set.
- Some projects paired up librarians, and some projects included backup specialists.
- Limits on ILL requests would be set on a case-by-case basis.
- Project management was highlighted in the introductory training.

Year II

Embedded Librarians & Facilitators

Facilitators:

Adam Davis
Dani Lichtenberg
Liz Locke
Jayme Bosio

Embedded Librarians:

Chris Jankow (SYS) partnered with
Brian Smith (WEL) partnered with
Joshua Stone (BOC → CD) partnered with

Alia Spencer (WEL) partnered with
Ronald Glass (AS) partnered with
Clifton Barefoot (WBB) partnered with

Julie Kahan (JB) partnered with
Amanda Woolf (ACR) partnered with
Mona Sadek (LAN) partnered with
Matt Selby (SCS) partnered with
Mindy Rose (MN) partnered with
Cicely Douglas (GLA) partnered with
Carol Groceman (ACR) partnered with

Emergency Management
Emergency Management
Environmental Resource Management & Horses Healing
Hearts (backup)
Youth Services & NAMI of Palm Beach County
Youth Services (backup)
COBWRA (Coalition of Boynton West Residential
Associations)
Legislative Affairs & YWCA of Palm Beach County
Homeless Coalition & Nonprofits First
Horses Healing Hearts & Wayside House
Seagull Services & Rico Scholarship
NAMI of Palm Beach County (backup)
Homeless Coalition of Palm Beach County
Resource Depot

Project highlight:

COBWRA / Clifton Barefoot (WBB)

PROBLEM STATEMENT: Conduct research to identify effective strategies, which raise the profile (image) of COBWRA, with the general public, West Boynton residents, businesses and non-profit organizations.

“The research you did for COBWRA with the Embedded Librarian Program was excellent. We are planning to use the information after we have completed our Strategic Plan. We are thankful to the Library System to have completed the research on the strategies to raise the profile of COBWRA.”





Project highlight:

Families First

Families First approached the Library System to help find data on Palm Beach County children raised by family members other than the parents. Their deadline was short, so we used the internal Embedded Librarian listserv to work together as a group to do the research required.

Months later, we found out that the research was for a grant that they were awarded for \$90,106!

Libraries = increased funding for the local organizations.

More project highlights!

YWCA: Information on sex trafficking, services provided throughout the U.S., and grants to support their work.

Resource Depot: What are organizations with similar missions doing to recycle and repurpose waste.

Planning & Zoning: How do we deal with all of this horse manure?

Thanks!



Project highlight:


**Public Safety: Emergency Management /
Chris Jankow (SYS) & Brian Smith (WEL)**



Thanks to Community Relations for producing this video!

Project highlight:

Emergency Management (part II)



DIVISION of LIBRARY and INFORMATION SERVICES

The Division manages the State Library and Archives, supports public libraries, directs record management services, and is the designated information resource provider for the state of Florida.

How can we serve you?

▸ About Us Research Records Management **Services for Libraries** Contact Us

Para español, seleccione de la lista Powered by [Google Translate](#)

Department of State / Division of Library and Information Services / Services for Libraries / Florida Libraries As... / Disaster Response

Disaster Response Centers



Florida is hard hit on a regular basis by storms and other disasters, and libraries across the state are called upon to respond by serving their communities in a variety of ways. They have helped prepare for and endure disasters and have worked to reassemble their communities after these events.

Florida Libraries as Disaster Response Centers takes a look at how libraries serve their communities in times of distress by:

▸ Helping to prepare prior to disasters.

- Providing emergency information during and after the event.
- Providing shelter and physical aid.
- Caring for community members.
- Working with relief organizations.
- Cleaning up damage.
- Providing continuity of services, stress reduction and a feeling of normalcy throughout the event.

If you have been a Disaster Response Center for your community, let us know. We want to share your story.



Year II By the Numbers*

Total Hours Spent**:	265.25 hours
Project Length Range:	1 week – 6 months
Average Hours / Month**:	9.23 hours
Average Hours / Person**:	24.11 hours
Clifton Barefoot (WBB)	65
Brian Smith (WEL)	8
Chris Jankow (SYS)***	5
Julie Kahan (JB)	23.5
Carol Groceman (ACR)	39.5
Joshua Stone (BOC → CD)	8
Amanda Woolf (ACR)	7.5
Matthew Selby (SCS)	12
Alia Spencer (WEL)	12
Mona Sadek (LAN)	42
Cicely Douglas (GLA)	42.75

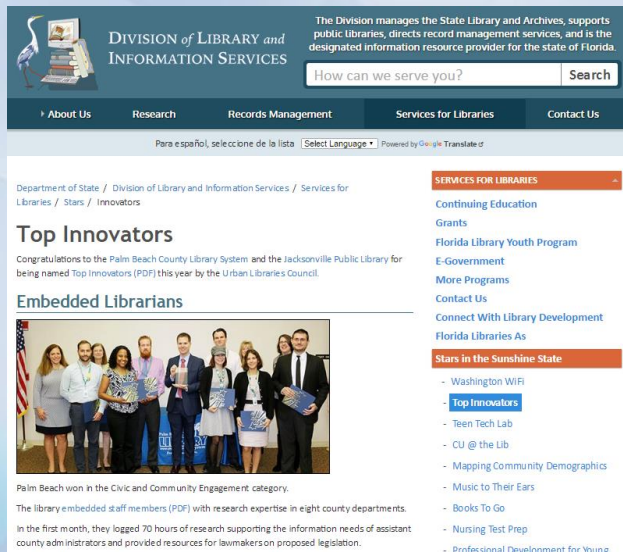
* Hours are self-reported by librarians, and is most likely underreported.

**Calculations do not include Chris & Brian's time as activated employees during Hurricane Matthew or facilitator time working with embedded librarians.

*** Chris spent 57 hours in activation mode during Hurricane Matthew

Embedded Librarianship is a nationally-recognized service

Stars in the Sunshine State



The Division manages the State Library and Archives, supports public libraries, directs record management services, and is the designated information resource provider for the state of Florida.

How can we serve you?

About Us | Research | Records Management | Services for Libraries | Contact Us


Parla en español, selección de la lista | Select Language | Powered by Google Translate

Department of State / Division of Library and Information Services / Services for Libraries / Stars / Innovators

Top Innovators

Congratulations to the Palm Beach County Library System and the Jacksonville Public Library for being named Top Innovators (PDF) this year by the Urban Libraries Council.

Embedded Librarians



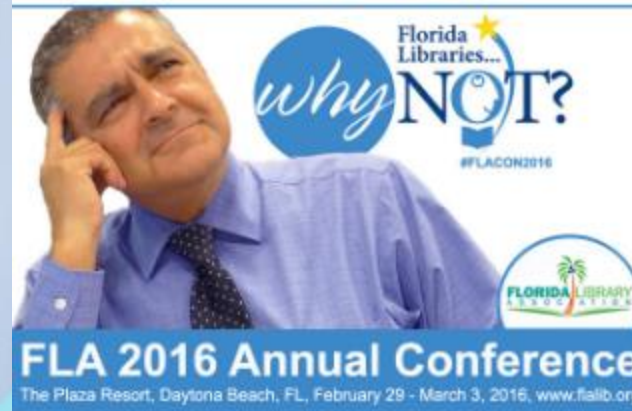
Palm Beach won in the Civic and Community Engagement category.

The library embedded staff members (PDF) with research expertise in eight county departments. In the first month, they logged 70 hours of research supporting the information needs of assistant county administrators and provided resources for lawmakers on proposed legislation.

- Washington WiFi
- Top Innovators**
- Teen Tech Lab
- CU @ the Lib
- Mapping Community Demographics
- Music to Their Ears
- Books To Go
- Nursing Test Prep
- Professional Development for Young

“Librarians without Borders: Embedded Librarianship at the Palm Beach County Library System”

“Conversations That Matter: Collaborating with outside agencies”



Florida Libraries... why NOT? #FLACON2016

FLA 2016 Annual Conference
The Plaza Resort, Daytona Beach, FL, February 29 - March 3, 2016, www.flalib.org

2016 SEFLIN Regional Conference:
“Librarians Without Borders: Embedded Librarianship at The Palm Beach County Library System”



Closing out Year II

- Facilitators sent a short survey to partner agencies to collect stories / qualitative data.
- Letters are being sent to partner agencies to officially close out the projects we have worked on.





Year III & Beyond



- Train more librarians
- Re-advertise to County agencies & local non-profits
- Dani Lichtenberg, Head of the Main Library's Research Center, will be taking leadership over this service.
- Year IV: embedded librarianship becomes part of the normal functioning of each branch.
- Year IV: Be able to put a monetary value on the services provided to the community.



Embedded Librarianship

is a valuable service!

- Staff become more familiar with County government agencies & non-profits and the services they provide
- The Palm Beach County Library System will become **the** source for information and research.
- Embedded librarians gain research skills, presentation skills, and can network with colleagues from all over the county.
- The Palm Beach County Library System brings funding to the county.