



Carnegie  
Library of  
Pittsburgh

Carnegie Library of Pittsburgh

## Community Impact and Benefits

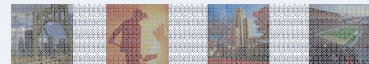
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Connecting Opportunities for People and Places





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## **Our mission**

The Carnegie Mellon Center for Economic Development (CED) provides the research and policy intelligence to foster an innovative region. The Center produces regional strategies that catalyze economic and technological development. An affiliate of Carnegie Mellon's H. John Heinz III School of Public Policy and Management, the Center harnesses the vast resources of one of the nation's top universities to guide action in policy and strategy through economic analysis and modeling, mapping, benchmarking, and timely analysis of key issues.

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## **Carnegie Library of Pittsburgh mission**

Through its Main Library and network of neighborhood locations, Carnegie Library of Pittsburgh serves the dynamic and diverse information needs of people living in Western Pennsylvania. The Library is a vital community anchor that provides universal access to literature, culture, art, music, history, business and technology.

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## **Caveats**

This report represents the work of the Center for Economic Development. The opinions and conclusions are those of the authors alone. This report does not represent the conclusions, views or official positions of Carnegie Mellon University or any of its corporate officers.

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## **Introduction**

Libraries play important roles in the economic and civic structure of the communities they serve. As active and responsive parts of their communities, they act as agents of change. Libraries help stabilize a community and, in return, stable communities help libraries thrive. Citizens of all ages and socio-economic groups come to the library for diverse services including business information, computer training courses, children's early literacy programs, workforce development, and access to all types of information. Libraries partner in community revitalization projects that depend on the library to provide support and advocacy for the neighborhood. The influence of an experienced library staff, the civic presence in the core of a community, and active and engaged community outreach all contribute to a stable neighborhood.

Carnegie Library of Pittsburgh (CLP) has been a venerable presence in the Pittsburgh region for 110 years. At the core of Andrew Carnegie's objective in donating \$1 million to construct a Main Library and seven branches at the turn of the 20th century was his intent to "bring books and information to ordinary people" at no cost to individuals or families. Today, with its Main Library, 17 neighborhood locations and Library for the Blind and Physically Handicapped, Carnegie Library of Pittsburgh (CLP) is just as dedicated to that idea: "People from every walk of life should have equal and ready access to the world of information." To that end, the library has been actively engaged in the community offering a range of services to the public as they seek out knowledge, information, and entertainment. While sweeping technological changes have transformed the way people acquire information, accessible libraries still form a primary information hub with new technologies and resources. Moving forward with the momentum of a renewed vision and generating striking changes at many of its community branches, CLP is more important to the region than ever before. With more than two million visitors annually, Carnegie Library of Pittsburgh is the area's most visited regional asset.

Despite its long history, there has been little understanding beyond qualitative observations about the value of Carnegie Library's contributions to the region and what that impact means in quantifiable terms. As public resources have become scarcer while usage of the library continues to grow, this economic impact study was commissioned to explore the many ways that Carnegie Library of Pittsburgh impacts the economic vitality of the region.

The report examines both the library's value to the economy in terms of return on investment as well as its contributions to people and their communities. Such community benefits include literacy and learning, quality of life issues, and activities for children and teens, among others. Exploration of usage and demographic statistics help inform discussions on market penetration within the City of Pittsburgh and Allegheny County. This includes the numbers of people served and the types of materials and technology being used, especially in response to the renewed investment the library is making in renovating its neighborhood facilities.

The study used various data collection and analysis methods including an online survey completed by more than 1,300 individuals, two focus groups conducted with business users and community stakeholders, cost-benefit analyses, and an economic impact model (IMPLAN) to measure library impact on jobs and economic output.

This report demonstrates that the public is receiving excellent value for the contributions it makes in funding the services and programs of Carnegie Library of Pittsburgh.

## Highlights

- Carnegie Library of Pittsburgh is the area’s most visited regional asset. The Main Library in Oakland alone is the second most visited destination in the City.
- Carnegie Library of Pittsburgh serves customers well beyond the borders of the City. In fact, CLP reaches customers in nearly every ZIP Code in Allegheny County.
- In 2004 Carnegie Library of Pittsburgh supported more than 900 jobs and \$80 million in economic output in Allegheny County through its operations and renovations. Even without the additional impact of these renovations, the library can be expected to sustain more than 700 jobs and more than \$63 million in economic output in Allegheny County annually.
- The library provides an economic benefit of \$3 for every dollar it spends.
- For every dollar provided by the City of Pittsburgh and the Allegheny Regional Asset District, the library provides more than \$6 worth of benefits.
- The library provides more than \$75 worth of benefits per capita for every resident of Allegheny County.

- More than half of the City’s residents and nearly one out of every five residents of Allegheny County have a CLP card.

726  
Total Jobs

- 70% of the City residents between the ages of 13 to 36 are library cardholders.
- The library is a major force in promoting literacy and has been cited as a factor in the City’s high ranking in University of Wisconsin-Whitewater’s study of *America’s Most Literate Cities 2004*.

\$63 Million  
in Economic Output

- Despite the interruption of major neighborhood library renovations and other reductions in operating hours, the hourly circulation of material increased by 28% system-wide from 2002-2005.

\$28 Million in  
“Customer Value” (of Time)

# The Library in Perspective

**Table 1: 2004 Attendance at Major Attractions in Southwestern Pennsylvania**

Facility	2004 Attendance	Rank
CLP Total	1,630,850	
Carnegie Science Center	587,000	1
* <b>Main Library</b>	<b>490,213</b>	<b>2</b>
Carnegie Museum of Art & Carnegie Museum of Natural History	359,584	3
<b>East Liberty Branch</b>	<b>173,660</b>	<b>4</b>
Frick Art and Historical Center	167,305	5
Fallingwater	167,305	6
* <b>Downtown &amp; Business Branch</b>	<b>166,729</b>	<b>7</b>
Heinz Pittsburgh Regional History Center	120,500	8
Soldiers and Sailors Memorial Hall	120,000	9
Fort Necessity National Battlefield	105,366	10
<b>Brookline Branch</b>	<b>99,244</b>	<b>11</b>
<b>Allegheny Regional Branch</b>	<b>97,556</b>	<b>12</b>
Pittsburgh Children's Museum	86,087	13
Andy Warhol Museum	77,910	14
<b>South Side Branch</b>	<b>71,766</b>	<b>15</b>
<b>Homewood Branch</b>	<b>71,500</b>	<b>16</b>
<b>Carrick Branch</b>	<b>63,822</b>	<b>17</b>
** <b>Hill District Branch</b>	<b>57,423</b>	<b>18</b>
Fort Ligonier	56,814	19
<b>Woods Run Branch</b>	<b>55,553</b>	<b>20</b>
<b>Knoxville Branch</b>	<b>51,217</b>	<b>21</b>
<b>Sheraden Branch</b>	<b>43,658</b>	<b>22</b>
<b>Mt. Washington Branch</b>	<b>40,748</b>	<b>23</b>
Pittsburgh Center for the Arts	40,000	24
<b>Lawrenceville Branch</b>	<b>37,175</b>	<b>25</b>
<b>Beechview Branch</b>	<b>35,546</b>	<b>26</b>
Fort Pitt Museum	35,000	27
Mattress Factory	35,000	27
* <b>Hazelwood Branch</b>	<b>31,650</b>	<b>29</b>
Society for Contemporary Craft	30,248	30
Kentuck Knob	29,900	31
Friendship Hill National Historic Site	29,891	32
Westmoreland Museum of American Art	25,200	33
Pennsylvania Trolley Museum	22,554	34
* <b>Squirrel Hill Branch</b>	<b>21,302</b>	<b>35</b>
Old Economy Village	20,000	36
<b>West End Branch</b>	<b>19,279</b>	<b>37</b>
Nationality Rooms (University of Pittsburgh)	18,520	38
Meadowcroft Rockshelter and Museum of Rural Life	12,679	39
Southern Alleghenies Museum of Art at Ligonier Valley	7,000	40

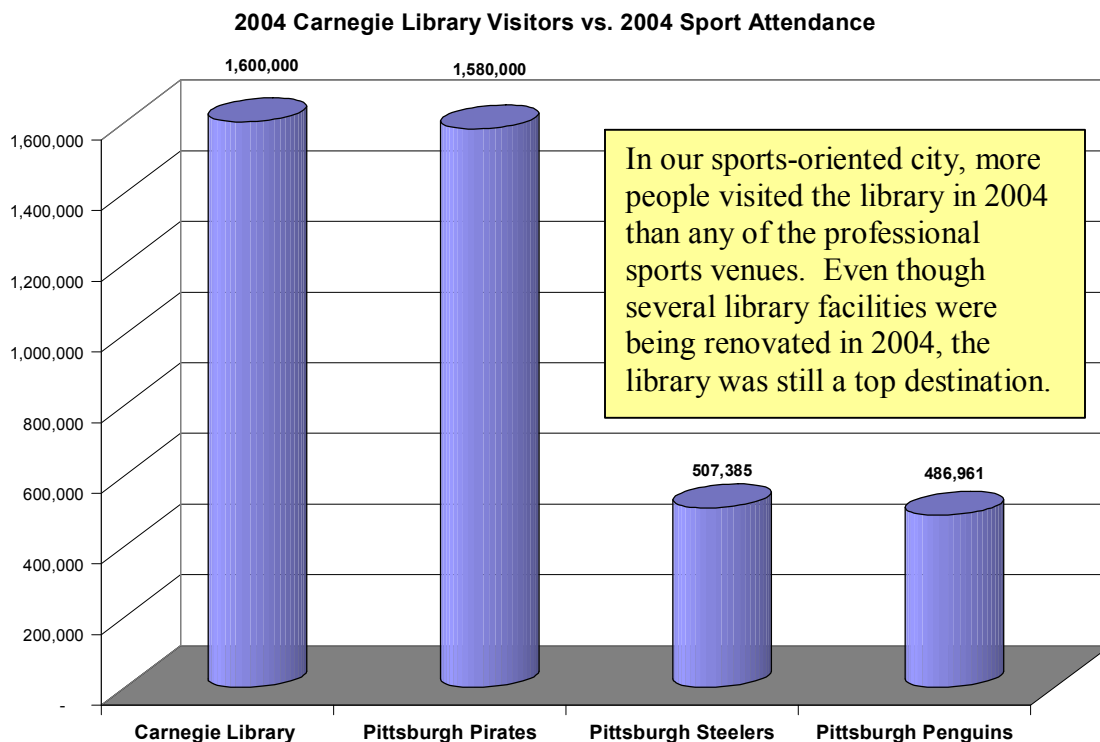
Notes: \* indicates a branch with renovations during some part of 2004. Attendance would have been higher without the interruption of renovations. \*\* Hill District Branch visitor data combines visitors to the Hill District/Dinwiddie Street branch and the Martin Luther King, Jr. Reading Center.

[Source of Non-Library Major Attractions: Pittsburgh Business Times 2006 Book of Lists.]

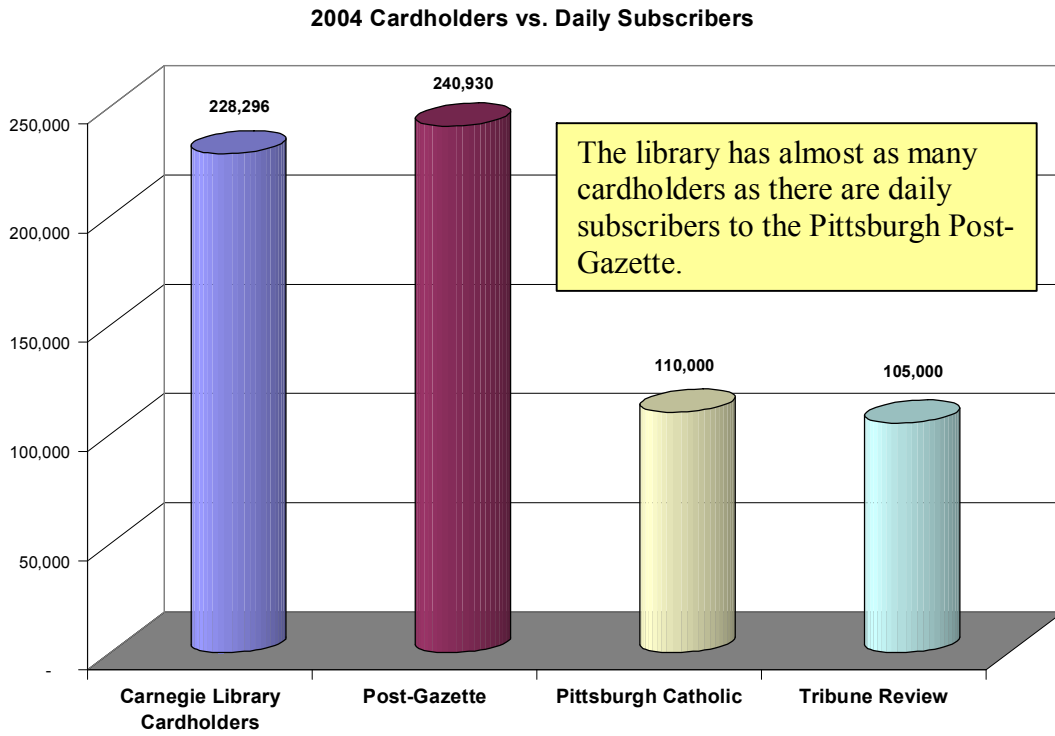
The library attendance figures in Table 1 are 2004 numbers in order to compare it with the available attendance data from other venues from the Pittsburgh Business Times' *Book of Lists*. Library attendance in 2004 is artificially low due to the renovations that closed or reduced the operations of several facilities including the First Floor of Main Library, Hazelwood, Squirrel Hill and Downtown & Business. Historically the library has approximately two million visitors annually, and with all locations open for a full year, attendance would reach almost 2.3 million visitors. Despite these lower numbers, the library system continues to be the top destination in the region. The importance of the libraries is reaffirmed if we examine the attendance for individual branches – library branches comprise half of the region's top twenty destinations and all of them are in the list of the top forty destinations.

When an individual uses library services to get information, there is a direct benefit to that individual. These individual benefits are only the beginning of the story. When a library helps someone to start a business or learn to read, there are further benefits to other individuals. These indirect or social benefits have far greater value than the direct benefits to individuals. Of course these social benefits are difficult to measure, but even when they can be measured it is difficult to identify the specific contribution of a library. Researchers have calculated the social benefit of literacy, but to what degree can the library receive credit for advancing literacy? Rather than tackle these problems, we seek to put the library into the context of other services and activities (Figure 1, Figure 2, Figure 3).

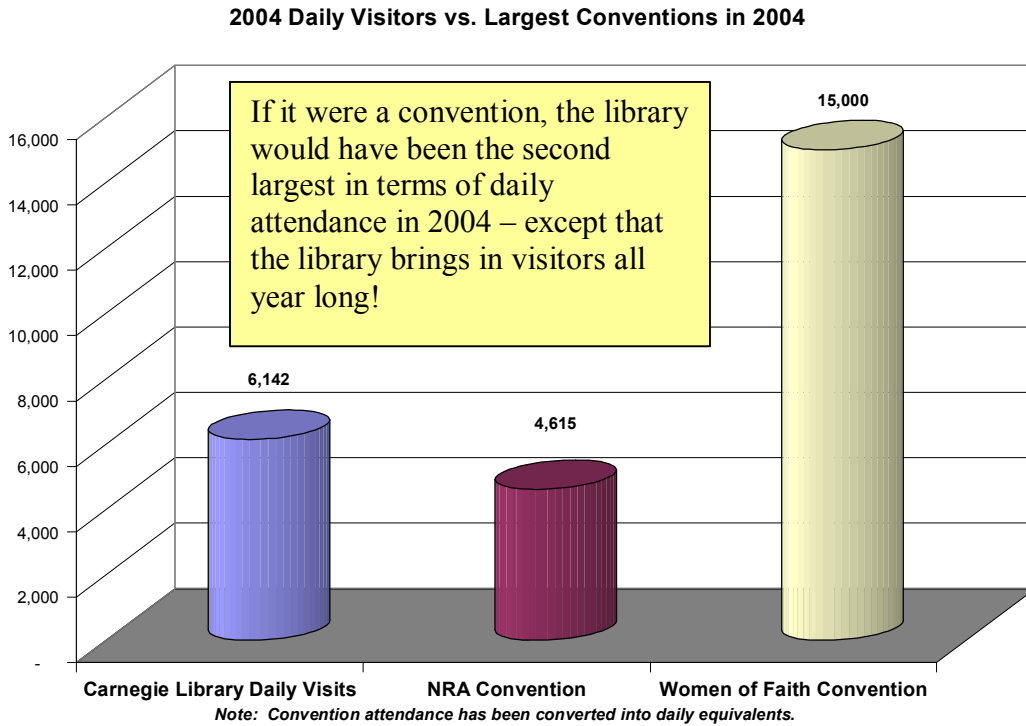
**Figure 1**



**Figure 2**



**Figure 3**

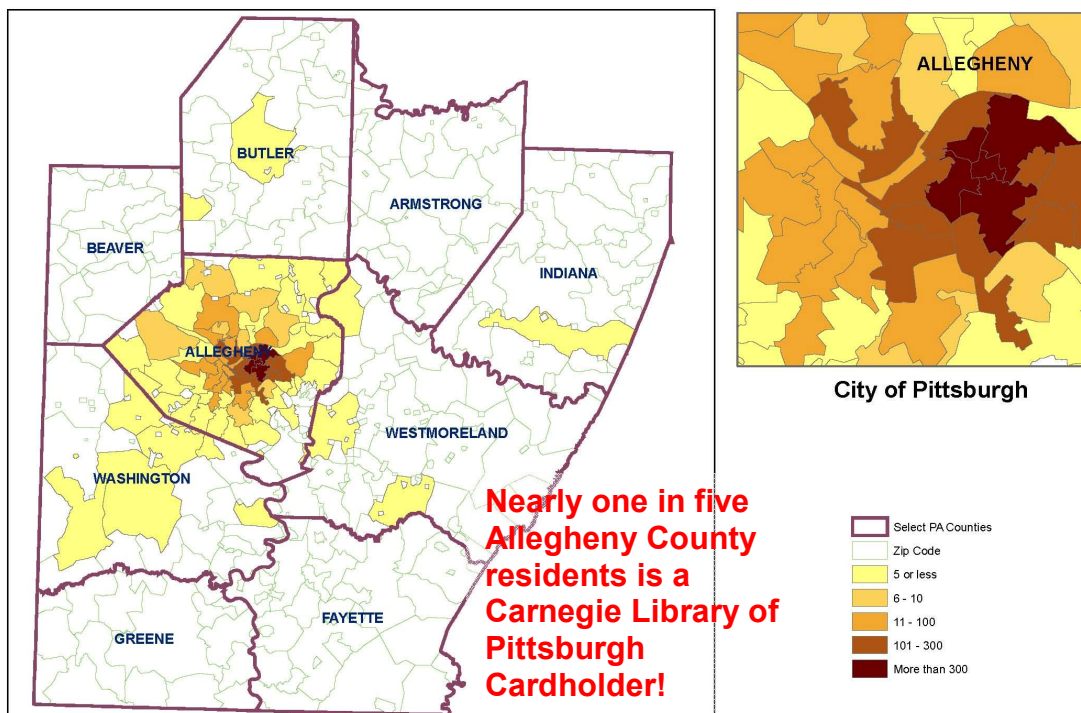


## Dollars and Sense: The Library's Value to the Economy

Economic impact is not the only way to assess the value of the library, and people may be concerned that economic considerations will distract the library from its core mission. These concerns should not prevent consideration of the economic benefits that the library provides as long as this is done within the context of understanding the variety of benefits provided by any library such as literacy and learning and quality of life issues. It is also important to understand that libraries do provide a significant level of real and quantifiable economic benefits. Furthermore, identifying and measuring the economic factors provide insight into the less tangible benefits.

Figure 4: Carnegie Library of Pittsburgh, Customers by ZIP Code

### Total CLP Customers, By Zip Code



Carnegie Library of Pittsburgh impacts the entire region. Usage of the system is highest within the City of Pittsburgh and Allegheny County, but the library has customers well beyond the borders of Allegheny County. Because the majority of customers and vendors of Carnegie Library of Pittsburgh are within Allegheny County, we estimated the impacts only for the County (Figure 4). The methodology for these estimates is contained in the section Notes on Methodology on page 34.

## Explaining the Economic Impacts

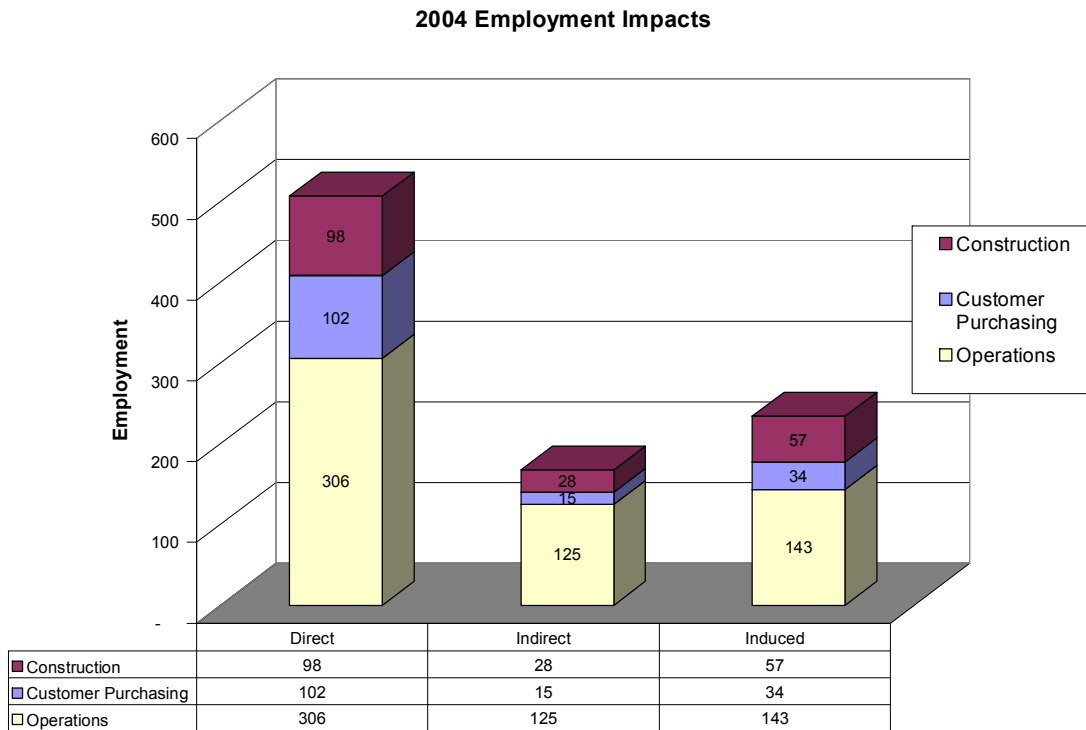
**Direct Impacts** = Spending by the Library and its customers

**Indirect Impacts** = Purchases of supplies and materials by vendors to the Library

**Induced Impacts** = Purchases by households and other industries as a result of increased incomes from the direct and indirect impacts.

**Output** = The total value of goods and services produced by an economy

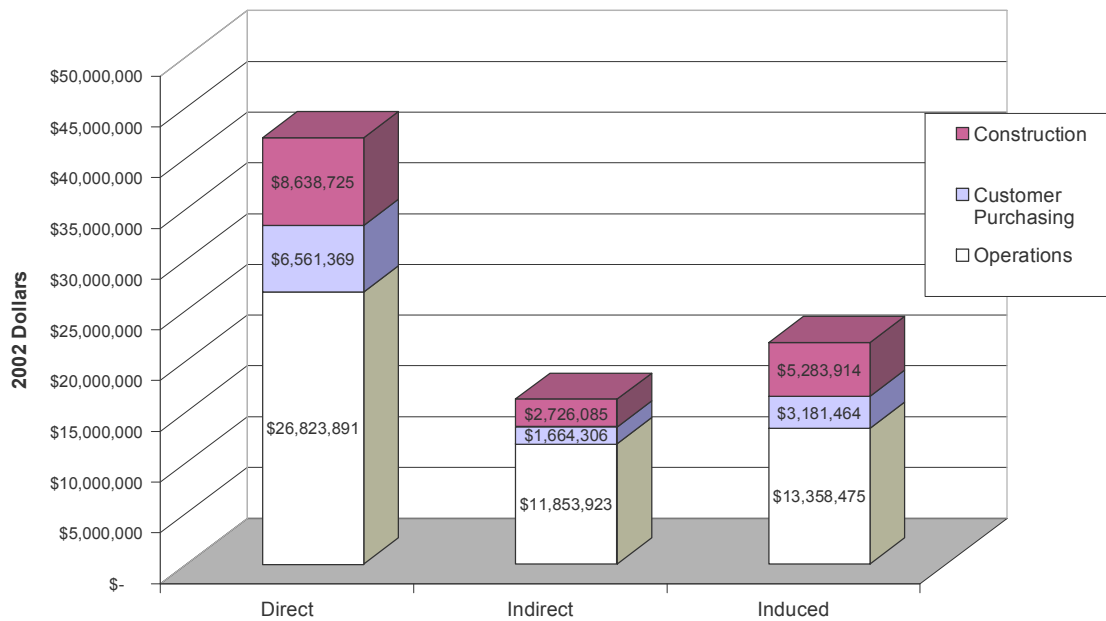
**Figure 5**



When the renovations are completed on the branches and if the library maintains a comparable level of operations, it can be expected to support more than 400 direct jobs and 726 total jobs as well as more than \$63 million in economic output in Allegheny County. When the renovation program is included with the ongoing operations and the purchasing by library customers, Carnegie Library of Pittsburgh supports more than 900 jobs and \$80 million in economic output in Allegheny County (Figure 5, Figure 6).

**Figure 6**

**2004 Output Impacts**



Looking specifically at purchasing by library customers, more than half of the visitors to the library spend \$5 or less on a typical visit, with most of these expenditures at restaurants, coffee or food shops, as well as pharmacies and the post office (Table 2, Figure 7). Using the most conservative estimate from our survey, this spending data translates into a weighted average of visitors spending \$7.05 on a typical visit to the library<sup>1</sup>. A more likely estimate is that visitors spend \$9.54 per visit.<sup>2</sup> Given these ranges and the number of visits generated by the library, these customers spend a total of \$9.8 million to \$15.6 million annually at nearby businesses. The completion of the renovations will bring the number of total visitors back to more than two million annually, which would increase the overall impact of the library on the economy even more.

<sup>1</sup> For the minimum estimate of customer purchasing we assumed all spending was at the lowest amount for each range and factored in the number of respondents for each range. For example we used \$3 for each respondent who reported spending between \$3-5 per visit. The total spending was then divided by the total respondents to create the weighted average.

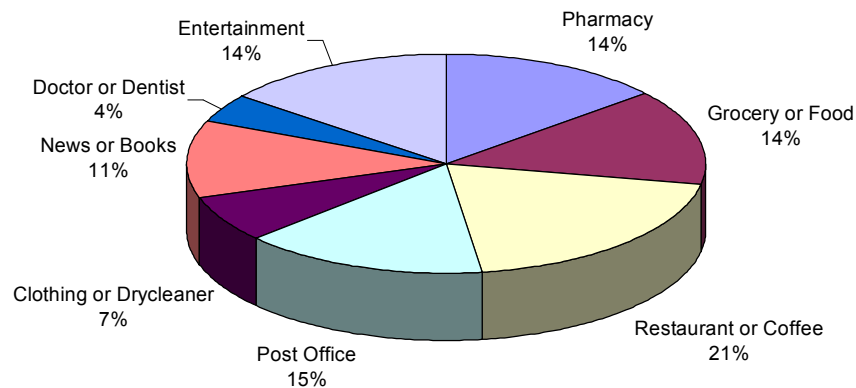
<sup>2</sup> For this estimate, the midpoint of each range was used: we estimated \$4 for each respondent who reported spending between \$3-5 per visit. See the methodology section for more information.

**Table 2: Reported Spending by Carnegie Library of Pittsburgh Customers**

<b>Spending per Visit</b>	<b>Number</b>	<b>Proportion</b>
None	324	25%
Less than \$2	129	10%
\$3 - \$5	228	17%
\$6 - \$10	279	21%
\$11 - \$25	229	18%
\$26 - \$35	71	5%
\$36 - \$75	28	2%
More than \$75	18	1%
<b>Grand Total</b>	<b>1306</b>	<b>100%</b>

**Figure 7**

**Businesses Patronized by Library Visitors**



### ***Estimating the Library's Return on Investment***

Considering that Andrew Carnegie never endowed the operations of the library, investment in the library is limited primarily to various sources of public funding. Carnegie Library of Pittsburgh receives an annual allocation of \$40,000 from the City of Pittsburgh (the same amount allocated when the library was first established as a public trust in 1895), approximately \$16 million from the Allegheny Regional Asset District's 1% sales tax distribution, and \$3.2 million from the Commonwealth of Pennsylvania. The analysis that follows generally considers the return on the library's total expenditures from all sources, except where otherwise noted. From the survey data, estimates were made of the value of customers' time and the amount of spending associated with

customers of Carnegie Library of Pittsburgh. Notes on the methodology can be found on page 37.

The library system generates a conservative return of approximately \$91 million (Table 3). There are several ways in which we can put this return into context. The first and simplest is how much benefit this provides for the residents and taxpayers. If we take the total return from the library and divide it by the number of residents in Allegheny County, we get a measurable benefit of \$75 per person. What is not included in this estimate is the range of benefits that are not quantifiable in economic terms (i.e. literacy, quality of life issues, activities for children/teens, etc.).

**Table 3: Components of the Library’s Return on Investment**

	Low
Value of Time	\$ 27,823,680
Operations and Customer Spending	+ \$ 63,443,429
<b>Total Return</b>	<b>\$ 91,267,109</b>
Expenditures for Operations	\$ 29,911,005
Total Return per Dollar Invested	\$ 3.05

Another way to consider this payback is to relate the return to the level of investment and expenditures required to produce the benefits. Dividing the total return by the \$29.9 million that the library spends annually on its operations equates to a return of more than \$3 for every dollar expended from all sources. If we examine only the public investment, the rate of return is much higher. Carnegie Library received approximately \$16.2 million from the Allegheny Regional Asset District in 2004 and an annual allocation of \$40,000 from the City of Pittsburgh, providing a return of approximately \$6 for each dollar provided by these sources.

**Table 4: Return on Local Public Funding**

Public Investment	Return on investment	
	Low	High
\$16,263,600	\$ 5.61	\$ 6.14

The library also provides free access to a number of databases that in many cases would not even be available to users (Table 5). JSTOR is an example of a resource that private individuals cannot easily replace. JSTOR, searched more than 1,000 times, maintains an historical electronic archive of important journals. JSTOR can be accessed through libraries, colleges and research associations, but it is not directly available to private businesses or unaffiliated individuals. For a city the size of Pittsburgh, JSTOR requires a one-time initiation fee of approximately \$9,000 and an annual access fee of \$3,000.<sup>3</sup> With the university libraries increasingly restricting their resources to students, faculty and staff, there would be no alternative access to a resource like JSTOR.

<sup>3</sup> This amount was derived from JSTOR’s fee schedule posted on its website. The actual costs paid by the Carnegie Library of Pittsburgh may be higher or lower. <http://www.jstor.org/about/public/pl.fees.html>.

Other resources, like the Business and Company Resource Center, with nearly 17,000 searches, are part of subscription packages with several databases that make it difficult to estimate the value of any single resource. The most direct way to estimate the value of these resources is to find out what it would cost to get the same information from other sources.

**There is value in the information provided by the Library that is not captured by the estimate of economic return.**

In this case, access to comparable corporate information and profiles<sup>4</sup> can be obtained over the Internet for as little as \$5 per report, resulting in a savings of \$83,580 for the community because this information is available at no cost through the library. Finally, ReferenceUSA provides access to business leads and other business-to-business marketing data. This data can be obtained directly through their online portal, InfoUSA, where the cost is determined by the number of records and variable fields requested. A restricted search of this kind of data may be as little as \$150 or as much as \$2,500, suggesting that this resource provides as much as \$12 million of value to the community. 34% of all database sessions were accessed by non-CLP County libraries and remote users.

**Table 5: Top Database Searches**

<b>Database Name</b>	<b>Searches</b>
Business and Company Resource Center	16,716
Literature Resource Center	8,510
College Source	5,128
Reference USA	4,688
Expanded Academic ASAP	3,780
Gale Biography Resource Center	3,270
Opposing Viewpoints	1,625
History Resource Center-US History	1,419
JSTOR	1,048
Science Resource Center	1,041
Health & Wellness Resource Center/Gale	826
CQ Researcher	767
WorldCat (Subscription began May 2005)	701
Science Experiments online/ Facts on File	670
OED	596
Applied Science & Technology Index	576
MARCive (represents multiple databases)	535

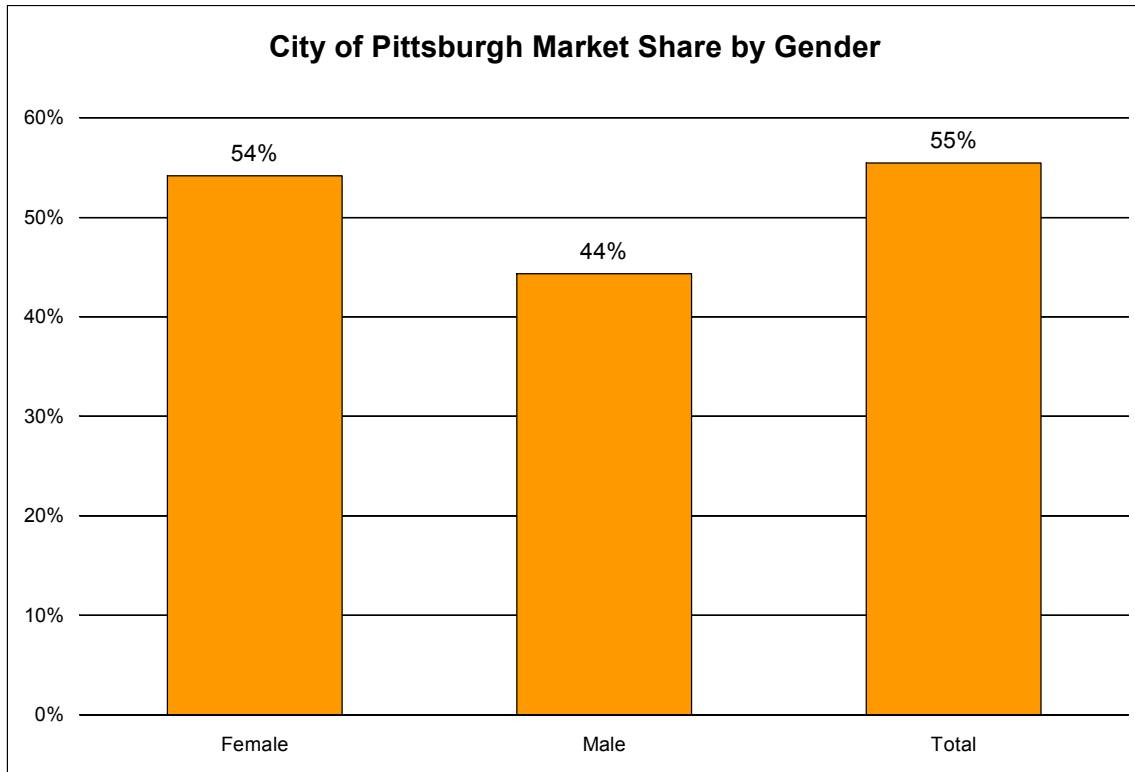
Note: The statistics for these databases reflect different starting dates for different subscriptions.

<sup>4</sup> There may be differences in the quality of the data from these sources. In this case, the comparability is limited to the access to the same kinds of information.

## Thinking like a business

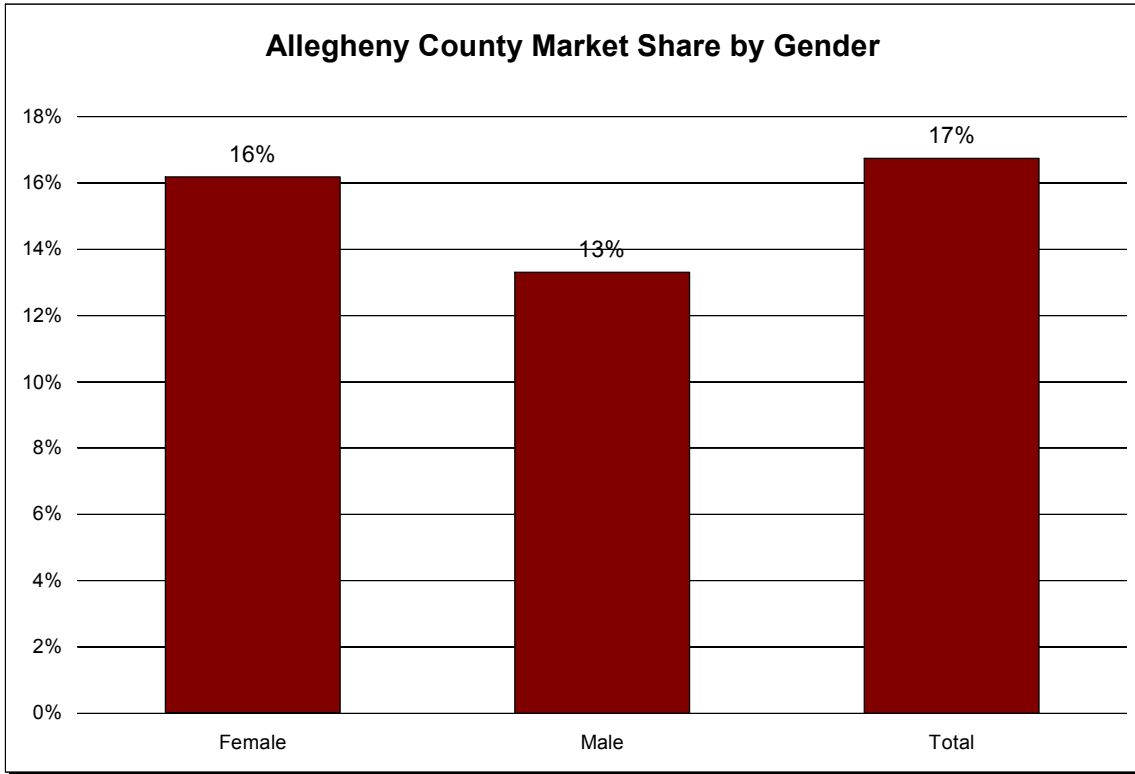
The library is not a business in the strictest sense, and running the library like a business would most likely dramatically reduce the value that the library provides. With appropriate deference to these cautions, the library can address the challenges that face it by *thinking* like a business. In the focus groups held with a variety of stakeholders, this was in fact the advice of the participants – although it was the participants in the nonprofit and community group, not the business group, who advocated the need for the library and its staff to understand business and marketing.

Figure 8



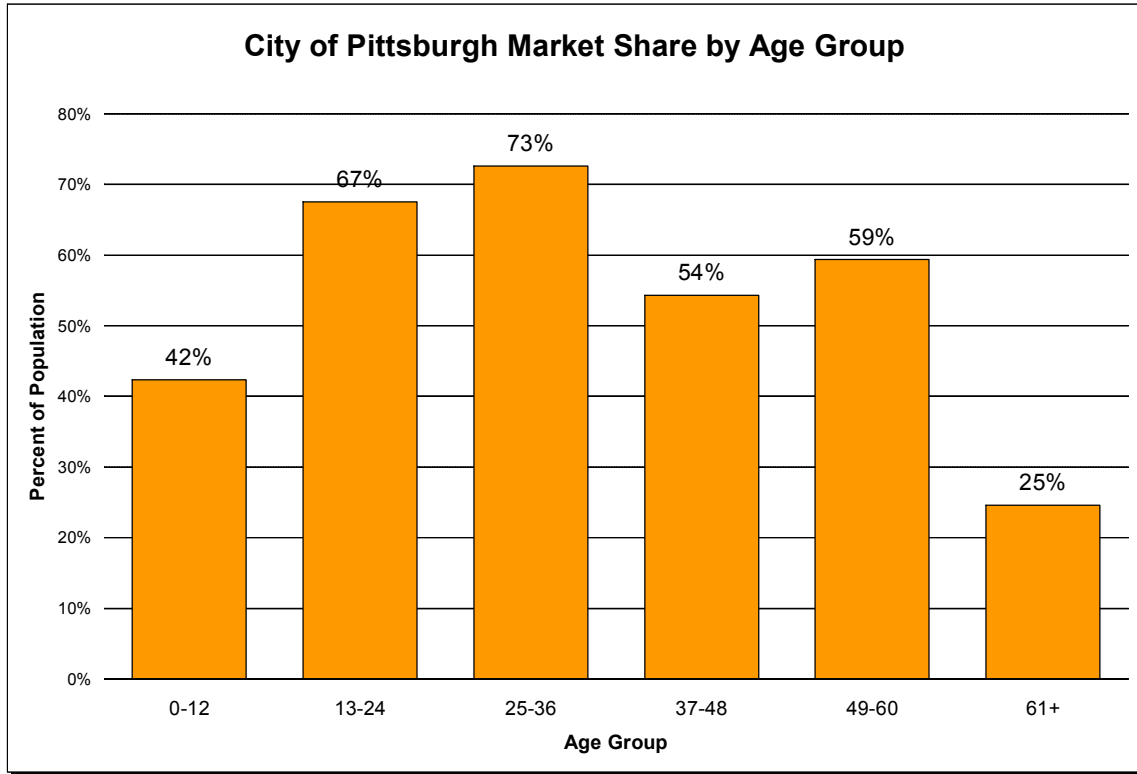
If the library were a business serving the Pittsburgh and Allegheny County markets, it would be a dominant provider. Analyzing the data on library cardholders by residence demonstrates that the library captures a significant share of the market. More than half of the City's residents are library cardholders, although men are less likely to be cardholders than women (Figure 8). Nearly one-fifth of the residents of the County (including the City residents) are cardholders with Carnegie Library of Pittsburgh (Figure 9).

**Figure 9**



More than seven of every ten residents of the City of Pittsburgh between the ages of 25 and 36 and nearly seven of ten residents aged 13-24 have a library card (Figure 10). In Allegheny County, which is served by a variety of district libraries outside of the Carnegie Library of Pittsburgh system, three of every ten residents in these age groups hold a CLP card. One of the interesting elements of this analysis is the significant drop off in market share for the youngest (children under twelve) and oldest (61 and older) residents. We cannot know if the drop off for the youngest age group is due to parents using their own cards to circulate materials for their children.

**Figure 10**



Most library customers get to the library by driving or walking (Table 6) so these modes of transportation will influence both the ability to access different locations, as well as overall usage by different age groups. Older residents more frequently drive to the library, which makes parking availability a greater issue for these customers. For those who cannot drive, and choose not to use public transit, their choices will be limited. Younger customers tend to get to the library by walking, so they require locations within walking distance (Table 7).

**Table 6: How Do You Get To The Library?**

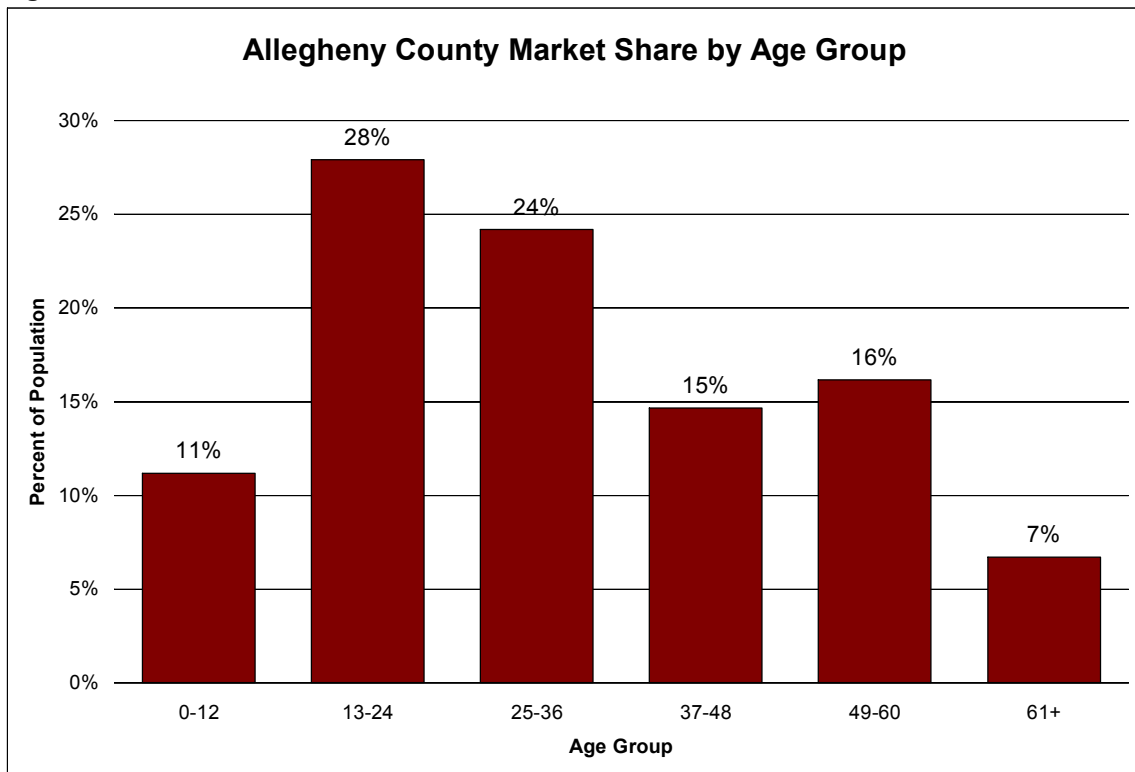
Mode of Travel	Number of respondents and use of transportation modes			
	Never	Less than half	More than half	Every time
Car	218	282	259	315
Walk	230	283	261	305
Bus	454	211	141	116
Bike	639	104	28	13
The T	715	33	12	12
Other	548	27	3	8

**Table 7: Mode of Travel by Age Group**

Age	Walk	Bus	Car
13-24	58%	32%	30%
25-36	50%	23%	38%
37-48	40%	17%	49%
49-60	35%	13%	55%
61 or older	32%	15%	51%
Total	43%	20%	44%

In Pittsburgh it should be noted that *walkability* is not purely a function of distance but also includes barriers created by topography and infrastructure (crossing bridges and highways). Furthermore, one of the focus group participants noted that many library locations are not accessible for people with disabilities. Access for people with disabilities within library facilities is one aspect, but a broader concern is whether these individuals can get to a facility in the first place, which is a broader neighborhood and community issue.

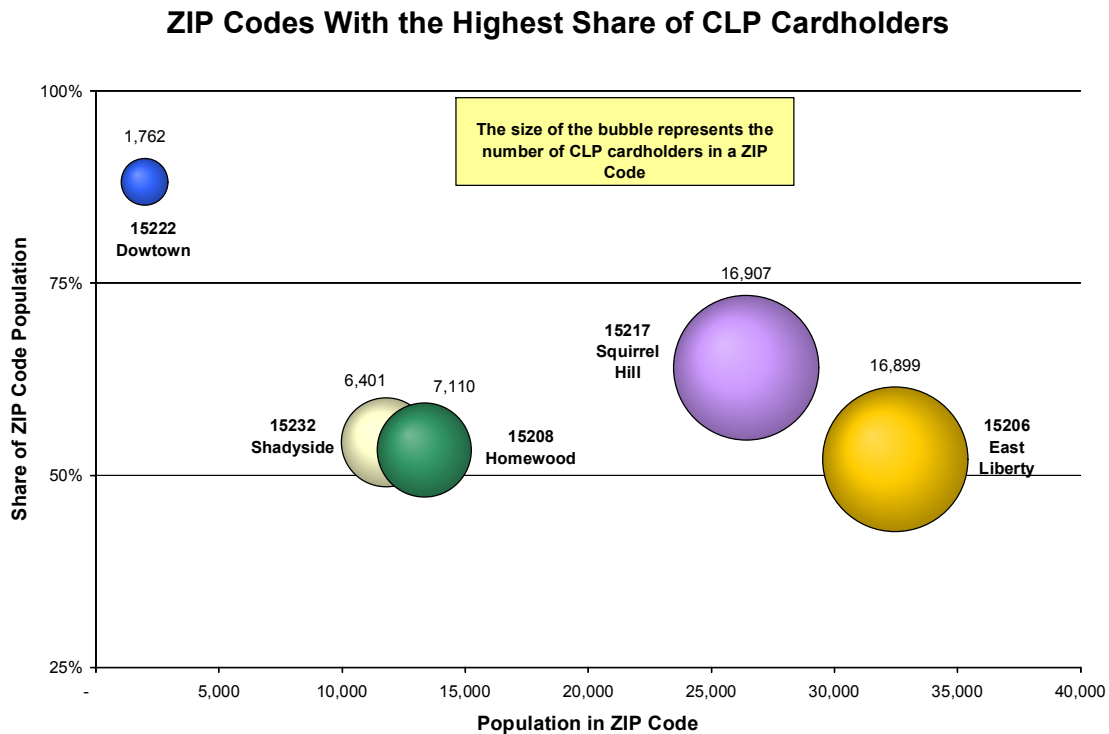
**Figure 11**



Carnegie Library of Pittsburgh is a system, but each of the branches is unique. The numbers for the aggregate system can obscure the fact that the performance of individual branches has a large impact on the overall success of the system. In order to better

understand how the branches perform in the library’s core sub-markets, the library can examine its market penetration of specific ZIP Codes. These market shares were calculated with data on the resident ZIP Code of cardholders compared to the total population for each ZIP Code. Examining the top five ZIP Codes, the library “captures” the greatest proportion of the downtown residents (15222). The data used for these estimates is based on the resident ZIP Code of the cardholders, so the downtown cardholders are not inflated by commuters. More than half of the residents of Shadyside (15232) and Homewood (15208) are cardholders, providing a good illustration of the ability of the library to serve different communities. The library also captures more than half of the residents of two of the largest neighborhoods, Squirrel Hill (15217) and East Liberty (15206).

**Figure 12**



If we think about the library as a business, it is hard to imagine that it can increase its market share of certain age groups or sub-markets. Given that more than half of the City’s residents are already cardholders it may be difficult to significantly increase that number. The library can target specific demographics to increase usage, especially the 75% of residents more than 61 years old who do not have library cards.

The future success of the library overall will also depend on local dynamics and the success of its branches. The ability of individual branches to tailor activities and services for their communities will be a critical factor. This is already happening in many branches. For example, the Jazz Workshop is an independent nonprofit that has operated

in the Homewood Library since 1973. The synergy between these two groups has strengthened the cultural offerings of the library and has helped to establish the library as an important cultural center of Homewood. In turn, the presence of the library provides a safe environment that attracts participants to the programs of the Jazz Workshop. The participants of the Jazz Workshop and the audience members of the performances are more likely to be familiar with and use the library because of programs like family nights and *Jazz on the Steps* that help to bring families into the library. The next section provides more insight into how Carnegie Library of Pittsburgh contributes to the community beyond economics.

## **Live and Learn: The Library’s Contribution to People and Their Communities**

### ***Community Benefits***

Most library customers indicate that the library’s most important contribution to the community is to promote literacy and learning. However, libraries also provide a significant benefit in terms of improving the quality of life for their neighborhoods. Activities for children and teens are both considered major existing benefits as well as an area where the library could possibly do more.

One recurring theme in the surveys and focus groups is that many customers are not aware of the services and programs that may be offered through the library. Therefore, the suggestions for more programs may reflect the need for better communication of existing programs more than the need for new programs.

**Table 8: Community Benefits Identified by Survey Respondents**

<b>Question 9: In your opinion, what benefits does your library branch currently provide to the surrounding community?</b>	<b>Major Benefit (Number of Responses<sup>5</sup>)</b>
<b>Promote literacy and learning</b>	982
<b>Improve neighborhood quality of life</b>	940
<b>Provide activities for children and teens</b>	876
Informal gathering place	792
Provide career and job resources	750
Public meeting rooms	596
Provide resources for business	572
Attract customers to other businesses	479
Increase property values	457
Increase safety	433

<sup>5</sup> We used the number of responses rather than the percentage of respondents because respondents could make multiple selections on a scaled response. In this case the number of respondents presents less distortion of their preferences.

As one might expect, a majority of library users still visit the library primarily to borrow materials including books, videos and DVDs, or music and audio materials; however, many read books and magazines while they are in the library, request help from a librarian or use available reference materials. Many users also come to the library to utilize computers: the availability of computers was cited by 63% of the survey respondents as a major benefit of the library.

The availability of computers with free, high-speed access to the Internet provides many benefits: one-third of the survey respondents reported using the electronic databases available through library computers; 53% use the computers for email; and two-thirds use library computers for general Internet access. In addition, many residents cannot afford to purchase a home computer. At the library these individuals have access to machines that also offer business and productivity software such as the Microsoft Office Suite that can be more expensive than many home computers. As companies have begun requiring online applications for employment, many direct potential applicants to Carnegie Library of Pittsburgh.

Businesses like WalMart and Giant Eagle have ceased issuing paper W2 forms, which can only be accessed electronically. Similarly, government agencies like the IRS are encouraging residents to access and file tax forms online. The elimination of federal unemployment offices in 2004/2005 has redirected those services online. Health care providers, too, are urging patients to complete necessary reports for submission online. Library staff has taken on a critical role to help customers develop necessary computer skills to navigate through new procedures to meet important needs. The library is the only place that many people can access these basic services.

Even residents with access to computers at home or at work continue to utilize the library's electronic resources off-site. 88% of survey respondents indicate that they access the library's website from home or work while 77% access the card catalog from home or work. 33% access the library's subscription databases from their home or work computers. The ease with which the public can access information or reserve materials electronically from any library in Allegheny County has created a well-used and seamless operation.

When asked what the library could be doing that it currently is not, the most prevalent response was for the library to do more of what it is already doing. Providing longer hours and more materials and more of the kinds of programs already offered were the most frequent responses. Library customers also noted however, that the library could do a better job of promoting what it does, reflecting less of a need to do more, but to increase the access to what already exists. The responses in Table 9 were tallied by coding the open-ended responses provided by the survey participants. Of course these comments could overlap a variety of issues, making it difficult to categorize their commentary. An alternative is to tally specific words within the comments.

**Table 9: Potential Benefits the Library Could Provide**

**Question 10: Are there any benefits that you think the library COULD contribute to the community but currently does NOT?**

(blank)	260
Longer hours	42
More programs (of all kinds)	39
Better promotion of existing activities	22
More materials and books	22
Provide more community services	18
Activities for kids	17
More computers	17
More meeting spaces	9

Note: This table represents open-ended survey respondents coded by the author.

**Table 10: Frequency Tally of Key Words**

<b>Word</b>	<b>Tally</b>
Community	52
Book or Materials	35
Child or Kid	32
Program	31
Hours	30
Computer	25
Meeting	20

Note: Key words tallied from open-ended survey responses to the question of benefits the library could provide but does not.

If we examine word tallies, “community” is the most frequently mentioned issue but the books and materials are also frequently mentioned. When we look at the actual comments, we find that promoting diversity and increasing cultural awareness are key components of the “community service” they expect. These comments reflect the nature of the library as a disseminator of knowledge and that it plays a critical role in broadening our horizons and increasing our understanding of the world beyond our immediate boundaries. Respondents also suggested that library resources could be used in conjunction with meeting spaces available in many branches to facilitate community interaction and sponsored programming related to public affairs or study groups for the community. However, many customers also admitted that they were not aware of the availability and process to access these kinds of resources; therefore, communication may again be a limiting factor in the public getting the full benefit from the library.

**Table 11: Selected Responses to Question 10**

<p><i>Provide for more ways to help charities, nonprofits, the poor and the homeless.</i></p> <p><i>Facilitate community interaction between university students (I know many who have never been inside despite proximity) and older/under privileged residents or those with English as a second language.</i></p> <p><i>There are still no Christmas decorations up. There are no book clubs. There was nothing for Black History Month in February of last year. The Library should do something to involve the community and patrons.</i></p> <p><i>Promote cultural awareness with prominent film, literature, decor, of different nationalities, or areas of the world that people may not have visited. The area needs people to broaden their horizons, looking outside of their immediate boundaries. It fosters understanding, harmony, and appreciation of diversity.</i></p> <p><i>Provide cultural opportunities for the community, such as readings, films, and exhibitions.</i></p> <p><i>Serve as a cultural resource and cultural repository. The library has rejected this role in the interests of popular fiction.</i></p> <p><i>There are many members of the Pittsburgh community who have the desire to improve themselves through learning and education. These same people, however, are not who I see when I visit the library, even in Oakland. Perhaps a campaign to attract a more varied demographic would bring more people who really need the library through its doors.</i></p>
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The library serves as an anchor and magnet that draws people to a neighborhood, either to live, work or play. Certain kinds of businesses and attractions were most strongly associated with the library.<sup>6</sup> Most people use a branch near their home or place of work, and when they visit they often bundle that trip with a visit to a museum, park or theater. Certain kinds of businesses may also benefit from proximity to the library, particularly banks, restaurants and coffee shops and post offices.

**Table 12: Other Amenities Patronized When Customers Visit the Library**

<b>Other Attractions</b>	<b>Percent of Respondents</b>
Museums	36%
Parks and Playgrounds	31%
Movies	21%

<b>Businesses Patronized</b>	<b>Percent of Respondents</b>
Bank or ATM	57%
Restaurant or Coffee Shop	55%
Post Office	43%

<sup>6</sup> This analysis does not identify if the library or another attraction is what drew the individual to that location.

The library is a major nexus of community activity. Carnegie Library hosts a range of programs for children, teens, and adults in each of its libraries including storytimes, book talks, computer classes, discussions on a variety of consumer interest topics, and other special programs. In 2005, more than 4,500 different groups participated in programs held across all library locations with almost 70,000 participants in attendance. Frequently, these programs are sponsored in collaboration with other organizations and community partners. 375 organizations partnered with the library in 2005 through sponsorships, in-kind donations, and collaborations to present quality programming to community residents at little or no cost to participants. The library has partnered with programs such as Reading is Fundamental Pittsburgh and other literacy organizations like the Greater Pittsburgh Literacy Council and Beginning with Books to foster literacy skills for people of all ages. The Western PA Genealogical Society and Pittsburgh History and Landmarks also have close ties to the library with its sizeable collection and staff expertise in the Pennsylvania Department. Many organizations have been hosted and launched from Carnegie Library facilities including Beginning with Books and Pittsburgh Arts and Lectures. Table 13 provides a sampling of some of these partners while a more complete list can be found on page 49.

**Table 13: Sample of Community Partners**

<b>African American Cultural Center</b>
American Bottling Company
Beechview Senior Community Center
Brookline Chamber of Commerce
Eat 'n Park
Junior Great Race
Pittsburgh Public Theater
State Auditor General Jack Wagner
University of Pittsburgh
WQED

Beyond the in-house programs offered, Carnegie Library devotes significant resources to providing outreach programs in the community. These services range from visits to daycares, schools and senior residences to business or special interest clubs to regular participation in neighborhood community groups. More than 3,000 groups were served in 2005 with 80,000 in attendance.

Numerous community groups frequently use the meeting rooms available in many of the library's neighborhood facilities. In 2005, over 3,000 groups reserved these meeting rooms with approximately 35,000 in attendance. These meeting rooms provide a free or low-cost alternative to scarce or expensive public meeting space available in many neighborhoods.

## **Libraries and Literacy**

Carnegie Library of Pittsburgh has also made a major impact on literacy in the City of Pittsburgh. A recent study by the University of Wisconsin-Whitewater ranked Pittsburgh fourth among cities for its libraries and third overall for literacy. Our strong library system was cited as one of the key factors in the overall literacy ranking, which was a composite of five different literacy measures:

- Educational attainment
- Booksellers
- Newspaper circulation
- Library resources
- Periodicals published

How the library rank was calculated

1. Number of school media personnel per 1,000 public school students
2. Number of branch libraries per 10,000 library service population
3. Number of library Internet connections per 10,000 library service population
4. Volumes held in the library per capita of library service population
5. Number of circulations per capita of library service population
6. Number of library professional staff per 10,000 library service population

Each of these variables was given a rank order. In turn, the 6 rank orders were combined to a single rank order.

**Table 14: Libraries and Literate Cities (2004)**

<b>Literacy Ranking</b>	<b>Library Ranking</b>
1. Minneapolis, MN	1. Akron, OH
2. Seattle, WA	2. Kansas City, MO
<b>3. Pittsburgh, PA</b>	3. St. Louis, MO
4. Madison, WI	<b>4. Pittsburgh, PA</b>
5. Cincinnati, OH	5. Columbus, OH
6. Washington, DC	6. Toledo, OH
7. Denver, CO	7. Rochester, NY
8. Boston, MA	8. Cleveland, OH
9. Portland, OR	9. Denver, CO
10. San Francisco, CA	10. Seattle, WA

Source: Miller, Jack. *America's Most Literate Cities 2004*. University of Wisconsin-Whitewater, accessed from [http://www.uww.edu/advancement/npa/special\\_reports/cities/allrank.html](http://www.uww.edu/advancement/npa/special_reports/cities/allrank.html).

Other research specifically linking libraries and literacy appears to be limited, yet studies abound that demonstrate that a healthy economy and the overall well-being of society depend on a literate and educated citizenry. There can be no doubt that libraries contribute greatly to that end.

The International Adult Literacy Survey (IALS) looked at various factors that influence literacy proficiency in a 2001 report sponsored in part by the US Department of Education's National Center for Education Statistics. *Benchmarking Adult Literacy in America: an International Comparative Study* identifies ten targets and tools for improving literacy in America. One could argue that libraries play a substantive role in each of these target areas:

- Promoting cultures of life-long and life-wide learning
- Promoting early childhood education and care programs
- Promoting measures to improve the quality of education
- Promoting measures to reduce inequality in the outcomes of schooling
- Promoting access to adult education for all citizens
- Promoting literacy-rich environments at work
- Promoting work-place literacy programs
- Promoting literacy-rich environments at home
- Promoting literacy-rich environments in the community
- Promoting access to information and communication technologies

Taking one of these target areas to illustrate, *promoting early childhood education and care programs*, Carnegie Library of Pittsburgh offers regularly scheduled, age-appropriate storytimes for babies and toddlers ages 0-2, pre-school children age 3-5, and school-age children 6-12 in each of its libraries. In addition, scheduled visits are made outside of the libraries to daycares, Headstarts, and public and private schools. Through these services, more than 118,000 children were exposed to books and reading from the library, which they may or may not have had available in their homes otherwise.

A growing base of research addresses significant economic returns on investments made in early literacy development. Studies of poor children who have participated in high quality early childhood development programs have demonstrated evidence of higher academic school performance, decreased rates of criminal conduct and higher adult earning power than non-participants. Greater investment in early childhood development programs will result in cost savings later in areas of special education, criminal justice and welfare benefits. One 2004 Economic Policy Institute study by Robert G. Lynch articulates,

“By improving the skills of a large fraction of the US workforce, these programs for poor children would raise the gross domestic product (GDP), reduce poverty, and strengthen US global competitiveness. Within 45 years the increase in earnings due to ECD (early childhood development) investments would likely boost GDP by nearly one half of 1% or \$107 billion (in 2004 dollars). Crime rates and the heavy economic costs of criminality to society are likely to be substantially reduced, as well, with savings of about \$155 billion (in 2004 dollars) realized by 2050.”

[Source: Lynch, Robert G. Exceptional Returns: Economic, Fiscal, and

Social Benefits of Investment in Early Childhood Development.  
(Washington, DC: Economic Policy Institute, 2004.)]

While this study addresses economic returns on a national level, the impact would be experienced locally as well.

In G. Reid Lyon's article, *Overview of Reading and Literacy Research* (ed. Patton and Holmes, 1998), evidence shows that 90-95% of poor readers can reach average reading skills with early intervention. If intervention is delayed until 9 years of age, when most intervention happens, then 75% of these children will continue to have difficulty learning to read throughout high school. In response to such dramatic findings, Carnegie Library of Pittsburgh established a partnership with the Pittsburgh Public Schools called BLAST (Bringing Libraries and Schools Together) to enhance third grade students' attitudes towards and interest in reading. In an effort to provide equitable access to public library resources and materials and also support the school district's reading program, the program strives to enhance reading performance of students, especially in the areas of vocabulary knowledge and the ability to think about and respond to text. BLAST staff visited 42 third grade classrooms for one period twice a month to read and discuss various books. BLAST also runs both an Open Program that is offered to all Pittsburgh Public Elementary Schools for grades kindergarten through five, which provides a bi-monthly, thematic read aloud program, as well as the Summer Extended Year Program. This partnership has been successful on many fronts including improvements to students' interest and motivation to read, vocabulary growth, and written retelling of stories. Almost 32,000 children were reached through this program in 2005.

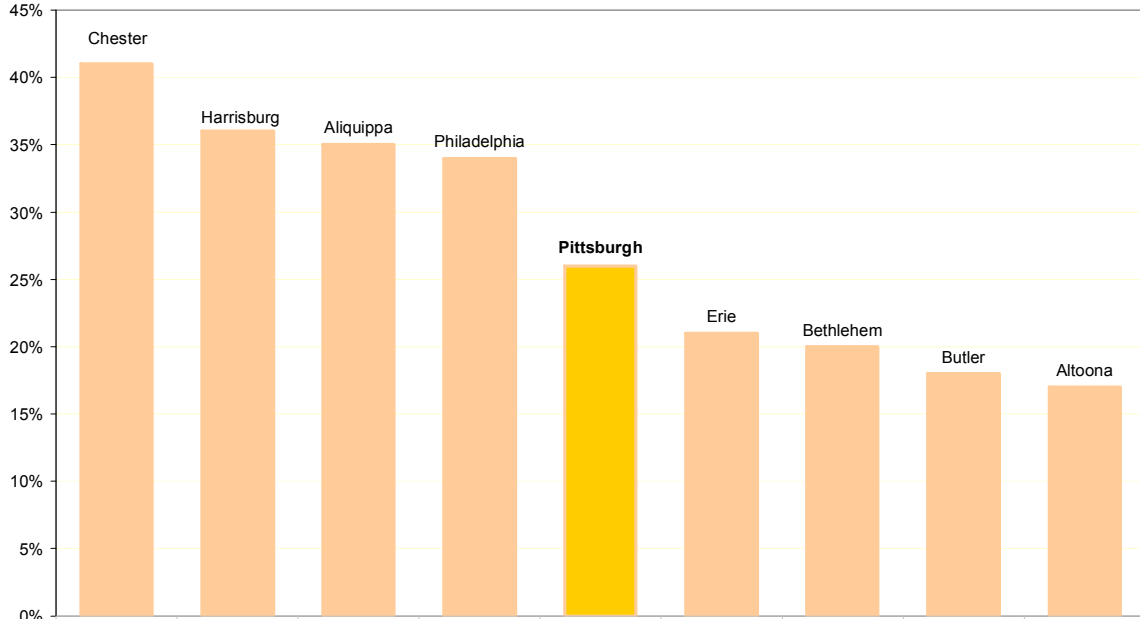
The 1990 census indicates that approximately 19% of Allegheny County residents are functionally illiterate. The 2000 census revealed that 13.7% of Allegheny County residents age 25 and older do not hold a high school diploma or GED. [Source: Greater Pittsburgh Literacy Council Web Site, <http://www.gplc.org/FACTS.HTML>]. Studies have shown direct correlations between illiteracy and poverty and illiteracy and unemployment.

The National Assessment of Adult Literacy (NAAL) tracks literacy rates in the United States. Unfortunately, this information does not provide detail about city-level literacy rates. In 1993, the Commonwealth of Pennsylvania contracted for a special panel from the NAAL to provide literacy data on cities and counties in the state. The urban areas of the state tend to have more people who score low on literacy. The proportion of Pittsburgh adults in the lowest literacy levels is well below that of Chester County, Harrisburg or Philadelphia, but higher than Butler or Altoona (Figure 13). (More recent data on state literacy rates is forthcoming but was not available when this report was prepared).

To the extent that Carnegie Library targets these low-literacy populations with the aid of other literacy organizations, literacy rates will likely improve, thereby adding additional social and economic value to the region.

**Figure 13**

**Percentage of Adults in the Lowest of 5 Literacy Levels,  
Pennsylvania Cities, 1993**

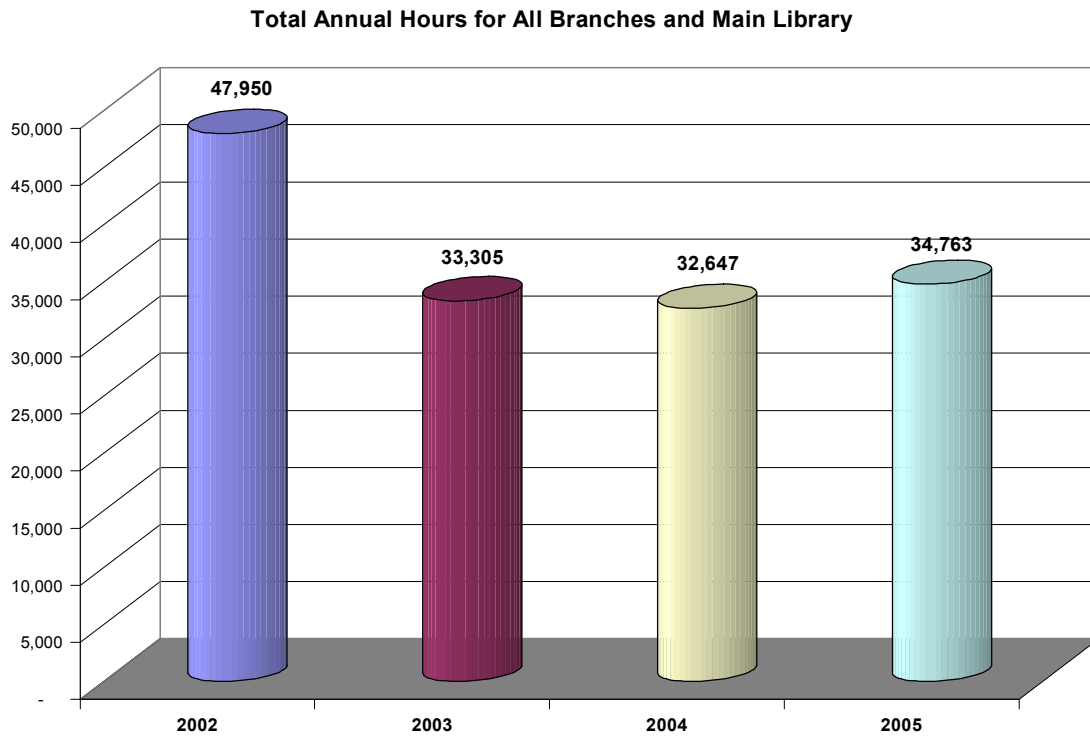


Source: 1993 National Assessment of Adult Literacy, PA Panel.

## ***Visitors and Circulation***

One of the principal challenges for the library will be to continue to maintain a high level of service and benefit to the community given tighter operating fiscal constraints. During the past four years, significant budget reductions combined with the renovation program eliminated more than 14,000 hours of service from library operations (Figure 14). The budget related reductions have affected all branches, while the renovations reduced or shut down only certain branches temporarily. Overall, the renovations produced only a temporary reduction of less than 4,000 hours. The bulk of the reduced hours, more than 11,000 hours, were permanently lost due to budget constraints.

**Figure 14**



In order to account for changes in the operations of the library, the data on library services is normalized for the changes in operating hours<sup>7</sup>. The result is that while the total number of visitors dropped below two million annually, the visitors relative to operating hours has generally increased since 2002 (Figure 15). The level of visitors in 2005 is showing a recovery from the peak of the renovations during 2004. The figures for circulation show the same pattern of decline and recovery that reflects the impact of the branch renovations (Figure 16). In 2005, the library system peaked in terms of the material circulated per hour of operation.

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<sup>7</sup> The operating hours reflect both the number of hours the branches are open as well as the total number of CLP facilities. For example, two branches that are each open for one hour would count as two operating hours.

Figure 15

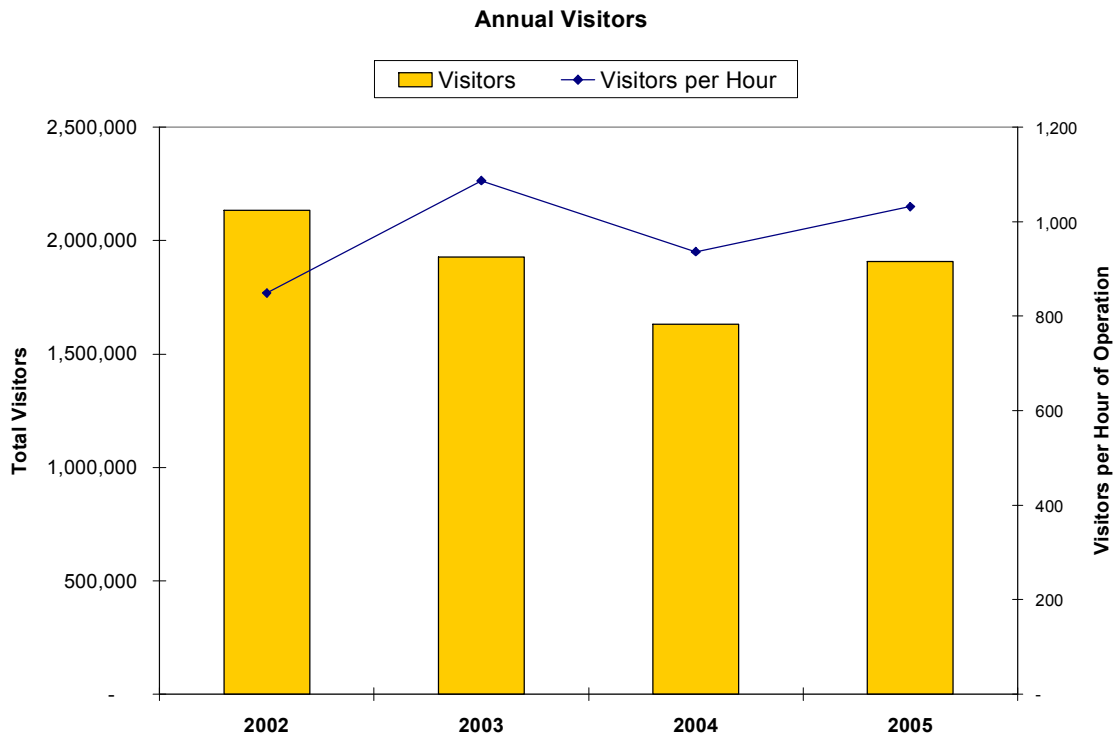
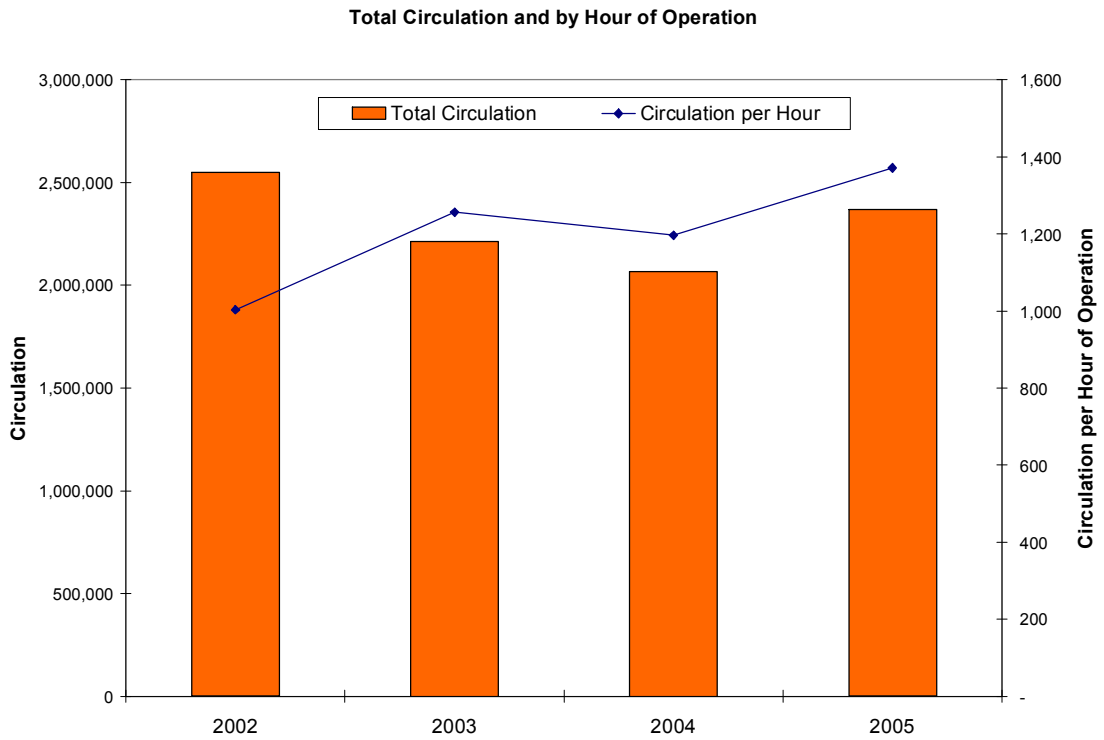
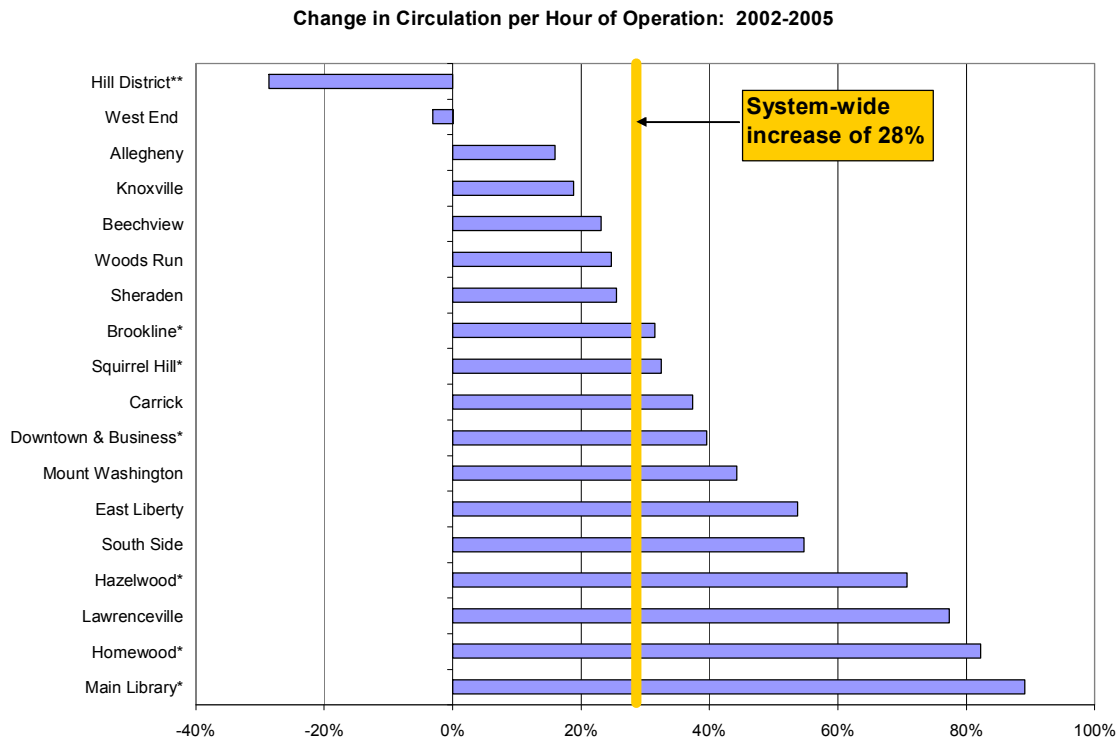


Figure 16



Even with the reduction in hours, the system as a whole has maintained strong levels of service. Between 2002 and 2005, hourly circulation increased by 28% with only two branches experiencing a reduction in circulation and eleven branches with an increase above the system-wide benchmark (Figure 17).

**Figure 17**



Note: \* indicates a renovated branch. \*\* Hill District Branch visitor data combines visitors to the Hill District/Dinwiddie Street branch and the Martin Luther King, Jr. Reading Center.

The renovations affected this pattern in unpredictable ways in that the length of the renovations does not seem to have affected the subsequent increase in service (Table 15). One might expect that branches closed for long periods would cause customers to find other branches or otherwise change how they use the library.

**Table 15: Renovated Libraries**

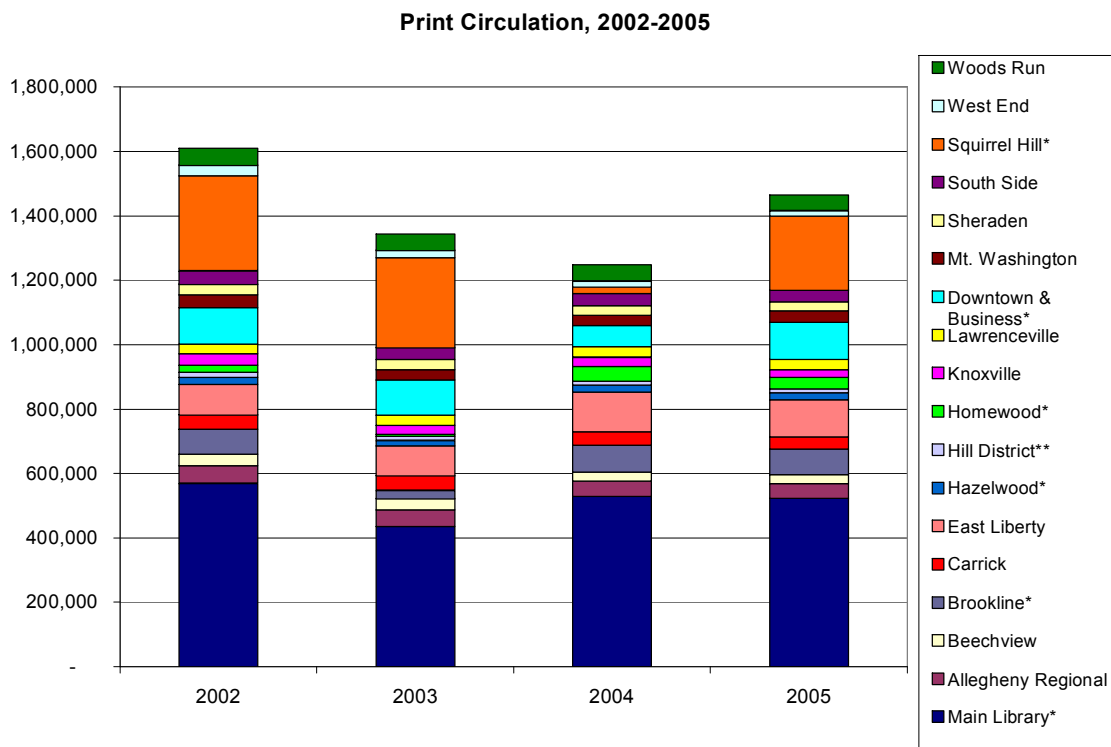
	<b>Closed</b>	<b>Reopened</b>	<b>Days Closed</b>
Homewood	February 2, 2003	November 3, 2003	271
Brookline	May 21, 2003	January 27, 2004	246
Hazelwood	March 14, 2004	March 26, 2004	12
Main Library (1 <sup>st</sup> Floor)	August 2003	September 22, 2004	411
Downtown & Business	August 8, 2004	Late January 2005	160
Squirrel Hill	February 7, 2004	April 19, 2005	432

This does not appear to have happened as Homewood and the Main Library saw the greatest increases in circulation. Homewood was closed 271 days during renovations,

while the Main Library was affected for 411 days, even if it was only the first floor that was affected. Similarly, the Squirrel Hill library was closed for 432 days and like all of the renovated branches, it has increased its hourly circulation above the system average.

These impacts can also be seen when one examines the changes in circulation patterns at specific branches. The drop in circulation for 2003 corresponds in part to the renovations in the Main Library, while the closure of the Squirrel Hill branch offsets the reopening of Main Library during 2004 (Figure 18). The drop in circulation in 2003 is primarily due to the reduction in hours that were implemented July 1, 2003 because of funding cuts. The impact of the renovations accounted for less of the service reduction as the impact was only temporary.

**Figure 18**



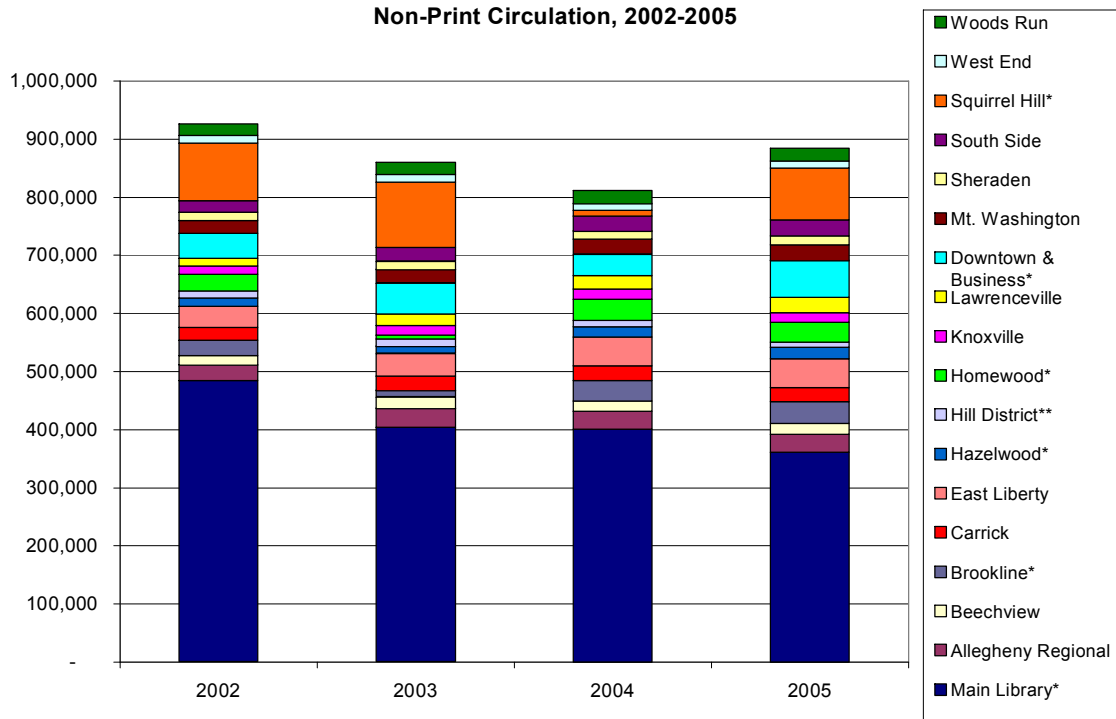
Note: \* indicates a renovated branch. \*\* Hill District Branch visitor data combines visitors to the Hill District/Dinwiddie Street branch and the Martin Luther King, Jr. Reading Center.

Non-print circulation was not affected as dramatically, although the closures of the Main Library and Squirrel Hill library account for much of the reduction in 2003-2004 (Figure 19). One of the interesting trends in the non-print circulation is that post-renovation these materials are being accessed at more locations and the system is less reliant on the Oakland location for these materials. Specifically, the Hazelwood, Homewood and Downtown & Business libraries increased their circulation of non-print media.

Over the long term, as customers become aware of the availability of this material through all locations, the circulation of non-print media will likely increase. The library has to shift the perspective of the kinds of materials that are available because many

customers think only of books and reading material. This should help the library to exploit a growing niche in its market – media for non-readers. Part of this niche may include people who cannot read, but it more broadly represents those who may not have the time to read or are looking to experience literature in other formats, like listening to books on tape while driving.

**Figure 19**



Note: \* indicates a renovated branch. \*\* Hill District Branch visitor data combines visitors to the Hill District/Dinwiddie Street branch and the Martin Luther King, Jr. Reading Center.

**Table 16: Impact of the Renovations on Visits and Borrowing**

**Since the completion of the renovations, have your visits to this library branch increased, decreased or stayed the same?**

	Increased	Same	Decreased	Total
Number	446	397	46	889
Percent	50%	45%	5%	

**Since the completion of the renovations, are you borrowing more, less or the same amount of material?**

	Increased	Same	Decreased	Total
Number	378	465	43	886
Percent	43%	52%	5%	

Overall, the renovations are seen positively by most customers (Table 16, Table 17). In particular, most customers report increased use and enjoyment of the renovated facilities. The renovated facilities have rebounded in their level of visits and circulation. Some customers may have shifted their use to other locations during the renovations, but they have either returned or the library has attracted new customers.

**Table 17: Importance of the Renovations on Visits and Enjoyment**

<b>How important are the renovations to your decision to visit this library branch?</b>				
	Not important	Somewhat important	Very important	Total
Number	314	378	189	881
Percent	36%	43%	21%	

<b>How important are the renovations to your enjoyment of the library branch?</b>				
	Not important	Somewhat important	Very important	Total
Number	147	383	352	882
Percent	17%	43%	40%	

## ***Looking ahead***

### **Customers and Niches**

As the library plans its future, it has to consider how customer preferences affect the usage of the library. One of the most difficult issues is that some people are borrowers and others are buyers. There is little that the library can do to change these preferences. To complicate matters even further, there are differences between the kinds of material that people prefer to borrow and the kinds that they prefer to buy. These preferences do not align neatly: some people prefer to borrow books for pleasure readings while others want to buy them<sup>8</sup>. However, some people seem more inclined to borrow things like books-on-tape, which provides a potential niche for the library. Another niche is created because businesses are cutting back on in-house library and information services. According to one focus group participant, “Companies don’t need the information any less – so where do they get it? Why can’t they get it from the library?”

Children’s programs have been a significant element of the library’s history. In 1899 CLP launched the first library storytime and the first fully organized children's department, and in 1900 offered the first training class for children's librarians. However, the next generation provides a critical challenge. The focus group participants see a bleak future for the library by youth who do not value the library. The library has a strong foothold to address the next generation as it serves 42% of the under twelve residents of the city and more than two-thirds of the population aged 13-24. Furthermore,

<sup>8</sup> The library should explore if there is market research on this issue. There is a substantial literature on the choice of leasing and renting versus buying decisions, but a review of this literature was beyond the scope of this project.

the Internet generation may be more attuned to the Internet as a provider of information and rely less on the library. Fortunately, the Internet savvy youth are also accustomed to free information and as the Internet moves to more of a pay-as-you-go licensing model, the attractiveness of the library could increase.

The Internet has challenged the value of “free” information even as it moves away from free access. Without devolving into an essay on the theory of information, there are two basic kinds of information: information that gains value as it is shared, such as health information, and information that loses value as it is shared, such as business information. Therefore, business information loses value when it is free because the value cannot be captured for the profit of an individual business. The library provides a variety of free business seminars, but focus group participants noted that they attend fewer events because they can find similar information on the Internet. For business users in particular, the library will have to consider what value it provides beyond the issue of cost, which in some cases is simply that the library provides access to information that is not available from any other source. In addition to availability of unique resources, business users value timely and accurate information. The library may or may not compete on timeliness, but they certainly have advantage over the Internet in providing accurate information.

The library is also increasing the level of access to material outside of the traditional library locations. One popular method is by linking all of the CLP branches, as well as suburban libraries in Allegheny County into what is for the customer a seamless network of access. Customers can access the collections of any library in the county, and even beyond, through the electronic catalog of the eiNetwork. For the local libraries, materials can be easily shipped to a convenient location and the customer will be notified when it is available. For material outside the network, customers can request the material through inter-library loan. This has greatly increased the access to material without increasing the library’s dependence on physical space.

Physical space is still important. The business library, which is a nexus for business information, is a good example of the importance of the physical locations. If they didn’t have it at the Business Library, where would someone get this kind of service? Even as the library makes more information accessible through any location, there is a need to maintain some specialized resources like the Business Library because if you disperse the staff into other locations you are likely to lose some of the expertise and value that comes from having a group of specialized staff working in the same location.

The value of the physical space is much more than comfortable chairs. Beyond business expertise, the library branches provide neighborhood expertise which increases the importance of the physical locations. Overall 88% of the survey respondents noted that they used the library staff to find information and resources, while 91% rated the staff as one of the positive features of the library. Furthermore, libraries are community focal points both for information gatherings, a benefit identified by 96% of the survey respondents and for improving neighborhood quality of life, which was cited by 97% of the respondents.

## ***Conclusion***

For more than a century, Carnegie Library of Pittsburgh has contributed to the economic and cultural fabric of our community. The library services citizens of all ages and socio-economic groups through a network of branches that provide a mix of general and specialized services. Despite the variety of the neighborhoods that library branches serve, their integration into those neighborhoods is a feature they all have in common.

In this report, we have attempted to sketch the dimensions of the library's impact on the community and provide some reliable estimates of its significance. This exercise is comparable to trying to determine the size and weight of an iceberg by observing what floats above the water: what we cannot see below the surface may far outweigh what is visible. Carnegie Library of Pittsburgh's diverse services including business information, computer training courses, children's early literacy programs, and workforce development; its partnerships in revitalizing communities; and its contribution to neighborhood and civic life cannot easily be measured. The library's impact on increasing literacy alone may provide more value than everything else it does.

If the library is able to at least maintain its current level of operations, it will sustain more than 700 jobs and more than \$63 million in economic output in Allegheny County annually. In terms of total value, Allegheny County receives \$75 worth of benefits for each resident, and the library returns \$3 for every dollar it spends.

Carnegie Library of Pittsburgh is the area's most visited regional asset. As we consider the future of our region, we must consider the role of the library in that future. Carnegie Library of Pittsburgh is a resource for reaching the next generation and already has a strong share of key demographics. More than two-thirds of the City residents between the ages of 13-36 are library cardholders. In all of the puzzling about how we reach the next generation, we never realized that Carnegie Library of Pittsburgh had already reached them. There are many challenges that our region will face in the coming decades. While the library will not be immune to these challenges, it may hold the key to overcoming them.

## Notes on Methodology

### *Impact and Cost-Benefit Framework*

The impact analysis was conducted using an IMPLAN model for Allegheny County. This model allowed the estimation of the impact of library operations and the construction investment associated with the renovations of several branches.

IMPLAN provides a basic input-output model of economic activity that can be used to identify the effect of a specific stimulus, such as investment in library renovations or expenditures for its operations. An input-output model estimates the interactions between industries and households in an economy to identify how transactions impact the production and consumption of goods and services in an economy. The production of \$100 of output in an industry will require inputs from a variety of supplier industries. Furthermore, that output may then be inputs for other goods and services.

### Construction and Operations Impacts

Carnegie Library of Pittsburgh provided data on the location of vendors and suppliers for the expenditures used in the IMPLAN model. For goods that were produced and consumed locally, we used these estimates to allocate the local portion of the investment. For other goods and services that require inputs of goods or services that may be externally supplied, these estimates were modified or replaced by estimates derived from the IMPLAN model.

**Table 18: Inputs for Construction Impacts**

Sector	IMPLAN Sector	Total	Percent Local
38	Commercial and institutional buildings	\$ 7,765,355	99.0%
439	Architectural and engineering services	\$ 1,077,723	94.8%
440	Specialized design services	\$ 94,637	96.8%
	Total Construction Inputs	\$ 8,937,715	

**Table 19: Inputs and Local Multipliers for Operations Impacts**

Sector	Description	Total	Type	Final Local Multiplier
30	Power generation and supply	\$ 304,440	Industry	100.0%
31	Natural gas distribution	\$ 124,345	Industry	30.8%
32	Water- sewage and other systems	\$ 31,259	Industry	100.0%
139	Commercial printing	\$ 187,000	Industry	89.7%
302	Electronic computer manufacturing	\$ 50,220	Commodity	72.8%
390	Wholesale trade	\$ 157,732	Commodity	85.6%
391	Air transportation	\$ 7,596	Industry	100.0%
394	Truck transportation	\$ 74,407	Industry	50.0%

Sector	Description	Total	Type	Final Local Multiplier
395	Transit and ground passenger transportation	\$ 21,900	Industry	100.0%
399	Couriers and messengers	\$ 25,816	Commodity	70.0%
401	Motor vehicle and parts dealers	\$ 45,259	Commodity	71.7%
402	Furniture and home furnishings stores	\$ 533,792	Commodity	91.8%
404	Building material and garden supply stores	\$ 15,630	Commodity	0.0%
407	Gasoline stations	\$ 27,743	Commodity	0.0%
408	Clothing and clothing accessories stores	\$ 4,988	Commodity	100.0%
410	General merchandise stores	\$ 14,617	Commodity	69.4%
415	Book publishers	\$ 3,688,576	Commodity	14.5%
422	Telecommunications	\$ 214,827	Commodity	46.4%
423	Information services	\$ 352,549	Industry	100.0%
427	Insurance carriers	\$ 778,463	Industry	49.2%
429	Funds- trusts- and other financial vehicles	\$ 84,146	Industry	88.7%
431	Real estate	\$ 123,432	Commodity	100.0%
432	Automotive equipment rental and leasing	\$ 3,785	Industry	100.0%
437	Legal services	\$ 163,225	Industry	77.5%
438	Accounting and bookkeeping services	\$ 43,032	Industry	100.0%
441	Custom computer programming services	\$ 129,874	Industry	0.0%
443	Other computer related services- including facilities	\$ 289,858	Industry	19.7%
444	Management consulting services	\$ 63,836	Commodity	78.2%
447	Advertising and related services	\$ 127,381	Industry	79.9%
448	Photographic services	\$ 9,773	Industry	100.0%
452	Office administrative services	\$ 5,105,262	Industry	100.0%
457	Investigation and security services	\$ 23,705	Industry	100.0%
458	Services to buildings and dwellings	\$ 173,832	Industry	87.6%
460	Waste management and remediation services	\$ 19,795	Industry	9.5%
463	Other educational services	\$ 113,440	Commodity	80.0%
481	Food services and drinking places	\$ 59,372	Industry	93.5%
484	Electronic equipment repair and maintenance	\$ 71,071	Commodity	88.1%
493	Civic- social- professional and similar org.	\$ 1,933,679	Commodity	80.0%
498	State and local government electric utilities	\$ 476,871	Industry	82.2%
485	Commercial machinery repair and maintenance	\$ 296,587	Commodity	78.2%
475	Museums- historical sites- zoos- and parks	\$ 13,937,890	Industry	100.0%

## Customer Purchasing

For the impact of customer purchasing, the values of customer expenditures were projected for the number of annual visits based on the survey results. Customers were asked how much they spend on a typical visit for the following ranges. The low point of this range was used to estimate the minimum impact from purchasing and the mid-point was used for the maximum impact. The proportion of respondents was used to project the number of annual visitors and how much they spend. The minimum estimate was further adjusted by eliminating those who reported spending more than \$75 per visit.

**Table 20: Amount of Spending by Customers**

	Number	Low	Mid-Point	Low Spending Estimate	Mid-Point Spending Estimate
None	324	\$ -	\$ -	\$ -	\$ -
Less than \$2	129	\$ 1.0	\$ 1.0	\$ 129	\$ 129
\$3 - \$5	228	\$ 3.0	\$ 4.0	\$ 684	\$ 912
\$6 - \$10	279	\$ 6.0	\$ 8.0	\$ 1,674	\$ 2,232
\$11 - \$25	229	\$11.0	\$18.0	\$ 2,519	\$ 4,122
\$26 - \$35	71	\$26.0	\$30.5	\$ 1,846	\$ 2,166
\$36 - \$75	28	\$36.0	\$55.5	\$ 1,008	\$ 1,554
More than \$75	18	\$75.0	\$75.0	\$ 1,350	\$ 1,350
Total	1,306			\$ 9,210	\$ 12,465
Weighted average = Total spending divided by 1,306 respondents				\$ 7.05	\$ 9.54

These amounts were allocated to IMPLAN Sectors based on survey responses indicating the frequency of patronage for different types of establishments. IMPLAN's model was used to apply deflators and local purchasing coefficients to the sectors. The purchasing coefficients adjust the expenditures for leakages in the local economy. For certain commodities, even if the purchase is made locally, only a portion of the value of that purchase is retained in the local economy.

**Table 21: Inputs for Customer Purchasing Impacts**

Spending Levels						
Code	Sector of Expenditures	Proportion of Response	Low	High	Deflator	Spent Locally (Model RPC derived)
489	Drycleaner	2%	\$ 224,665	\$ 356,278	1.058	86.6%
406	Pharmacy	14%	\$ 1,358,524	\$ 2,154,366	HH	95.0%
405	Grocery or Food	14%	\$ 1,390,117	\$ 2,204,468	HH	95.0%
481	Restaurant or Coffee	20%	\$ 1,930,718	\$ 3,061,761	1.046	87.6%
398	Post Office	15%	\$ 1,512,981	\$ 2,399,307	1.062	75.0%
408	Clothing	5%	\$ 463,372	\$ 734,823	HH	95.0%
409	News or Books	11%	\$ 1,109,285	\$ 1,759,121	HH	95.0%
465	Doctor or Dentist	4%	\$ 417,737	\$ 662,454	1.08	95.0%
478	movie	5%	\$ 519,539	\$ 823,892	1.031	82.7%
475	museum	9%	\$ 888,130	\$ 1,408,410	1.036	80.0%
			\$ 9,815,070	\$ 15,564,877		

## Value of Time

Libraries provide a number of direct and indirect benefits. Direct benefits can be quantified by any of at least three primary methods: consumer surplus, contingent valuation, and cost of time.

It is difficult to apply consumer surplus to library services as these services are free to the user. As the name implies, consumer surplus estimates the value that people place on a good or service in excess of its direct cost. Because these services are free, it is easy to overestimate the value of the library services in this way. However, one can look at the alternative goods and services that are sold in the marketplace. Books and virtually all of the media that the library provides, at least the current material, can be found for sale, although with these pay or subscription services there are usually enhancements in convenience or other features above what the library provides. One can buy books and rent videos rather than borrow them. Individuals and businesses can subscribe to some of the same databases provided in the library, although they may assume additional costs for the staff time to use those resources.

The surplus value can be estimated by finding out how many books an individual borrows versus the number he/she would buy at a given market price. One difficulty with this approach is that different individuals have different price sensitivities which affect their borrowing and buying habits. More simply, some individuals are borrowers and some are buyers – a point confirmed by our focus groups. Furthermore, the ways in which people use the library is actually far more complex than a simple borrow versus buy decision. Many customers use the library to screen for books that they want to buy.

A more controversial approach is the contingent valuation method which is often used to value environmental conditions. In this method, respondents are asked about either their willingness-to-pay for a given good or service they do not currently have, or their willingness to give up something that they already have. Both of these approaches provide some assessment of how people value the indirect benefits of a service like a library. The difficulty is that the different approaches in the contingent valuation method are known to produce very different estimates of value. Much of the weakness of this method is that it is not easy to get good answers from traditional survey approaches.

The cost of time approach is perhaps the most straightforward, but produces the lowest estimate of value. Time is required to access library services; therefore users must value the library services as much as they value the effort they sacrifice in using the library. In some cases, the time spent in traveling to a library can also be included, although to be truly accurate, it would have to account for the margin of time that users spend going to the library versus going to a bookstore or some other alternative. For this reason, travel time was not included in the value of time estimates.

**Table 22: Length of Library Visits By Gender**

<b>Question 15: How much time do you typically spend at the library when you visit?</b>	<b>Female</b>	<b>Male</b>	<b>(blank)</b>	<b>Grand Total</b>
Less than 1 hour	279	146	8	433
1 - 2 hours	364	219	9	592
3-4 hours	73	63	3	139
4-6 hours	27	21		48
6-8 hours	13	9	1	23
more than 8 hours	14	3		17
(blank)	22	12	20	54
Grand Total	792	473	41	1306

**Table 23: Gender Distribution and Median Income**

	<b>Male</b>	<b>Female</b>
Known Gender Distribution (age 13-99)	58.1%	41.9%
Median Income (Allegheny County)	\$ 15,664	\$ 27,524
Hourly Equivalent	\$ 7.8	\$ 13.8

For this report, the value of time was estimated as directly as possible. Users were surveyed about the time they actually spend at the library on a typical visit (Table 22). These estimates were converted to dollar values using the median income level for females and males in Allegheny County. These estimates were then projected into the number of visits by men and women in these time increments and multiplied by the hourly equivalent (Table 24). This method results in an estimate of \$27.8 million for 1.6 million visitors annually.

**Table 24: Calculating the Time Value of Visits**

<b>Visits by time spent (mid-point of response range)</b>	<b>Visits by time and gender</b>		<b>Value of a Visit</b>		<b>Total Value of Visits</b>
	<b>Females</b>	<b>Males</b>	<b>Females</b>	<b>Males</b>	
0.5	334,071	210,672	\$3.92	\$6.88	\$ 2,757,856
1.5	435,849	316,008	\$7.83	\$ 13.76	\$ 11,643,706
3.5	87,409	90,906	\$27.41	\$48.17	\$ 6,774,752
4.5	32,329	30,302	\$35.24	\$61.93	\$ 3,016,000
7	15,566	12,987	\$54.82	\$96.33	\$ 2,104,446
8	16,763	4,329	\$62.66	\$110.10	\$ 1,526,921
TOTAL					\$ 27,823,680

## Estimating the Library's Return on Investment

The library system generates a total return of \$91 million to \$100 million through its operations (Table 3). The low estimate was developed using the most conservative estimates for the value of customer's spend and the minimum for the spending associated with library visitors. The higher estimate uses less conservative estimates for these values. Both the high and low estimates assume that library spending and expenditures will remain stable. The investment in the renovation program was estimated separately. The library's current level of operations and the activity generated by visitors equates to a return of more than \$3 for every dollar expended from all sources.

The return for the residents of Allegheny County ranges from \$75 to \$83 per person.

**Table 25: Components of the Return on CLP Investment**

	Low	High
Value of Time	\$ 27,823,680	\$ 36,422,978
Operations and Customer Spending	\$ 63,443,429	\$ 63,443,429
Total Return	\$ 91,267,109	\$ 99,866,407
Operations Investment	\$ 29,911,005	\$ 29,911,005
Total Return per Dollar Invested	\$ 3.05	\$ 3.34
Total Return Per Capita <sup>9</sup>	\$ 75	\$ 83

These estimates of the return on investment include the total spending of Carnegie Library of Pittsburgh from its various sources of revenue including return on its investments, fees and other internally generated revenue. If we examine only the public investment, the rate of return is much higher. Carnegie Library received approximately \$16.2 million from the Allegheny Regional Asset District in 2004 and an annual allocation of \$40,000 from the City of Pittsburgh, providing a return of approximately \$6 for each dollar provided by these sources.

**Table 26: Return on the Local Public Investment**

"Public" Investment	Return on investment	
	Low	High
\$16,263,600	\$ 5.61	\$ 6.14

The City of Pittsburgh gets a much better return for its investment. Assuming that the City captures only a portion of the benefits (based on its population) that the library provides to Allegheny County and the region, the return is between \$560 and \$612 for each dollar of city funding. If we estimate the City's return based on the proportion of

<sup>9</sup> The estimate of the return per capita is provided only for the County. The return per capita for the City would be proportional to return for the County because the City is only going to capture a portion of the benefits.

library customers that are City residents, then the return ranges from \$1,684 to \$1,843 for the City's expenditure. This raises two questions. First, what is the appropriate way to estimate the level of return? Secondly and more importantly, it raises questions about the level and sources of support for the library given the value it provides to the community.

While not calculated as part of the economic return to taxpayers, residents do benefit from the availability of books and other materials that they would otherwise have to buy if they were not able to borrow them from the library.

Looking at circulation of print books in 2004, the ability to borrow books rather than buy them saved library customers close to \$27 million annually (Table 27).

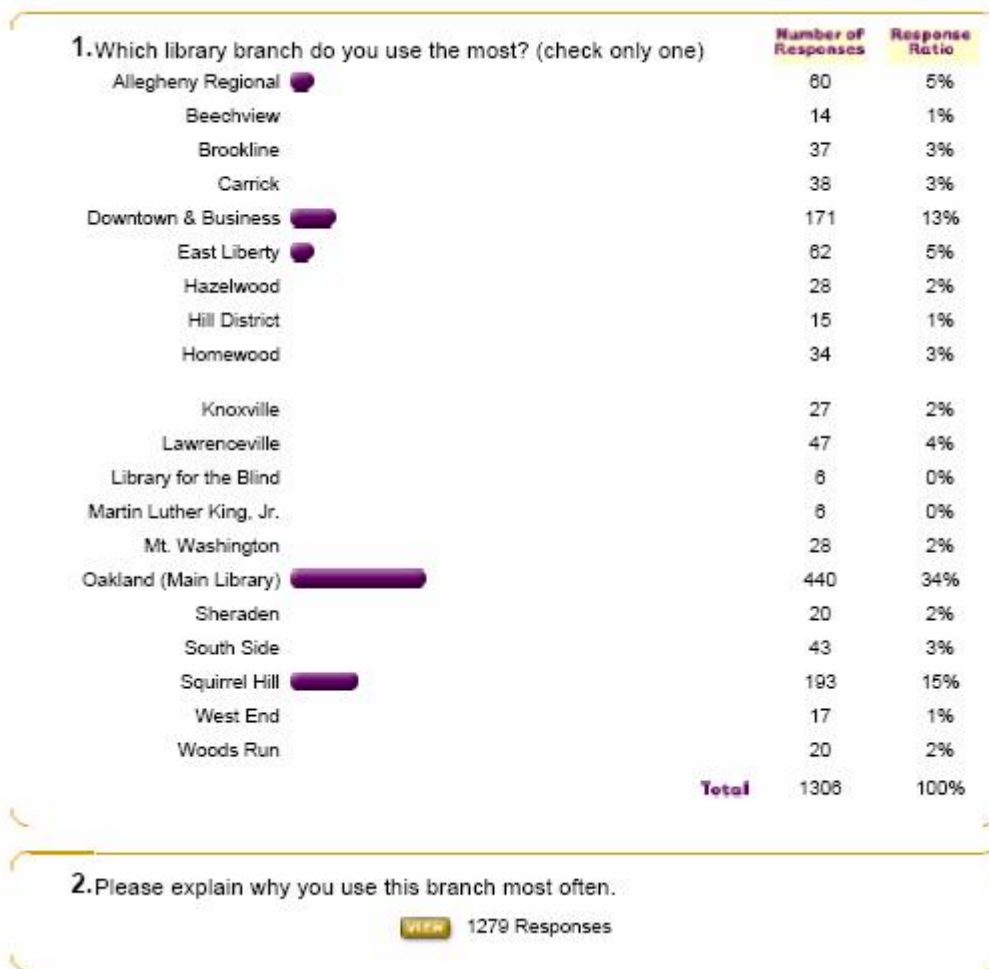
Adult Hardback Fiction Circulation (avg. book price \$24.81)	\$8,582,642
Adult Hardback Nonfiction Circulation (avg. book price \$41.07)	\$9,471,695
Adult Paperback Fiction Circulation (avg. book price \$6.80)	\$270,353
Adult Paperback Nonfiction Circulation (avg. book price \$7.69)	\$ 203,825
Juvenile/Teen Hardback Circulation - includes both fiction and nonfiction (avg. book price \$19.31)	\$7,874,116
Juvenile/Teen Paperback Circulation - includes both fiction and nonfiction (avg. book price \$5.75)	\$535,848
<b>Total Value of Print Circulation</b>	<b>\$26,938,479</b>
(Source of Average Book Prices from <i>School Library Journal</i> , March 2005 and <i>The Bowker Annual Library and Book Trade Almanac</i> , 2005)	

The library also provides more than half a million video and DVDs that users can borrow. At \$3 per item, this equates to a savings of more than \$1.7 million for library customers (Table 28).

<b>Month</b>	<b>DVD</b>	<b>Video</b>	<b>Total</b>	<b>Value of Free Rentals</b>
Jan	19,367	34,407	53,774	\$ 161,322
Feb	17,732	32,287	50,019	\$ 150,057
Mar	20,666	35,437	56,103	\$ 168,309
Apr	19,392	31,490	50,882	\$ 152,646
May	18,942	27,810	46,752	\$ 140,256
Jun	20,939	30,501	51,440	\$ 154,320
Jul	21,678	30,878	52,556	\$ 157,668
Aug	20,464	29,019	49,483	\$ 148,449
Sep	18,428	23,595	42,023	\$ 126,069
Oct	19,064	25,937	45,001	\$ 135,003
Nov	19,702	24,940	44,642	\$ 133,926
Dec	18,746	21,361	40,107	\$ 120,321
<b>2004 YTD Total</b>	<b>235,120</b>	<b>347,662</b>	<b>582,782</b>	<b>\$ 1,748,346</b>

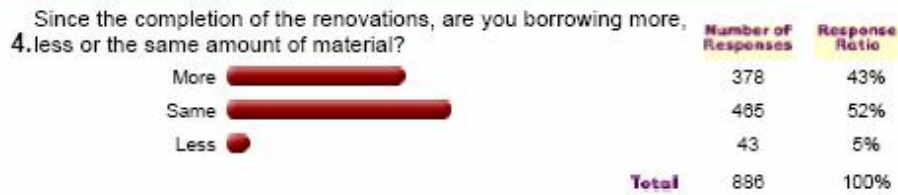
## Survey Results

The survey was conducted online and was distributed in hardcopy formats from November 28, 2005 to December 28, 2005. A total of 1,306 completed surveys were obtained. The survey was active through a link on the library homepage and library staff at each branch asked random customers to take the survey. The survey instrument was tested through cognitive interviewing with a randomly selected group of respondents. Each individual was provided the survey and questioned to verify if their interpretation and answers were consistent with the intent of the researchers. This method is very effective in identifying problematic questions.



**Users of the Brookline, Downtown, Hazelwood, Homewood, Main Library, or Squirrel Hill libraries completed questions 3-7**

Your primary branch was recently renovated. Answer the following questions about your use of that branch.



Please describe how the renovations have affected your enjoyment of the library  
**7.** branch.

[VIEW](#) 748 Responses

**8.** Please rate the positive or negative features of the library branch you use most often.

*The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option*

	1 Strong Negative	2 Somewhat Negative	3 Neutral	4 Somewhat Positive	5 Strong Positive
1. Availability of computers	2% 20	7% 87	26% 333	28% 354	37% 469
2. Comfort	2% 31	6% 73	15% 192	31% 399	45% 575
3. Ease of finding materials	2% 22	7% 86	18% 227	37% 473	37% 470
4. Ease of getting around the library	1% 18	4% 52	14% 180	33% 420	47% 602
5. Helpfulness of the staff	1% 18	2% 22	6% 83	21% 271	69% 885
6. Lighting	2% 27	4% 46	14% 179	30% 376	50% 635
7. Location	1% 15	2% 29	9% 111	21% 260	67% 853
8. Parking (if applicable)	15% 148	17% 173	30% 307	18% 188	20% 202
9. Range of materials available	3% 33	8% 97	16% 209	32% 410	41% 522
10. Safety	1% 12	3% 40	20% 253	27% 345	48% 608

**9.** In your opinion, what benefits does your library branch currently provide to the surrounding community?

*The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option*

	1 No benefit to the community	2 Minor benefit to the community	3 Major benefit to the community
1. Informal gathering place	4% 49	31% 382	65% 792
2. Public meeting rooms	9% 106	41% 489	50% 596
3. Increase property values	15% 169	46% 527	40% 457
4. Increase safety	15% 174	48% 563	37% 433
5. Improve neighborhood quality of life	2% 30	20% 249	77% 940
6. Provide career and job resources	5% 58	33% 400	62% 750
7. Promote literacy and learning	2% 27	18% 217	80% 982
8. Provide activities for children and teens	5% 60	21% 255	74% 876
9. Attract customers to other businesses	11% 132	48% 567	41% 479
10. Provide resources for business	7% 85	44% 526	48% 572

Are there any benefits that you think the library COULD contribute to the community but **10.** currently does NOT?

[VIEW](#) 516 Responses

On a typical visit to the library, do you go to any other services or **11.** attractions? (check all that apply)

	Number of Responses	Response Ratio
Government office	75	11%
Museum	253	36%
Movie theater	148	21%
Social service agency	37	5%
Senior center	38	5%
Schools or day care	129	18%
Recreation center	71	10%
Park or playground	222	31%
<a href="#">VIEW</a> Other, Please Specify	260	37%

When you visit the library, do you typically patronize other nearby **12.** businesses? (check all that apply)

	Number of Responses	Response Ratio
Bank or ATM	567	57%
Dry cleaner	64	6%
Pharmacy or convenience store	387	39%
Grocery or food store	396	40%
Restaurant or coffee shop	550	55%
Post office	431	43%
Clothing store	132	13%
News or book store	316	32%
Doctor or dentist office	119	12%
<a href="#">VIEW</a> Other, Please Specify	123	12%

### 13. How do you typically get to the library?

The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option

	1 Never	2 Less than half	3 More than half	4 Every time
1. Walk	21% 230	26% 283	24% 261	28% 305
2. Bus	48% 454	23% 211	15% 141	13% 118
3. The "T"	93% 715	4% 33	2% 12	2% 12
4. Car	20% 218	26% 282	24% 259	29% 315
5. Bike	82% 839	13% 104	4% 28	2% 13
6. Other	94% 548	5% 27	1% 3	1% 8

### 14. Considering all expenses, how much would you estimate you spend at nearby businesses on a typical visit to the library?

	Number of Responses	Response Ratio
None	198	17%
Less than \$2	129	11%
\$3 - \$5	228	19%
\$6 - \$10	279	24%
\$11 - \$25	229	19%
\$26 - \$35	71	6%
\$36 - \$75	28	2%
More than \$75	18	2%
<b>Total</b>	<b>1180</b>	<b>100%</b>

### 15. How much time do you typically spend at the library when you visit?

	Number of Responses	Response Ratio
Less than 1 hour	433	35%
1 - 2 hours	592	47%
3-4 hours	139	11%
4-6 hours	48	4%
6-8 hours	23	2%
more than 8 hours	17	1%
<b>Total</b>	<b>1252</b>	<b>100%</b>

### 16. Do you ever ask a library staff member for help when you are looking for something at the library?

	Number of Responses	Response Ratio
Yes	1108	88%
No	157	12%
<b>Total</b>	<b>1265</b>	<b>100%</b>

[VIEW](#) 980 Responses

Why do you use the library versus other means of getting information (Internet, Amazon.com, bookstores)?

[VIEW](#) 1061 Responses

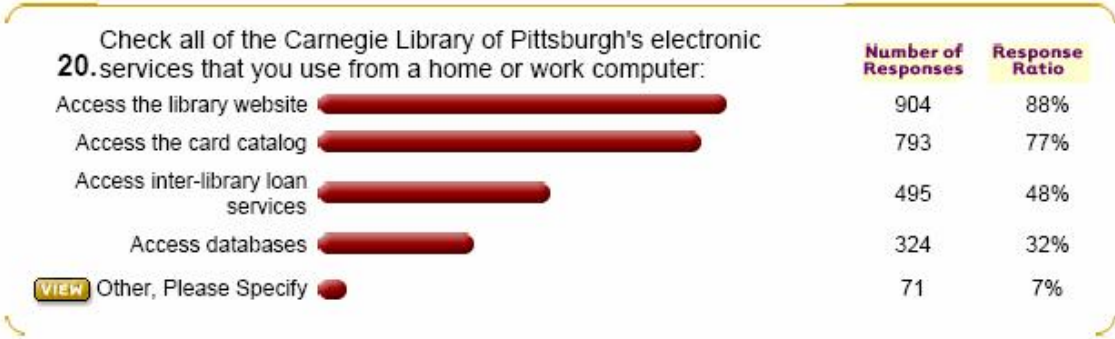
**18. Check all of the library services that you use:**

	Number of Responses	Response Ratio
Read books in the library	798	63%
Read newspapers in the library	431	34%
Read magazines in the library	670	53%
Use music and audio materials in the library	332	26%
Borrow books or reading materials	1132	89%
Borrow music and audio materials	817	64%
Borrow videos and DVDs	911	72%
Use reference materials	721	57%
Request help from the librarian	812	64%
Visit children's section	356	28%
Attend children's programs	142	11%
Visit teen section	169	13%
Attend teen programs	46	4%
Attend meetings	138	11%
Attend adult programs (lectures, concerts, etc.)	258	20%
Use job, resume or career services	297	23%
Use teaching resources	125	10%
Consult business information	174	14%
<a href="#">VIEW</a> Other, Please Specify	196	15%

Check all of the electronic services you use from computers in the library:

**19. the library:**

	Number of Responses	Response Ratio
Access the library website	901	77%
Access the card catalog	909	78%
Access inter-library loan services	518	44%
Access databases	381	33%
Access the Internet	776	66%
Access Email	623	53%
<a href="#">VIEW</a> Other, Please Specify	50	4%



**Questions 21-25 provided demographics on the survey respondents.**

## ***Focus Groups***

Two focus groups were conducted in January 2006 in order to identify other impacts and explore questions that could not be answered through surveys or the cost-benefit or impact analyses.

### January 20, 2006: Community Stakeholders

Rosanne Casciato	Phipps Conservatory
Marilyn Jenkins	Allegheny County Library Association
Suzi Johnston	Western PA Genealogical Society
	University of Pittsburgh's School of Information
Maggie Kimmel	Science
	Carnegie Library of Pittsburgh's Friends of the Music
Sue Koehler	Library
Cindy Krappweis	Reading is Fundamental Pittsburgh
Ron Painter	Workforce Investment Board
Rebecca Serey	eiNetwork
Charlie Wessel	Document Delivery, UPMC
Lois Winslow	Pittsburgh Children's Museum
Harold Young	Jazz Workshop

### January 11, 2006: Business Users

Anne Parys	Rothman Gordon
Brenda Vester	Lee Hecht Harrison
Lindsay Williams	Forbes Funds
David Yankaskas	Marketing Fitness Program
Hugh A. Prytherch.	Retired, PPG Industries

## ***Community Partners***

1889  
17th Street Café  
A.G. Edwards & Sons, Inc.  
AARP  
Abraxix Workbridge  
Abruzzi's  
Achieva  
American Civil Liberties Union  
Action Transit  
Aetna Dental Plans  
African American Cultural Center  
Afrika Yetu  
Agency for Jewish Learning  
All Occasions Party Rental  
Allegheny City Society  
Allegheny County Health Department  
Allegheny County Library Association  
Allegheny County Prothonotary Mike Lamb  
Allegheny General Hospital  
Allegheny Traditional Academy Middle School  
Alliance Church  
American Bottling Company  
Andy Warhol Museum  
Animal Friends  
Aolian Winds  
APPRISE, Allegheny County  
Azzizi Powel  
Balcer's Bakery  
Balloons Instead  
Banksville Elementary School  
Banquets Unlimited  
Barnes & Noble  
Bartlett Distributing, Ltd.  
Basic Concepts  
Battaglia Construction  
Beechview Area Concerned Citizens  
Beechview Athletic Association  
Beechview Block Watch  
Beechview Community Council  
Beechview First Presbyterian Church  
Beechview Lions Club  
Beechview Loyal Order of the Moose  
Beechview Manor  
Beechview Merchants Association  
Beechview Senior Community Center  
Beechview United Presbyterian Church  
Beechwood Elementary School  
Beginning with Books  
Benny's Flower Shop  
Beto's Pizza  
Betz Auto Body, Inc.  
Bidwell Training Center  
Bill Few Associates, Inc.  
Bloomsday  
Boulevard News  
Boy Scout Troop 224  
Brashear Association  
Brashear High School  
Brightwood Merchant's Group  
Brookline Chamber of Commerce  
Brownie Scouts  
Brownsville Foodland  
Bruegers Bakery  
Bruschetta's  
Brusco-Napier Funeral Home  
Café Du Jour  
Caribou Coffee  
Carnegie Café Dining Services  
Carnegie Mellon University  
Carnegie Museums of Pittsburgh  
Carnegie Science Center  
Carrick Business Association  
Carrick Community Council  
Carrick Halloween Parade  
Carrick High School  
Carrick Regency High Rise  
Carson Street Deli  
Castriota Chevrolet  
Center for Rehab Svcs. - Raymond E. Jordan  
Balance Lab  
Central Northside Neighborhood Council  
Chatham College  
Chatham Village Players  
Church of Christ Bible School  
Cintas Corporation  
City Councilman Jim Motznik  
City Grille  
City of Pittsburgh  
Coalition for Working Families  
Cold Stone Creamery  
College Board  
Colonel Pacoe's Kettle Korn

Comcast  
 Community College of Allegheny County  
 Congressman Mike Doyle  
 Coro Center for Civic Leadership  
 Countryside Convalescent Home  
 Crazy Mocha Coffee Shop  
 Creative Nonfiction  
 Creedmoore Court  
 Cupka's  
 Dan's Floral Design  
 Dana's Bakery  
 David Caliguiri  
 Davies, McFarland & Carroll, P.C.  
 Dial America  
 Diamond Pharmacy Services  
 Dinner at Home (caterer)  
 Dish  
 District Justice Richard King  
 Dollar Bank  
 Dr. Pepper/Seven Up  
 Dreaming Ant  
 DUQ 90.5 FM  
 Duquesne Light's Read 365  
 Duquesne University  
 East End Food Co-Op  
 East Liberty Development  
 East Winds Clarinet Quartet  
 Eat 'n Park  
 Eat'nPark Hospitality Group  
 Eckerd Health Services  
 Edge Studios  
 Emmanuel Church  
 Epiphany Academy of Formative Spirituality  
 ESB Bank  
 Family Business Center  
 Family Links  
 Fat Heads  
 Fidelity Bank  
 Flowers In The Attic  
 Frick International Academy  
 Friends of the Beechview Library  
 Giant Eagle  
 Gift Baskets by Johanna  
 Girl Scouts of America  
 Girl Scouts Trillium Council  
 GlaxoSmithKlein  
 GLEND A  
 GLSEN Gay, Lesbian & Straight Ed. Network  
 Goodwill Industries of Pittsburgh  
 Grandview Church of God  
 Greater Allegheny Financial Group, LLC  
 Greater Pittsburgh Literacy Council  
 Greg Kenney  
 Gregg Services  
 Gualtieri Manor  
 Gypsy  
 Hayden Stone & Co. LLC  
 HCR ManorCare  
 History Channel  
 Holy Trinity Lutheran Church  
 Housing Authority City of Pittsburgh  
 Indiana University of Pennsylvania  
 IRS Stakeholder Partnerships, Ed. & Comm.  
 Jazz Workshop  
 Jerry "The Iceman" Constritano  
 Jewish Community Center  
 Jewish Family & Children's Service of Pittsburgh  
 John Davis Photography  
 Junior Great Race  
 Junior League of Pittsburgh  
 Just Harvest  
 Justin Liang  
 Kane Regional Hospital  
 Karen Litzenger Career Consulting  
 Kelly Home Care Services  
 Kingsley Association  
 Kiwanis Club of Sheraden  
 Kraeamer Connect  
 Kuntu Repertoire Theatre  
 Lamar Advertising Company  
 Le Pommier  
 Legacy Road Communications  
 Legg Mason, Inc.  
 Leslie McKee  
 LifeSpan  
 Lifesteps  
 Lilliput Doll Hospital  
 Loney Metal Works  
 Lunardi's Restaurant  
 Lutheran Service Society  
 MacNeil Lehrer Productions - By the People  
 Madwomen of the Attic  
 Magic Years Day Care  
 Mallorca  
 Malone's Too  
 Manchester Craftsmen Guild  
 Mario's  
 Mattress Factory  
 McDonald's  
 Mercy Behavioral Health

Mercy Behavioral Health - Beechview  
 Mercy Hospital  
 Merrill Lynch  
 Met Life Insurance  
 Michael Lench Catering  
 Morning Glory Inn  
 Mount Washington Community Dev. Corp.  
 Mountain Dreams  
 National City Bank  
 Nationwide Insurance  
 Negu Gato  
 Nelle's Place  
 New Century Careers  
 Old Europe  
 Omni William Penn Hotel  
 Operating Engineers Apprenticeship Program  
 PA Humanities Council  
 Parkside Manor  
 Party Cake Shop  
 Paula Teacher & Associates  
 PC auto Repair  
 Peachey Keene  
 Peak Performance Management, Inc.  
 Penn Brewery  
 Pennsylvania American Water Company  
 Pennsylvania Department of Revenue  
 Pennsylvania Humanities Council  
 Penn. Institute of Certified Public Accountants  
 Pennsylvania Securities Commission  
 Pennsylvania State Police  
 Petsmart  
 PHEAA  
 Piper's Pub  
 Pitt Rental Center  
 Pittsburgh Fire Company #28, Beechview  
 Pittsburgh Chess Club  
 Pittsburgh Children's Museum  
 Pittsburgh Cultural Trust  
 Pittsburgh Filmmakers  
 Pittsburgh History and Landmarks  
 Pittsburgh International Children's Theater  
 Pittsburgh Mediation Center  
 Pittsburgh Pirates  
 Pittsburgh Public Theater  
 Pittsburgh RIF Planning Council  
 Pittsburgh Steak Co.  
 Pittsburgh Symphony Orchestra  
 Pittsburgh Technology Council  
 Pgh Youth Symphony Quartet & Trombone Trio  
 Pittsburgh Zoo & Aquarium  
 Pittsburgh's Bay Chamber Ensemble  
 Pizza Hut  
 Plus Consulting, LLC  
 PNC Day Care  
 Point Park University  
 Premier Foliage & Flowering  
 Pressley Ridge School  
 Pretzel Shop  
 Pro Arts  
 Project Employ  
 Radio Disney  
 READ 365  
 Reading is Fundamental  
 Republican Committee of Pittsburgh  
 Roosevelt Head Start  
 Rothman Gordon, P.C.  
 SBA  
 Schneider's Dairy  
 Schwartz Market  
 SCORE  
 Seton Center  
 Sheraden Community Council  
 Sky Bank  
 Slippery Rock University  
 Social Security Administration (Medicare Part D)  
 Society For Contemporary Craft  
 South Hills Middle School  
 South Pittsburgh Development Council  
 South Side Beer  
 South Side Hospital Dietary  
 Southern Wines & Spirits  
 St. Catherine of Siena Church  
 St. Pamphilus Church  
 Starbucks Coffee  
 State Auditor General Jack Wagner  
 State Representative Michael Diven  
 State Senator Jay Costa  
 State Senator Wayne Fontana  
 Stewart Avenue Lutheran Church  
 Subway, Inc.  
 Sushi Too  
 Sweetwater Personnel, Inc.  
 The Advisors Group of Pittsburgh  
 The Chocolate Moose  
 The Coca Cola Bottling Group  
 The Daring Douglasses  
 The Fluted Mushroom  
 The Pepsi Bottling Group  
 The Trolley Museum  
 Thomas Merton Center

Three Rivers Chrysler Jeep Dodge  
Three Rivers Grace Community Church  
Three Rivers Trio  
Tickets For Kids  
Transitional Services, Inc.  
Triangle Tech  
Trinity Church  
Tuesday Musical Club Oboe Quartet  
U.S. Army  
U.S. Social Security Administration  
UBS Financial Services  
Umoja African Arts  
United Black Book Clubs of Pittsburgh (UBBCP)  
University of Phoenix - Pittsburgh  
University of Pittsburgh  
UPMC  
URC (Andrew Reilly)  
Victorian Tea Garden

Vintage Senior Center  
VITA (Volunteer Income Tax Assistance) Program  
Vivisimo, Inc.  
Vocelli Pizza  
Voices of Dissent Story Swap Storytellers  
Waddell & Reed, Inc.  
WAMO  
Washington Polytech Middle School  
Wendy's Restaurant  
Western Pennsylvania School For Blind Children  
Whole Foods  
Work-Able Solutions  
World Affairs Council of Pittsburgh  
WQED  
WYEP  
YMWABA  
Youthworks  
Zenith

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