

Endowments & FOUNDATIONS



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Public Libraries in the United States

Overview and Insights on Library Foundations

This research study was conducted in 2013 and all data is relevant as of that year, unless otherwise noted.

If you have any questions about this study, please do not hesitate to contact the author directly.

Public libraries have evolved into organizations that provide expanded services to the local community. They go beyond just books and often act as an anchor in the community, providing a full array of educational and social services. As local budget cuts continue to loom, public libraries need to broaden their revenue sources beyond local government support and build robust fundraising plans. Library fundraising foundations are an important tool for public libraries, and they should be focused on a diversified fundraising plan that also includes strategies around major gifts, planned giving, legacy societies, and a strategic technology plan. Government grants at the state and federal level are also an important source of funds.

On May 10, 2013, Queens Borough Public Library blasted out this headline email to all of its supporters and patrons:
“NYC to cut 35% from Queens Library funding: Take action now!”

This was followed by the following petition:

PETITION

Dear City Elected Officials,

We, the undersigned, care about libraries in our communities and we want them to stay open. We rely on the Queens Library every day to provide access to free computers, free classes, free books and materials, free afterschool programs for our kids, and free adult education.

We urge the City Council and the Mayor of New York City to stabilize library funding and fully restore the proposed cut to funding to Queens Library next year. At 35%, or nearly \$30 million, this cut will force over half of the libraries in Queens to close altogether. It will slash open hours to the lowest levels in recent memory. It will add hundreds of talented library staff to the unemployment rolls. This is at a time when we are turning to library services more than ever. Now is the time to support public libraries. Please help us save Queens Library by fully restoring the proposed budget cut for next year.¹

Every year, Queens Borough Public Library has to put on a full court press to maintain its local government funding, which provides about 82% of its operating budget. This research report reviews the public library sector and important trends it faces; it also provides some observations on library foundations. We take a closer look at the three public libraries in New York City which include New York Public Library (NYPL), Queens Borough Public Library (QBPL), and Brooklyn Public Library (BPL), and highlight their diversified fundraising plans.

DIFFERENT TYPES OF LIBRARIES IN THE U.S.

There are over 120,000 libraries in the United States, which according to the American Library Association (ALA), are comprised of public libraries (7.4%), academic libraries (3.1%), school libraries (81.9%), and special/armed forces/government libraries (7.6%).

Figure 1 provides a breakdown of the different kinds of libraries in the U.S.

Andrew Carnegie, the Scottish-American businessman and philanthropist, was a key supporter of the libraries in our county and helped build our library

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FIGURE 1

Overview of Libraries in the U.S.

	Total	% of all U.S. Libraries		
Public Libraries (administrative units)	8,951	7.4%	Central Buildings*	8,770
			Branch Buildings	7,647
			Total Buildings	16,698
Academic Libraries	3,689	3.1%	Less than four-year	1,326
			Four-year	2,363
School Libraries	99,180	81.9%	Public Schools	81,920
			Private Schools	17,100
			BIA (Bureau of Indian Affairs)	160
Special Libraries	8,014	6.6%		
Armed Forces Libraries	275	0.2%		
Government Libraries	1,060	0.8%		
Total	121,169	100%		

Source: ALA Library Fact Sheet 1-Website (ala.org)

*The number of central buildings is different from the number of public libraries because some public library systems have no central building and some have more than one.

system. He donated money to help build libraries in our nation and overseas. A total of 2,509 Carnegie libraries were built between 1883 and 1929, including some belonging to public and university systems. Overall, 1,689 were built in the U.S., 660 in Britain and Ireland, 125 in Canada, and others in Australia, New Zealand, Serbia, the Caribbean, Mauritius, and Fiji. The last grant was made in 1919 and by that time, of the 3,500 libraries in the United States, almost half of them were built with construction grants paid by Carnegie.²

PUBLIC LIBRARIES HAVE DIFFERENT OPERATING STRUCTURES

Public libraries operate as both municipal public libraries and not-for-profit public libraries. A municipal library conducts its business as a department of the local government and is not a 501(c)(3) not-for-profit entity. The Los Angeles Public Library is overseen by a Board of Library Commissioners, with five members appointed by the mayor of Los Angeles, and operates as a municipal library.

On the other hand, in New York City, we see the not-for-profit model where each public library is set up as a stand-alone not-for-profit organization. Thus, NYPL, BPL, and QBPL are each separate 501(c)(3) not-for-profit entities, and each of the library boards is comprised of appointed trustees and board selected trustees.

It is interesting to note how NYPL describes its library community. *The New York Times* reported in March 2008 that NYPL had completed some research on its members and found that “the library system learned that 60% of its users are members of minority groups and 60% are from families with annual incomes of less than \$50,000.”³

Figure 2 shows a sampling of the largest 100 libraries (by volumes held) in the U.S. as ranked by ALA. Boston Public Library is ranked number two, NYPL is ranked number four, QBPL is listed at number 24, and BPL is at number 55. If the New York City Libraries were combined, they would be the 2nd largest library in the U.S., after the Library of Congress.

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FIGURE 2

Largest Libraries in the U.S.

Rank	Library Name	Type	Volumes Held
1	Library of Congress	Library of Congress	34,528,818
2	Boston Public Library	Public-Not-For-Profit	19,090,261
3	Harvard University	Academic	16,832,952
4	New York Public Library	Public-Not-For-Profit	16,342,365
5	University of Illinois-Urbana-Champaign	Academic	13,158,748
6	Yale University	Academic	12,787,962
7	University of California-Berkeley	Academic	11,545,418
8	Columbia University	Academic	11,189,036
9	University of Michigan	Academic	10,778,736
10	University of Texas-Austin	Academic	9,990,941
17	Cornell University	Academic	8,173,778
24	Queens Borough Public Library	Public-Not-For-Profit	6,544,609
38	New York University	Academic	5,382,424
44	Rutgers University	Academic	4,722,407
55	Brooklyn Public Library	Public-Not-For-Profit	4,233,304
63	SUNY Buffalo	Academic	4,029,865
69	University of Rochester	Academic	3,826,916

Source: ALA Library Fact Sheet 22, Website (ala.org). Highlighted names represent New York libraries. For a complete list, please see Appendix A.

THREE IMPORTANT TRENDS

Public libraries are facing three important trends which underscore the need for enhanced fundraising:

1. *Providing services beyond just books, including educational and social services*
2. *Funding issues related to a soft economy*
3. *E-Content acquisitions, especially e-books*

Providing Services Beyond Books

Many years ago, libraries were just a place to get books and many still believe that this is the case today; these individuals may not have visited a library in some time. Public libraries today go beyond books and offer many more educational and social services.

Patrons describe the services as follows:

*We rely on the Queens Library every day to provide access to free computers, free classes, free books and materials, free afterschool programs for our kids, and free adult education... This is at a time when we are turning to library services more than ever.*⁴

Just recently, the following placard was posted in the BPL main library lobby, also asking to petition New York City to save the following services:

- *Computers & WiFi service*
- *Job search assistance*
- *Story time activities*
- *Computer software classes*
- *Cultural events*

The Urban Libraries Council also describes the broader services that libraries offer: *“As public libraries broaden their reach in the communities they serve and deepen their role as an essential part of community life, the expectations of library executives are expanding as well. The extent that public libraries are seen as leaders on essential community issues, which include economic and workforce development, civic and community engagement, sustainability, public safety, and digital learning, depends on the effectiveness of a library executive as a strategic leader.”*⁵

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Library Funding Issues Will Continue

All libraries continue to face funding issues, especially the public libraries that depend heavily on government funding. On average, the three New York City Libraries receive 74% of their budgets from the city. With the softer economy and government cutbacks, these libraries will need to consider other sources such as private philanthropy and government/foundation grants.

E-Books and Changes in Technology Pressure Budgets

Over the past decade, the technology in our country has changed rapidly. Libraries face the increasing demand for e-book content, as a July 2011 Harris Interactive survey showed that 15% of Americans reported using an e-reader (digital book reader). It is expected that many more will be purchasing these devices. As this trend continues, libraries will have to consider a migration from print collections to more digital content. Thus, they will need to maintain collections in multiple formats, which is costly.⁶

Moreover, according to the Pew Internet & American Life Project, 73% of Americans in the last 12 months say they visited the library to borrow print books, while 17% say they visited to borrow or download an audio book. (CCAC North Library/Flickr)⁷

LIBRARY FOUNDATIONS ARE AN IMPORTANT FUNDRAISING TOOL

Like not-for-profit hospitals and public community colleges*, public libraries need to assess their local government funding cutbacks and plan for more robust fundraising plans. As part of their fundraising strategy, many public libraries continue to use stand-alone fundraising foundations. Some expect that there will be greater use of these library foundations.

There are a variety of reasons why these foundations can be beneficial to a public library:

* See our recent research studies covering both on www.wilmingtontrust.com

Increasing Trustee Opportunities: a separate foundation creates additional board leadership and volunteer opportunities for trustees, who in turn can be substantial donors.

Maintaining Focus/Control: this is a way to keep the fundraising, operations, and administration in a separate area away from the core operations of the library. It enables the trustees to be focused on fundraising rather than the operations of the library.

Marketing: this allows the library to have a more focused marketing and branding strategy. Many foundations maintain a separate website page to highlight their upcoming special events as well as to communicate about different ways to give.

Donor Choice/Control: separate 501(c)(3) organizations are often set up since donors prefer to give to a separate foundation versus an entity that is controlled by the local government.

Provides a Financial Foundation: libraries can utilize this structure to manage and build their investment portfolios, which are often restricted endowment funds.

We have reviewed the largest public library systems to assess their use of fundraising foundations. **Figure 3** provides summary data while **Figure 4** provides the corresponding data for each library. We found that 79% of public libraries use separate foundations and the average number of trustees was 26, with a range of 10 to 50 trustees; the Chicago Public Library Foundation has 50 trustees, which was the largest foundation board.

The average foundation total assets were \$12.5 million, with the San Diego Public Library Foundation at \$40.7 million. We also found that the average annual fundraising for the public library foundations was approximately \$2 million, with the San Diego Public Library Foundation and the Free Library of Philadelphia Foundation raising approximately \$8 million and \$6.9 million, respectively.

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FIGURE 3

Public Library Foundation Summary Data

Average # of Libraries using Foundation	79%	
Average # of Foundation Trustees	26	Range: 10 to 50
Average Annual Fundraising	\$2,034,144	Range: \$9,103 to \$7,982,901
Average Total Foundation Assets	\$12,476,525	Range: \$257,257 to \$40,732,689

FIGURE 4

Largest Public Libraries/Use of Foundations

Library Name	ALA Size Ranking	Foundation Name	Founded	# Trustees	Recent Donations	Total Assets
Boston Public Library	2	Boston Public Library Foundation	1992	27	\$1,109,937	\$3,217,016
New York Public Library	4	None	—	—	—	—
Public Library of Cincinnati & Hamilton County	13	Library Foundation of Public Library of Cincinnati & Hamilton County	2003	18	\$1,122,533	\$1,362,871
Detroit Public Library	21	Detroit Public Library Friend Foundation	1942	35	\$332,171	\$3,143,823
County of Los Angeles Public Library	23	Los Angeles County Public Library Foundation	1982	14	\$36,733	\$341,460
Queens Borough Public Library	24	Queens Library Foundation	1988	15	\$3,654,181	\$14,771,977
Los Angeles Public Library	25	Library Foundation of Los Angeles	1992	44	\$3,420,822	\$30,221,544
Chicago Public Library	31	Chicago Public Library Foundation	1986	50	\$3,951,641	\$27,925,792
San Diego Public Library	35	San Diego Public Library Foundation	2002	18	\$7,982,901	\$40,732,689
Free Library of Philadelphia	40	Free Library of Philadelphia Foundation	1891	36	\$6,856,195	\$38,294,374
Dallas Public Library	41	Friends of the Dallas Public Library Inc.	1950	41	\$524,353	\$5,417,578
Hennepin County Library	42	Friends of the Hennepin County Library	1986	37	\$1,075,621	\$2,502,919
Cleveland Public Library	54	Foundation for the Cleveland Public Library	2004	12	\$9,103	\$257,257
Brooklyn Public Library	55	Brooklyn Public Library Foundation-Closed	2007	—	—	—
King County Library System-WA	62	King County Library System Foundation	1990	28	\$629,359	\$2,871,146

New York libraries are highlighted in yellow. Entries highlighted in red represent extremes in a given category.

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FIGURE 4
Largest Public Libraries/Use of Foundations CONTINUED

Library Name	ALA Size Ranking	Foundation Name	Founded	# Trustees	Recent Donations	Total Assets
Hawaii State Public Library System	70	Hawaii Library Foundation No recent 990 filing	1993	—	—	—
Miami-Dade Public Library System	73	Miami-Dade Public Library Foundation, Inc.	2002	NA	NA	NA
Broward County Libraries Division	82	Broward Public Library Foundation	1983	24	\$499,875	\$8,756,085
Mid-Continental Public Library	88	None	—	—	—	—
Allen County Public Library	89	Allen County Public Library Foundation	1984	10	\$1,522,089	\$10,740,749
Saint Louis Public Library	90	Library Foundation for the Benefit of St. Louis Public Library	1989	30	\$3,780,023	\$11,033,831
Cuyahoga County Public Library	94	Cuyahoga County Public Library Foundation	2002	25	\$220,624	\$1,829,721
Buffalo & Erie County Public Library	96	None	—	—	—	—
Houston Public Library	100	Houston Public Library Foundation	1977	15	\$1,083,029	\$22,132,279

Entries highlighted in red represent extremes in a given category.
Source: Library websites; Form 990s; financial statements; Website (ala.org)

THE NEW YORK CITY LIBRARY SYSTEM: ONE CITY, THREE LIBRARIES

New York City is one of the largest cities in the U.S., and with that comes a very robust public library system. Most New Yorkers think New York City has one library system under the NYPL system. In reality, the three library systems (NYPL, QBPL, BPL) are run independently and have separate management, even though their boards slightly overlap with some appointees. According to *The Wall Street Journal*, New York ended up with three separate library systems because the libraries were founded in the 1800s, before Queens and Brooklyn became part of New York City.⁸

Looking back at **Figure 2**, NYPL is the fourth largest library system and the second largest not-for-profit library system in the U.S., with over 16 million volumes.

QBPL is ranked number 24, while BPL is ranked number 55. All three libraries depend on New York City government funding with an average of 74% of their funding.

The Center for Urban Future released a report in January 2013 that reported that all three library systems experienced a 40% increase in attendance at programs held at branches in the past decade, as well as a 59% increase in circulation. It also reported that since 2008, NYPL has suffered a net \$28.2 million reduction in city funds, while Brooklyn and Queens have absorbed cuts worth \$18.1 million and \$17.5 million, respectively.⁹

There have been efforts to bring the libraries closer together over the years. *The Wall Street Journal* reported in February 2013 that NYPL would be consolidating operations with the BPL at the NYPL book processing

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center in Long Island City, Queens. It was expected that the move would save the two systems about \$3.5 million per year combined.¹⁰

In July 2013, *The Wall Street Journal* reported that there are 67 Carnegie Libraries in New York City, funded by \$5 million after the turn of the century. These branches, which were built between 1902 and 1929, are more expensive to repair, maintain, and upgrade, according to officials from the three library systems.¹¹ See **Figure 5** for a comparison of the three library systems, including a comparison against Boston Public Library, the second largest library system in the nation.

New York Public Library

The NYPL was founded in 1895 and has benefited from its long history in one of the wealthiest cities in the world. From its early roots, it was supported by the some of the wealthiest families in the city and has also benefitted from the support of corporations and foundations in the city. NYPL also benefits from its prominent board of 44 trustees, which is larger than BPL and QBPL. NYPL's president, Dr. Anthony Marx (former Amherst College President), joined the organization in October 2011.

NYPL also depends heavily on city funding, but it has been able to diversify its funding source with only 57% of its overall budget coming from New York City funding. Its approximate \$840 million investment portfolio is very beneficial to NYPL. The portfolio contributes over \$30 million annually to the budget and approximately 69% of these funds are long-term restricted endowment funds. NYPL does not utilize a separate fundraising foundation.

Besides its successful annual giving program (\$32 million) and annual gala, NYPL has had a very strong planned giving program which offers both bequests and a charitable gift annuity option. It also supports a robust Bigelow Legacy Society, which allows it to

build and cultivate its planned giving donors. On the major gift front, in 2008 it announced a \$100 million gift and naming opportunity from Stephen Schwarzman, a private equity executive. In the past few years, NYPL announced a \$300 million renovation of its flagship Fifth Avenue building (the Schwarzman Building), which would lead to a dismantling of its seven floors of book stacks and the replacement of some specialty libraries. In July 2013, NYPL agreed not to start the project until lawsuits from scholars, writers, and preservationists were resolved.¹²

Brooklyn Public Library

BPL was founded a year after NYPL and is a very important organization in Brooklyn. BPL does not have the benefit of the demographics of New York City and the long support of those founding families, but has developed a strong operating and fundraising plan. It highlights its volunteering opportunities on its website. Linda Johnson joined BPL as its president & CEO in August of 2011 and was previously the head of the Free Library of Philadelphia Foundation.

BPL has a much higher dependency on city funding, with city funding providing 82% of its total budget. At the same time, it has been able to raise \$3 million to \$4 million annually over the past few years. It has focused on its annual fund, corporate sponsorships, and special events, such as its annual gala. BPL has a \$32 million endowment fund and does mention planned giving on its website; it does not offer charitable gift annuities. It also has a legacy society called Ingersoll. BPL had a separate fundraising foundation but decided to close it in 2007 and merge the trustees together.

BPL reported on its website that “the merger (of two boards) created a single and unified board, allowing for greater synergies amongst the Boards’ members to better facilitate their mutually shared goals to enhance the prominence and reach of the Library as a world-class institution.”¹³

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Queens Borough Public Library

Just like the NYPL and BPL, QBPL is a very important organization to the communities in Queens, and it has been around since 1896. QBPL has had a strong and consistent leader in President and CEO Tom Galante, who has been with the library since 1987.

QBPL's annual operating budget is about \$102 million and it receives 93% of its funding from government sources. This allocation from government is similar to BPL. QBPL has an investment portfolio of about \$22 million, according to its latest Form 990s, for which about 31% is restricted funds such as private philanthropy, state/

FIGURE 5

Comparison of the Three NYC Library Systems and Boston Public Library

	Queens Borough Public Library	Brooklyn Public Library	New York Public Library	Boston Public Library
# Branches	62 locations	60 locations	91 locations	25 locations
# People Served	2.23 million	2.5 million	18 million	3 million
# Trustees	19 Library: alternately appointed by Mayor & Borough President; 14 Foundation: appointed by Trustees	38: Mayor & Borough President each elect 11; rest elected by Trustees	44 : majority Board elected but Mayor, City Council Speaker, & Controller each have representation on Board	9: appointed by Mayor of the City of Boston
Library Structure	501(c)(3) Not-For-Profit	501(c)(3) Not-For-Profit	501(c)(3) Not-For-Profit	501(c)(3) Not-For-Profit Finances part of city financial reporting
Founded	1896	1896	1895	1848
Financial info on website	Yes	Yes	Yes	Yes
Annual Revenues (With Donations)	\$107,142,467 (6/30/12)	\$104,776,000 (6/30/12)	\$234,514,000 (6/30/12)	\$39,700,000
% Government	93%	93%	62%	87%
Total Inv. Port.	\$20,322,511	\$33,442,355	\$814,312,756	\$48,000,000
Restricted Endowment (Schedule D, 990)	\$6,886,455 (34% restricted)	\$3,335,168 (10% restricted)	\$561,555,678 (69%)	\$36,000,000 (75%)
Separate Foundation	Queens Library Foundation Inc.	Closed 2007-BPL Foundation	None	Yes - Boston Public Library Fdn.; Associates of the Boston Public Library; City-Wide Friends of the Boston Public Library; Branch Library Friends Groups
5-Year Fundraising Avg.	\$3,319,981	\$3,876,722	\$82,230,997	\$1,107,841
Annual Giving (Change from 5-yr avg)	\$3,654,181 +10.1%	\$4,006,157 +3.3%	\$32,110,000 -61%*	\$1,109,937 +0.2%

*(NYPL just completed a major capital campaign)

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FIGURE 5
Comparison of Library Systems CONTINUED

	Queens Borough Public Library	Brooklyn Public Library	New York Public Library	Boston Public Library
Planned Giving	Yes, no Charitable Gift Annuity (CGA); planned giving expert	Yes, no CGA; focus on bequest	Yes , CGA; helps build endowment; successful bequest program; planned giving expert	Yes; no CGA
Special Events	Yes; annual gala, new golf event	Feb 2013-Brooklyn Public Library Annual Gala-16th	Lions Gala Centennial Gala	19th Annual Boston Public Library Fdn. Spring Gala
Legacy Society	Queens Library Legacy Society	Ingersoll Circle	Bigelow Society	None
On-Line Giving	Yes	Yes	Yes	Yes
Chief Development Officer	Diana Chapin-Foundation ED	Lexy Mayers-Development Director	Jennifer Zaslow-Head of Development; John Bacon-Planned Giving Dir.	David McKay-ED
Volunteering	Yes	Yes	Yes	Unclear on web
Corporations	TD Bank, Richmond County Savings Bank, NYLife, AIG JPMorgan Chase, Citi	AIG, Target, Citi, Bloomberg, Chase	Hess, McGraw-Hill, HBO, Rolex	Fidelity, BCBS of Mass., CVS, John Hancock, McKinsey & Co.
Foundations/ Major Gifts	<ul style="list-style-type: none"> • Andrew Carnegie • Carnegie Corp., NY • Altman Foundation • Thomas & Jeanne Elmezzi Foundation • Starr Foundation • North Star Fund 	<ul style="list-style-type: none"> • Andrew Carnegie 	<ul style="list-style-type: none"> • Stephen Schwarzman • John Jacob Astor • James Lenox • Samuel J. Tilden • Andrew Carnegie 	<ul style="list-style-type: none"> • Johnson Family • Red Sox Foundation • Joshua Bates
Revenue Allocation	2012: \$107,333,000	2012: \$104,776,000	2012: \$234,514,000	2012: \$39,750,000
City	82%	82%	57%	76%
State	5.0%	8.5%	7.0%	7%
Federal	6.2%	2%	0.8%	3.8%
Contributions	3.9%	3.7%	14%	6.5%
Investment Returns	0.5%	-0.6%	16%	6%
Fines Royalties Other	2.4%	4.4%	5.2%	N/A

Entries highlighted in red represent extremes in a given category.

Source: Library websites; Form 990s; financial statements; Website (ala.org)

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federal grants, and corporate foundation support. QBPL reported in its June 30, 2012 annual report summary that it raised \$3.7 million, which is a significant increase from the prior year.

QBPL is very proactive with its fundraising plans and is the only library system in New York City to utilize a separate library foundation called Queens Library Foundation. The Foundation is led by Diana Chapin, executive director, and Peter Wayne, who focuses on major gifts and planned giving. QBPL has started a golf event this year and has been creative with its estate planning seminars at some of the library branches.

QBPL has also been strategic with its fundraising technology plans through the use of email updates to its donors. On its website you can learn more about its foundation staff of six (which includes a dedicated staff member for foundation and corporate grants), its E-newsletter, and volunteer opportunities. Diana Chapin commented: “Funders, whether foundations, corporations, or individuals, are often confused about why libraries need private support and believe that libraries are government entities. Having a separate Foundation helps make it clear that the Library is a private corporation and also provides a separate Board whose dedicated mission is to assist in garnering private support, rather than providing guidance in operational and policy matters.”

Boston Public Library: One Library, Three Foundations

Just like we often compare the New York Yankees to the Boston Red Sox, we thought it would be useful to compare Boston Public Library to the New York City libraries (see **Figure 5**). Boston Public is the second largest library system in the nation and is viewed as one of the leading institutions as far as reputation and offerings. It was founded in 1848 by seed money provided by Joshua Bates, a financier in Boston. Boston Public is also a 501(c)(3) organization, so it is a separate

entity from the City of Boston. Here is a summary of how they compare:

- *Depends heavily on government funding at 87%, but less than QBPL and BPL*
- *Has an endowment of \$44 million, which is larger than QBPL/BPL, but smaller than NYPL*
- *Its endowment is comprised of 75% of restricted funds, which shows the importance of planned giving strategies, like NYPL*
- *Has strong roots to prominent families in Boston, like NYPL*
- *Has a separate foundation like QBPL, and has three separate fundraising entities*

CONCLUSION

Public libraries have moved beyond books and provide many other educational, training, and social services that are needed by the community. Public libraries have a complementary relationship with their local governments since they provide many services that are crucial to the local community. The demand for these services will continue to increase. During our recent visits to both BPL's and QBPL's main branches, we witnessed a bustling setting with many local New Yorkers using the libraries' varied services.

As we see with public community colleges facing government cutbacks and not-for-profit hospitals being impacted by The Affordable Care Act and Medicaid/Medicare cutbacks, public libraries will continue to face budget cuts and will have to take a more active role in their fundraising plans

The use of library fundraising foundations can be beneficial to public libraries as a way to develop trustee leadership opportunities as well as to have a focused fundraising strategy. We found that almost 80% of public libraries (a review of the top 100 libraries) use a separate fundraising foundation. These vary in size and scope. QBPL is the only New York City library system to utilize a foundation, while Boston Public Library has three foundation entities that support its fundraising.

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Public libraries will also need to diversify their fundraising plans to include a full array of fundraising channels. For example, planned giving and legacy societies are very important areas to develop. Planned giving is a way to increase endowment funds. NYPL has been very successful in building up its endowment through planned giving (bequests) over the years.

Technology is also an important area to consider as many not-for-profits, including public libraries, are assessing how they communicate with their donors through websites, emails, and social media. This should be part of a written strategic technology plan as a component of the fundraising plan.

SOURCES

- 1: Queens Borough Public Library website.
- 2: Wikipedia, Carnegie Libraries.
- 3: *The New York Times*: A \$100 Million Donation to the N.Y. Public Library; March 11, 2008, Robin Pogrebin.
- 4: Ibid.
- 5: Urban Libraries Council Summer 2012 Newsletter
- 6: Library Research Statistics, Research and Statistics on Libraries and Librarianship in 2011; Denise M. Davis; page 404.
- 7: Pew Internet & American Life Project 2011.
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- 9: Center for an Urban Future; January 2013.
- 10: Ibid.
- 11: *The Wall Street Journal*: Rethinking Andrew Carnegie's Library Gift to New York City; July 2013, Jennifer Maloney.
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- 13: Brooklyn Public Library website.



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Walter specializes in serving endowments, foundations, and healthcare organizations as part of a dedicated endowment and foundation advisory team in the Northeast Region, which also supports the firm's national effort in the endowment and foundation marketplace. Walter and his team work closely with their not-for-profit clients to help them achieve both their investment and philanthropic objectives. Walter has authored original research on a number of nonprofit sectors including hospitals, community colleges, public libraries, private schools, and religious organizations that have been covered by the financial press. Walter has nearly three decades of financial services industry experience. He holds an MS in philanthropy from New York University, an MBA from Babson College, and a BA in economics from Bates College.

APPENDIX
The Nation's Largest Libraries: A Listing by Volumes Held
ALA Library Fact Sheet Number 22

This fact sheet lists the top 100 largest libraries in the United States by volumes held. See below for definitions of “volume” for both public libraries and academic (college and university) libraries.

Number	Source	Library Name	Volumes Held	Number	Source	Library Name	Volumes Held
1	L	Library of Congress	34,528,818	37	A	Pennsylvania State University	5,441,121
2	P+A	Boston Public Library (Branches + Research Collections)	19,090,261	38	A	New York University	5,382,424
3	A	Harvard University	16,832,952	39	A	Northwestern University	5,047,970
4	P+A	New York Public Library (Branches + Research Collections)	16,342,365	40	P	Free Library Of Philadelphia	5,043,943
5	A	University of Illinois - Urbana-Champaign	13,158,748	41	P	Dallas Public Library	4,972,494
6	A	Yale University	12,787,962	42	P	Hennepin County Library	4,961,514
7	A	University of California - Berkeley	11,545,418	43	A	University of Georgia	4,810,192
8	A	Columbia University	11,189,036	44	A	Rutgers University	4,722,407
9	A	University of Michigan	10,778,736	45	A	University of Colorado	4,681,261
10	A	University of Texas - Austin	9,990,941	46	A	Texas A&M University	4,577,498
11	A	University of Chicago	9,837,021	47	A	Arizona State University	4,497,114
12	A	University of California - Los Angeles	9,151,964	48	A	University of Florida	4,414,450
13	P	Public Library of Cincinnati & Hamilton County	8,819,759	49	A	University of Cincinnati	4,379,445
14	A	Indiana University	8,677,974	50	A	North Carolina State University	4,332,899
15	S	Stanford University	8,500,000	51	A	Washington University - St. Louis	4,323,958
16	A	University of Wisconsin - Madison	8,421,198	52	A	University of Kansas	4,318,644
17	A	Cornell University	8,173,778	53	A	Brigham Young University	4,292,056
18	A	Princeton University	7,226,744	54	P	Cleveland Public Library	4,273,202
19	A	University of Washington	7,203,156	55	P	Brooklyn Public Library	4,233,304
20	A	University of Minnesota	7,111,311	56	A	Brown University	4,187,257
21	P	Detroit Public Library	7,070,433	57	A	University of Southern California	4,180,515
22	A	University of North Carolina - Chapel Hill	7,012,787	58	A	University of California - Davis	4,175,047
23	P	County of Los Angeles Public Library	6,795,552	59	A	Tulane University	4,155,793
24	P	Queens Borough Public Library	6,544,609	60	A	Louisiana State University	4,128,626
25	P	Los Angeles Public Library	6,459,552	61	A	University of Connecticut	4,096,396
26	A	University of Pennsylvania	6,438,305	62	P	King County Library System	4,044,907
27	A	Duke University	6,174,814	63	A	State University of New York - Buffalo	4,029,865
28	A	Ohio State University	6,161,657	64	A	Temple University	3,990,379
29	A	University of Pittsburgh	6,148,036	65	A	University of South Carolina	3,963,958
30	A	University of Arizona	5,998,148	66	A	University of Maryland	3,930,013
31	P	Chicago Public Library	5,790,289	67	A	University of Kentucky	3,915,579
32	A	University of Oklahoma	5,662,666	68	A	University of California - San Diego	3,830,802
33	A	Michigan State University	5,609,761	69	A	University of Rochester	3,826,916
34	A	University of Virginia	5,607,915	70	P	Hawaii State Public Library System	3,776,405
35	P	San Diego Public Library	5,535,415	71	A	Johns Hopkins University	3,701,215
36	A	University of Iowa	5,490,825	72	A	University of Massachusetts - Amherst	3,697,796
				73	P	Miami-Dade Public Library System	3,674,651
				74	A	University of Notre Dame	3,673,092

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The Nation's Largest Libraries: A Listing by Volumes Held CONTINUED

Number	Source	Library Name	Volumes Held	Number	Source	Library Name	Volumes Held
75	A	Wayne State University	3,655,805	89	P	Allen County Public Library	3,412,830
76	A	Emory University	3,619,813	90	P	Saint Louis Public Library	3,352,775
77	A	University of Hawaii	3,602,058	91	A	University of Miami	3,348,622
78	A	University of Missouri - Columbia	3,561,607	92	A	University of Tennessee - Knoxville	3,330,181
79	A	University of Alabama	3,533,794	93	A	Syracuse University	3,291,384
80	A	Vanderbilt University	3,531,208	94	P	Cuyahoga County Public Library	3,252,456
81	A	University of Nebraska - Lincoln	3,500,601	95	A	University of California - Irvine	3,223,679
82	P	Broward County Libraries Division	3,477,312	96	P	Buffalo & Erie County Public Library	3,211,709
83	A	Auburn University	3,472,547	97	A	Southern Illinois University - Carbondale	3,203,455
84	A	Oklahoma State University	3,468,428	98	A	MIT/Massachusetts Institute of Technology	3,119,157
85	A	Georgetown University	3,461,170	99	A	University of California - Riverside	3,066,630
86	A	University of Utah	3,441,965	100	P	Houston Public Library	3,061,773
87	A	University of New Mexico	3,430,200				
88	P	Mid-Continent Public Library	3,419,516				

SOURCES:

L: Library of Congress, Annual Report, FY 2011, Annual Report of the Librarian of Congress: For the Fiscal Year Ending September 30, 2011. Member of Association of Research Libraries (ARL <http://www.arl.org>).

A: ARL Statistics 2009–10. Association of Research Libraries (ARL).

P: PLAmetrics (FY 2011). Public Library Association (PLA, a division of the American Library Association).

P+A: PLAmetrics (FY 2011) plus ARL Statistics 2009–10: Both the Boston Public Library and the New York Public Library appear on both reports, reporting their public library collection number in the former and their research library collection number in the latter. For accuracy in counting these institution's true holdings, these collection numbers have been added together.

S: Stanford Facts: Libraries & Computing. Former member of ARL.

Users should be aware that public library and academic library collections are dissimilar.

The ARL academic library study takes its definition of volume from the National Information Standards Organization (NISO): A single physical unit of any printed, typewritten, handwritten, mimeographed, or processed work, distinguished from other units by a separate binding, encasement, portfolio, or other clear distinction, which has been cataloged, classified, and made ready for use, and which is typically the unit used to charge circulation transactions. Either a serial volume is bound, or it comprises the serial issues that would be bound together if the library bound all serials. ARL has been modifying the interpretation of the standard definitions to address questions posed by library staff at various member institutions that complete the survey and with feedback from the ARL Statistics and Assessment Committee. Include duplicates and bound volumes of periodicals. For purposes of this questionnaire, unclassified bound serials arranged in alphabetical order are considered classified. Exclude microforms, maps, nonprint materials, and uncataloged items. Include government document volumes that are accessible through the library's catalogs regardless of whether they are separately shelved. Include e-book units, as long as these e-books are owned or leased and have been cataloged by your library. Include electronic books purchased through vendors such as NetLibrary® or Books 24x7, and e-books that come as part of aggregate services. Include individual titles of e-book sets that are treated as

individual reference sources. Include locally digitized electronic books and electronic theses and dissertations. Include volumes purchased collectively where the cost is shared at the time of purchase.

The PLAmetrics public library report defines "holdings" on its worksheet: For the purpose of this data service, holdings will be defined as the number of cataloged items (number of items, not number of titles). Include print materials (including periodicals), electronic books, audio materials, and video materials acquired as part of the collection and cataloged, whether purchased, leased, licensed, or donated as gifts.

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