

#### Dear Leader:

Innovation and creativity continue to thrive in North America's public libraries as demonstrated by the 2017 Urban Libraries Council Innovations Initiative. The 2017 Top Innovators highlight public libraries' remarkable capacity for leadership, innovation and transformation in the communities they serve.

ULC is proud to highlight programs that provide education opportunities, address racial and social equity, meet the needs of underserved populations, bridge digital divides and model creative organizational strategies to deliver cost-effective services.

The 2017 innovations include library programs that:

- Bring summer learning to childcare sites to reach children who aren't library users
- Provide after-hours computer and internet access for people without these resources at home
- Support broad engagement of residents in community conversations
- Lend tools to help residents assess energy use to save energy and money
- Connect hip hop music and architecture at a camp aimed at engaging student and adult minorities to inform city planning
- Increase access to GED preparation and testing to produce better outcomes
- Provide easy access to a vast collection of learning resources for educators
- Expedite customer access to ever-growing technology resources

The winners were selected based on the strength of innovation, results achieved and capacity to be replicated in other libraries.

We congratulate all ULC member libraries for their commitment to pursuing innovative approaches and for making a difference in your communities. It is our privilege to support your work and showcase your innovations.

Susan Benton
President and CEO

# **LEARNING: BIRTH THRU TEENS**

#### TOP INNOVATOR

Cedar Rapids Public Library ►
Summer Dare Everywhere
CRlibrary.org



Cedar Rapids Pubic Library and childcare providers are working together to combat summer slide among children who aren't regular users of the public library. *Summer Dare Everywhere* brings vital library learning resources and volunteers to childcare sites in weekly 90-minute learning sessions. Since its launch in 2016, the program has grown by 200 percent from 130 children at two sites in 2016 to 260 children at five sites in 2017. A majority of program participants – 68 percent – had not previously participated in the library's summer reading program.

Summer Dare Everywhere grew out of a shared commitment between the library and childcare providers to find ways to reduce summer slide among underserved children. Childcare providers identified new, engaging reading materials and staff time as their biggest challenges in providing quality literacy services at their care sites. To fill those gaps, volunteers bring a wealth of library learning resources – books, crafts and learning tablets – to the weekly summer learning sessions. A collection of resources curated by the library staff circulates through the childcare sites, and program volunteers fulfill book requests for children to extend their reading work beyond the weekly sessions.

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Summer Dare Everywhere breaks barriers to library access during summer months, when kids are most vulnerable. It elevates existing summer programs by taking the library to them and creating literacy experiences across the community, helping Cedar Rapids become a city of literacy."

#### - Dara Schmidt

Director Cedar Rapids Public Library



■ San Mateo County Libraries

Big Lift Inspiring Summers:

Ending the Summer Slide

SMCL.org

More than 750 kindergarten through second grade students gained two-to-four months of reading skill after participating in the San Mateo County Libraries' five-week, full-day *Big Lift Inspiring Summers* learning camp. The program offered literacy and STEM content and nurtured the mind and body through innovative programming, nutritious meals and confidence-building learning activities. In addition to documented reading progress, 95 percent of participating children said they enjoyed the program, increasing the likelihood of continued learning.

Summer is a crucial time for us to combat learning loss. Research shows that during the summer months, children can lose an average of two months of instruction. San Mateo County Libraries are proud to be doing 'big lifting' with our partners to increase access to high quality learning experiences and advance literacy by engaging youth and families in our summer camp programs."

# Anne-Marie Despain Director of Library Services San Mateo County Libraries

# **LEARNING: ADULTS**

#### **TOP INNOVATOR**

St. Louis County Library ►
After-Hours Computing
SLCL.org



St. Louis County Library added 10 extra hours of computer access each week to respond to a community need for after-hours computing. Focusing on the branch with the heaviest computer use and using a generous donation from Emerson, the library created the Emerson Technology Center which includes a computer lab/classroom with 24 computers, a printer, fax station and color copier. When the classroom isn't being used, the room functions as a family lab where parents can use the computers while their children play nearby. The technology center is open from 9 to 11 p.m., Monday through Thursdays and from 5 to 7 p.m. on Fridays, in addition to regular library hours.

Since its opening in September 2016, an average of 284 patrons have used the after-hours lab each month. Examples of users include a student who came in because his laptop was broken and he needed to finish a term paper that was due the next day and a woman without a home computer who comes weekly after work and stays until closing to work on online courses.

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We know from talking with our patrons that the Natural Bridge Branch is where many residents go for computer use and technology help. Because the public's computing needs often extend beyond normal branch hours, we designed the branch to allow after-hours access. By meeting our patrons where they are, we are providing a vital resource to the community."

Kristen SorthLibrary DirectorSt. Louis County Library



◆ San Francisco Public Library 
Citywide Digital Inclusion Week 
SFPL.org

More than 2,000 people participated in San Francisco's first *Citywide Digital Inclusion Week*, spearheaded by the San Francisco Public Library, to promote online access and technology skill building. Library staff, technology workers and industry professionals joined together to offer 60 learning opportunities at 20 locations throughout the city including classes, a tech expo to learn about new technology tools and a tech fair to get help fixing broken devices. With a long-term focus on the more than 100,000 city residents who don't have internet access at home or are not technology proficient, the event also provided an introduction to the San Francisco Public Library for new patrons and volunteers.

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Though San Francisco is recognized for being the epicenter of tech, there are serious disparities in access to technology, learning opportunities and connectivity. By bringing together our nonprofit partners, community- based organizations and the private sector, San Francisco Public Library's launch of *Digital Inclusion Week* showcases our leadership in addressing the digital divide."

# - Luis Herrera

City Librarian
San Francisco Public Library

# RACE AND SOCIAL EQUITY

#### **TOP INNOVATOR**

Madison Public Library ►
Hip-Hop Architecture Camp
MadisonPublicLibrary.org



In four learning-filled days, 50 Madison residents worked together at the *Hip-Hop Architecture Camp* to help black residents reimagine their environment and help black children reimagine themselves and their place in the community. The Madison Public Library collaborated with local architect Mike Ford, the University of Wisconsin-Madison, MOD Media and others to host the camp which had two goals – increase the number of minorities in architecture and urban planning and retell the history of architecture and urban planning in relation to black communities. The partnership also advanced the library's racial equity and social justice strategic goals.

The learning process provided an opportunity for students and community members to work together to redefine visions for their communities and neighborhoods in ways that are culturally relevant, sustaining and responsive. City planners are using the content from the camp to inform the city's Imagine Madison urban planning process with the library as a key player in the work.

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Blending hip-hop with urban planning and architecture inspired our campers to create amazing visions of Madison. Next year, we get our beats with a hip-hop redesign of a neighborhood library space."

# - Greg Mickells

Llibrary Director Madison Public Library



Richland Library's *Social Awareness Task Force* provides opportunities for civic engagement, community connections and courageous conversations. The task force is made up of 10 diverse library staff members who have been trained to lead discussions on race, bias, inclusivity and equality. Since its creation in 2016, the task force has engaged nearly 300 people in small group discussions on race, women's rights and social justice, distributed more than 250 books, formed successful community partnerships and created "ripples of change" in the community.

Richland Library's Social Awareness Task
Force encourages citizens to step out of
their comfort zones and into discussions
that may be challenging. By tackling
issues of race, social justice and equality
in an inclusive way, our library is seen as
a safe space for people to gain insight,
information and new perspectives."

# Melanie Huggins Executive Director Richland Library

# CIVIC AND COMMUNITY ENGAGEMENT

## **TOP INNOVATOR**

**Lexington Public Library ▶** On the Table LexPubLib.org



On the Table engaged more than 11,000 residents in a day of community conversations to provide broad and diverse input into development of the city's Comprehensive Plan. The Lexington Public Library was a key partner in the collaborative planning and hosting process focusing on creating a safe, non-partisan space for community members to gather, talk and share a meal while putting their issues and concerns "on the table." Other community partners included Lexington's community foundation, the city planning office, school district and chamber of commerce.

In the past only a few hundred people participated in the community input phase of the comprehensive planning process. *On the Table* made civic engagement simple, enjoyable and accessible to residents in every corner of the city. It increased participation by more than 200 percent, far exceeding the initial goal of engaging 5,000 residents. Broad community support for the effort and extensive outreach and publicity contributed to the success. Perhaps most important, *On the Table* brought civic engagement to the people at convenient, familiar and safe locations.

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On the Table was a one-day series of community conversations held in small groups throughout the city.

Conversations focused on Lexington's future, and information gathered will be used to inform the city's long-range Comprehensive Plan and other community initiatives. We made civic engagement fun by creating a social setting for dialogue and an easy mechanism to share ideas with city leaders.

#### - Ann Hammond

Executive Director Lexington Public Library



■ Queens Library Youth-to-Youth Teen Leadership Council at Flushing QueensLibrary.org

The Queens Library *Youth-to-Youth Teen Leadership Council* offers teens and young adults a positive way to discover their voice, explore social and cultural differences and create change in their community. Meeting weekly, the 12 council members learn how to examine problems strategically, gather and use data and work together as a team despite cultural differences and speak in public. They also created and hosted Money Matters 101, a conference on personal and college finance that was attended by 50 teens.

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If libraries are to remain a relevant force in their communities for generations to come, they have to give young people a reason to walk through their doors now. The *Youth-to-Youth Teen Leadership Council* does just that by providing youth with an opportunity to fully realize the power of their voices and show how much they matter."

# Dennis M. WalcottPresident and CEOQueens Library

# WORKFORCE AND ECONOMIC DEVELOPMENT

#### **TOP INNOVATOR**

Dallas Public Library ►
GED Testing and Workforce
Development Project
DallasLibrary2.org



Dallas Public Library's *GED Testing and Workforce Development Project* was created to address the needs of the nearly 28 percent of Dallas County adults with less than a high-school education. DPL opened the first GED testing center in a public library in Texas and has since become the leader among Dallas area certified testing centers. In 2016, the library administered the most exams (870) with the most graduates (131) and highest pass rate (79 percent).

In addition to administering the four-subject, computer-based GED test, the library provides test preparation classes – both face-to-face and online – covering core subject areas and test-taking strategies. Scholarship vouchers for the cost of the test and one transcript are available to individuals who have completed a GED preparation class, are GED test-ready in desired classes based on practice test results or instruction verification and plan to take the test at the library. In 2016, the library provided more than 750 vouchers to eliminate another obstacle to economic success.

Through this project, DPL is working to open doors of opportunity to residents who have been left behind including better paying jobs, access to higher education and a brighter future.

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By offering GED testing in our Central Library and full scholarships in partnership with Atmos Energy, we have lowered barriers for adults seeking to change their lives. The testing center allows the library to walk with adults through their GED journey and beyond to pursuing better jobs or higher education."

#### Jo Giudice

Director of Libraries City of Dallas



■ Montgomery County Public Libraries

Road to Success: Workforce

Development Programs

MontgomeryCountyMD.gov/library

The *Road to Success* for teens, adults and seniors in Montgomery County is a little smoother thanks to a range of workforce development programs offered by the public library. The commitment to workforce development emerged in response to a charge to the library from the county executive to become a stronger contributor to the county's economic prosperity and its diverse population. Programs focus on career development, support to small business owners, high school graduation through an online high school diploma program and digital, financial and business skill development.

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We broadened our central programming portfolio in 2016 to include a strategic focus on programs and services to positively impact local economic development. A year later, over 55 new business, workforce, digital and financial literacy programs designed to help people and businesses succeed have been introduced."

### - Anita Vassallo

Acting Director

Montgomery County Public Libraries

# **HEALTH, SAFETY AND SUSTAINABILITY**

#### TOP INNOVATOR

Arlington Public Library ►
Energy Lending Library
Library.ArlingtonVA.us



Thermal cameras, LED bulbs, energy meters and more are as easy to check out as books at the Arlington Public Library's *Energy Lending Library*. Arlington launched the nation's first energy lending library to help residents identify energy-saving opportunities in their homes to better manage their utility bills.

Working in partnership with Arlington's Rethink Energy Program, the library provides action-oriented solutions that support do-it-yourself energy audits. Thermal cameras spot missing insulation or air leaks; LED sampler boxes take the guesswork out of picking the right LED bulb; energy meters track energy use to identify ways to save money. The library also provides a range of energy-related books for adults and kids in English and Spanish to broaden understanding of home energy options.

The energy library has been a big hit with residents. Since May 2017, 731 energy tools have been checked out. In addition, the library has shared information regionally and nationally to help other libraries create similar programs.

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The Energy Lending Library allows
Arlington citizens to interact with their
library in a new and unexpected way
while learning about energy efficiency
opportunities and solutions in their
home. The program has brought new
users to the library and sparked a
dialogue in the community surrounding
energy conservation."

#### - Diane Kresh

Director
Arlington Public Library



■ Springfield City Library Planting the Seeds of Health Literacy SpringfieldLibrary.org

Health is growing at the Springfield City Library. With funding from the National Library of Medicine, the library's Health in the Square project provides nutritional awareness, access to health information resources and urban gardening skills to residents of an underserved neighborhood with significant economic, environmental and health challenges. In the midst of this food desert, the library and its community partners have created an oasis with onsite community gardens, workshops and health resources to plant the seeds of health literacy.

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Throughout Springfield's neighborhoods, there is evidence of the library's role in enhancing neighborhood stability and sparking civic engagement. This project advances literacy and civic participation for Mason Square residents and contributes to a more vibrant place to live. Mason Square Branch is a prominent component of a healthy and vibrant community and affirms the many important roles that the library plays in the neighborhood. Staff have created a welcoming, inviting community hub connecting a diverse population of users to the community and to each other."

# Molly Fogarty

Director Springfield City Library

# POSITIONING THE LIBRARY

#### TOP INNOVATOR

Stark County District Library ►
Mobile Device SmartKits
StarkLibrary.org



Stark County District Library raised its profile as an essential community technology leader and go-to tech resource by creating a *Mobile Device SmartKit* which introduces users to the breadth of library services and resources to better serve the "digitarian" population.

SmartKits include a touch screen stylus/pen, a microfiber screen cleaner and a set of Quick Start cards that highlight the digital content and expert technology services available for free at the library with links to mobile apps for the library's digital collections. And, to ensure access for all, SmartKits include a link to sign up for a library e-card offering instant access to all digital resources.

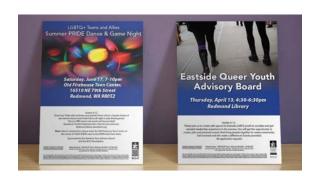
The impact of the *SmartKits* campaign has been remarkable. After distributing more than 13,250 *SmartKits* to holiday shoppers at a local mall in December 2016, traffic to digital services increased by 165 percent, e-circulation rose by 15 percent, e-card signups grew by 103 percent and ask-an-expert technology sessions are up 400 percent. The library is continuing to distribute an average of 1,000 *SmartKits* per month, and use of e-resources is continuing to trend upward.

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The library created the *SmartKit* campaign to raise awareness of the library's digital and mobile tech offerings, tech help services and training resources, raise awareness of non-traditional tech devices for circulation and increase circulation of the digital collection. The campaign launched in the winter during peak tech gift-giving season."

#### - Tena Wilson

Executive Director
Stark County District Library



◀ King County Library System
Rainbow Teen Advisory Board
KCLS.org

The *Rainbow Teen Advisory Board* provides a safe place for LGBTQ teens in east King County to explore and express their identities, gain leadership experience and plan and promote library-sponsored activities and events for their community. King County Library System created the advisory board to fill a void in services and resources for LGBTQ teens in east side neighborhoods using the library's trusted status in the community and its values around diversity, equity and inclusion as a foundation for safe participation and positive engagement.

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King County Library System's collaboration with multiple cities' teen youth and arts venues has created places for LGBTQ+ youth to socialize in the suburban/rural region of east King County, expanding the safety net outside of social service agencies and school LGBTQ+ groups, creating a place to belong and to explore gender and s exual identity."

# - Stephen Smith

Interim Director
King County Library System

## **COLLECTIONS**

# **TOP INNOVATOR**

New York Public Library ► MyLibraryNYC: Special Collection for NYC Educators NYPL.org



MyLibraryNYC offers enhanced library privileges, professional development and access to a special collection of more than 100,000 K-12 learning resources to supplement and support school and classroom libraries. Working across New York City's five boroughs, three public library systems and 500 city schools, MyLibraryNYC is built on a customized interface that allows teachers to find single and multi-title texts and order selected resources using just three clicks. Materials are delivered directly to the ordering teachers schools.

Drawing on feedback from educators, the library added world language materials, digital audiobooks, tabletop games and graphic novels to create a dynamic collection for today's classrooms.

The goals of the collaborative effort are to increase use of library learning resources in classrooms, increase educator engagement with the library system and broaden the library's understanding of educator and school librarian needs.

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With demand growing eight-fold in five years, New York Public Library, Brooklyn Public Library and Queens Library have propelled *MyLibraryNYC* into our flagship partnership with the city's school system. Students in the hundreds of schools we reach see clearly that whether public librarian, school librarian or teacher, working together we are intent on helping them succeed."

Christopher Platt
 Chief Branch Library Officer
 New York Public Library



▼ The Indianapolis Public Library
 From the Convenience of Your Home:
 Online Library
 IndvPL.org

More than 11.5 million patrons visited The Indianapolis Public Library virtually in 2016, compared with 3.8 million people who walked through library doors. To adapt to changing user patterns, IndyPL abandoned its face-to-face requirement to validate residency and eliminated limits that are often placed on virtual library cards. The library uses a residency validation tool for online registration and issues electronic cards with the same three-year term and borrowing privileges as traditional library cards. In the first two months of operation, online library account registration surpassed in-library registration at 12 of 24 branches, and 23 percent of all new library card applications were completed electronically.

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With online registration we make it easy for patrons to receive unrestricted access to services. Electronic residency validation allows individuals to use their new account number immediately. They can use it electronically or take it with them to checkout materials at their neighborhood library. It's all about increasing access."

# - Jacqueline Nytes

CEO

The Indianapolis Public Library

# **CUSTOMER EXPERIENCE**

#### TOP INNOVATOR

Gwinnett County Public Library ►
Restructuring Remote Customer Contact
www.GwinnettPL.org



A restructuring of Gwinnett County Public Library's AskGCPL service for remote customers led to more efficient and prompt service to customers while achieving a 90 percent decrease in dedicated staff time. The service previously relied on 50 staff members working across all 15 branches to provide remote customer service. Centralizing the service required customized and dedicated space and selection and training of a new AskGCPL response team.

A five-member team now works out of one location delivering professional responses to an average of 5,000 incoming calls per month, carrying out an average of 2,000 website chats per month, responding to emails and texts and reserving meeting rooms and book-a-librarian sessions. The five staff members quickly set a consistent tone in their responses, prepared a leaner and more efficient compilation of FAQs for the public and collaborate regularly with each other to improve responses for remote users.

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Gwinnett County Public Library centralized its customer contact center to achieve greater efficiency and more immediate and responsive customer interaction. This retooling has allowed the library to greatly improve service quality and expand the range of services provided to offsite customers, which now includes telephone, email, text and chat."

#### - Charles Pace

Executive Director
Gwinnett County Public Library



■ Toronto Public Library Leap into Literacy: Navigate the World Confidently TorontoPublicLibrary.ca

Toronto Public Library's *Leap into Literacy* program offers adults with intellectual disabilities an opportunity to improve basic literacy skills to help them become more independent and confident and less anxious in their daily lives. The library joined with Community Living Toronto to develop the 10-week program for this highly marginalized population. In addition to focusing on basic literacy skills, the program encourages social interactions and connects caregivers with information about library and community resources.

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The Leap into Literacy program empowers participants to gain the practical literacy skills they need and gives them the opportunity to become more confident and successful. It helps fill a programming void in our city and is perfectly aligned with our strategic priorities of expanding access, increasing opportunity and building connections."

# - Vickery Bowles

City Librarian
Toronto Public Library

## ORGANIZATIONAL CHANGE AND STRATEGIC MANAGEMENT

#### **TOP INNOVATOR**

Los Angeles Public Library ►
Strategic Restructuring: Creating the
Fourth Division
LAPL.org



Los Angeles Public Library created a fourth division – Engagement and Learning – to promote increased internal communication and improved community learning services. The need for a new division emerged from LAPL's new strategic plan that emphasizes community-centered services to create opportunity, build community and inspire innovation. But the existing organization structure still reflected a traditional library-centered, collections-driven approach.

The fourth division works alongside three existing divisions – Branch Library Services, Central Library Services and Emerging Technologies and Collections – with departments that reflect how the library interacts with various components of the community. Engagement and Outreach coordinates volunteers, friends, outreach and partnerships. Lifelong Learning handles the online high school, health initiatives, financial literacy, citizenship and more. Lastly, Youth Services ensures that librarians are well-trained in all matters related to children, teens and their families.

The reorganization has led to improved morale, closer relationships among department managers and increased communication and synergy, all of which have contributed to stronger library programs.

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Los Angeles Public Library is increasingly delivering high-demand, high-impact services, including immigrant integration, health, STEAM and online education. But to maximize effectiveness and outcome, we realized our organizational structure had to change. With a radical reorganization, we created the fourth division, which is successfully improving delivery, inspiring innovation, and dramatically increasing community engagement."

#### - John F. Szabo

City Librarian
Los Angeles Public Library



◆ Pierce County Library System Developing a Leadership Culture and Pipeline PierceCountyLibrary.org

Pierce County Library System created a leadership academy to support the library's commitment to develop a leadership culture and pipeline. The nine-month learning experience was built around seven leadership competencies that align with the library's vision and goals, intentional selection of leaders with promotional potential, aptitude and willingness to develop and a capstone assignment to develop and deliver a staff in-service day introducing the library's new strategic framework. All leadership academy participants completed the program, and 66 percent of the graduates have been promoted.

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Inspiration – from the Leadership
Academy and to all Pierce County
Library staff. That inspiration sparked
excitement and ownership to realize
the library's new Strategic Plan. Our
inaugural class embodied and brought to
life our Leadership Competencies. The
academy grew our leaders and ignited
our organization to better serve our
communities!"

# - Georgia Lomax

Executive Director
Pierce County Library System

#### **2017 INNOVATIONS INITIATIVE PARTICIPANTS**

Alexandria Library Fort Vancouver Regional Library District

Allen County Public Library Fort Worth Library

Anythink Free Library of Philadelphia

Arlington Heights Memorial Library Frisco Public Library

Arlington Public Library Grand Rapids Public Library

Atlanta-Fulton Public Library System Greensboro Public Library

Baltimore County Public Library Gwinnett County Public Library

Boston Public Library Harris County Library

Brooklyn Public Library Hartford Public Library

Broward County Library Hennepin County Library

Calgary Public Library Hillsboro Public Library

Cambridge Public Library System

Howard County Library System

Cedar Rapids Public Library The Indianapolis Public Library

Columbus Metropolitan Library Jacksonville Public Library

County of Los Angeles Public Library Johnson County Library

Dallas Public Library Kansas City Public Library

Dayton Metro Library Kent District Library

Denver Public Library System

Do Space Kitchener Public Library

Durham County Library Lexington Public Library

Edmonton Public Library Los Angeles Public Library

El Paso Public Library Loudoun County Public Library

Louisville Free Public Library Richland Library

Madison Public Library Richmond Public Library

Memphis Public Library and Information Center Rochester Public Library

Montgomery County Public Libraries Salt Lake City Public Library

Nashville Public Library Services Salt Lake County Library Services

New Haven Free Public Library San Antonio Public Library

New York Public Library San Diego County Library

Newark Public Library San Diego Public Library

Oak Park Public Library San Francisco Public Library

Oakland Public Library San Mateo County Libraries

Ottawa Public Library Santa Clara County Library

Palm Beach County Library System Skokie Public Library

Palo Alto City Library Sno-Isle Libraries

Pierce County Library System Springfield City Library

Pioneer Library System St. Louis County Library

Portland Public Library Stark County District Library

Poudre River Public Library District Sunnyvale Public Library

Prince George's County Topeka and Shawnee County Public Library

Memorial Library System

Toronto Public Library

Queens Library

Virginia Beach Public Library

Regina Public Library Wichita Public Library

All submissions can be found on the Urban Libraries Council website, www.urbanlibraries.org

Urban Libraries Council (ULC), founded in 1971, is the voice for public libraries and the force that inspires them to evolve. ULC creates the tools, techniques and ideas to make ongoing improvements and upgrades in services and technology. ULC also speaks loudly and clearly about the value public libraries bring to communities, and secures funding for research that results in the development of new programs and services. And by serving as a forum for library leadership, ULC produces innovative ideas and best practices that ensure community impact.





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