



2018 TOP INNOVATORS

URBAN
LIBRARIES
COUNCIL

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INSPIRING LIBRARIES. TRANSFORMING COMMUNITIES.

Dear Leader:

Innovation is in the DNA of ULC member public libraries. In the past year, ULC members have identified challenges and opportunities facing the residents in the communities we serve and the priorities of our jurisdictions. And with this knowledge our libraries have created new approaches, programs and services that deliver on the promise of a better tomorrow.

The 2018 Urban Libraries Innovations Initiative showcases out-of-the box thinking and new alignment of resources to further education for people of all ages, address race and social equity in our communities, build digital inclusion and digital literacy and enhance civic engagement for a strong democracy.

The 2018 innovations include library partnerships that:

- Enable community members to learn, play and document their personal stories using cutting-edge technologies
- Open channels for more impactful, direct collaboration between libraries and their local schools and community partners
- Empower people of all ages to engage in library resources and learning through platforms and programs that are relevant to their personal interests and learning styles
- Elevate library staff performance by rethinking staffing models, employee communications and management approaches
- Help marginalized community members gain the job skills, certifications and education needed to advance their careers or start their own businesses
- Encourage families to make healthy, nutritional choices and pursue active lifestyles

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

Innovation means taking a risk and we congratulate all ULC member libraries for their willingness to take thoughtful risks to better serve their communities. It is an honor to support your work and to shine a light on what you do to make us all stronger.



Susan Benton
President and CEO
Urban Libraries Council



Including the Top Innovator and Honorable Mention award winners highlighted in this document, ULC received over 220 entries for our 2018 Innovations Initiative from over 70 major urban libraries across North America. Visit urbanlibraries.org to review every submission to this year’s Innovations Initiative, as well as those from past years.

2018 ULC Innovations Initiative Participating Libraries

Anne Arundel County Public Library	Fresno County Public Library	Pima County Public Library
Arlington Heights Memorial Library	Greensboro Public Library	Pioneer Library System
Atlanta-Fulton Public Library System	Gwinnett County Public Library	Poudre River Public Library District
Austin Public Library	Hartford Public Library	Prince George’s County Memorial Library System
Baltimore County Public Library	Hillsboro Public Library	Providence Public Library
Brooklyn Public Library	Houston Public Library	Regina Public Library
Broward County Library	Howard County Library System	Richland Library
Calgary Public Library	Jacksonville Public Library	Salt Lake County Library
Cedar Rapids Public Library	Jefferson County Public Library	San Antonio Public Library
Chattanooga Public Library	Johnson County Public Library	San Diego Public Library
The Public Library of Cincinnati and Hamilton County	Kansas City Public Library	San Francisco Public Library
Cleveland Public Library	King County Library System	San José Public Library
Contra Costa County Library	LA County Public Library	San Mateo County Libraries
Dallas Public Library	Lexington Public Library	Santa Monica Public Library
DC Public Library	Los Angeles Public Library	Spokane Public Library
Denver Public Library	Louisville Free Public Library	St. Louis County Library
Edmonton Public Library	Madison Public Library	Tampa-Hillsborough County Public Library
El Paso Public Library	Memphis Public Libraries	Toledo Lucas County Public Library
Enoch Pratt Free Library	Miami-Dade Public Library System	Topeka and Shawnee County Public Library
Evansville Vanderburgh Public Library	Montgomery County Public Libraries	Toronto Public Library
Fairfax County Public Library	Multnomah County Library	Tulsa City-County Library
Fort Vancouver Regional Library District	Nashville Public Library	The Public Library of Youngstown and Mahoning County
Free Library of Philadelphia	New Haven Free Public Library	
	New York Public Library	
	Oak Park Public Library	
	Ottawa Public Library	

FOG Readers: Helping Struggling Readers Succeed

San Francisco Public Library, Calif.
sfpl.org

San Francisco Public Library's FOG Readers (Free Orton-Gillingham) helps elementary school students overcome reading difficulties by providing intensive one-on-one tutoring in foundational reading skills. Based on the Orton-Gillingham methodology, the program tapped into a deep community need for access to structured literacy instruction for struggling young readers. Led by the SFPL's learning differences librarian, FOG Readers offers a free learning experience designed to address reading deficits using trained volunteers who work with students in 45-minute weekly sessions.

The program is showing promising results. Students enter FOG Readers an average of 1.3 grade levels behind in reading competence but many gained more than half a grade level during the first three months of work. All students begin at level one of five and revisit concepts until mastered, ensuring that there are no gaps in critical reading skills. FOG Readers currently has more than 100 active tutor-student pairs, and the library is helping other systems begin similar programs to meet the urgent need for literacy support.

One parent credits the program with bridging "a clear gap between my child's current reading level and his full potential."



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With the power of volunteers and the Orton-Gillingham method of instruction, SFPL's learning differences librarian developed FOG Readers to help struggling readers in grades one through four learn to decode words and get back on track, stopping the downward slide for children who fall behind in reading. In just the first year, SFPL has seen amazing reading results and is now offering this free, replicable system to other libraries.

— **Michael Lambert**

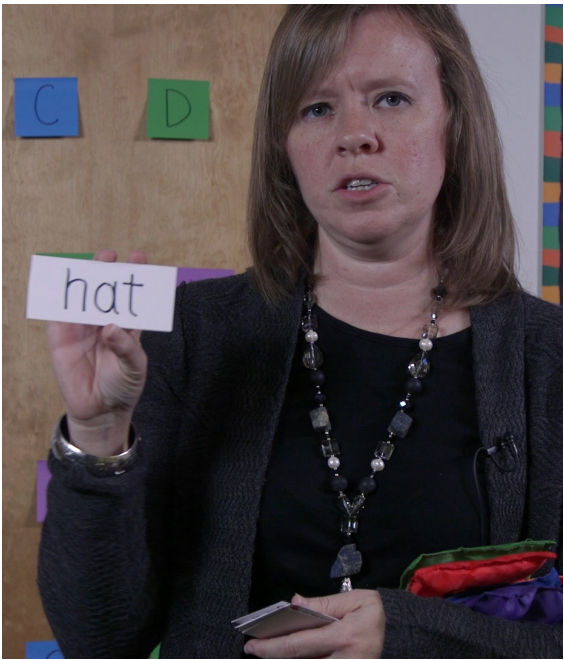
City Librarian

San Francisco Public Library

Snow Day Fun Mini-Videos

Lexington Public Library, Ky.
lexpublib.org

Snow days in Lexington can be engaging and educational thanks to the Lexington Public Library’s Snow Day Fun resources. To help parents make the most of periodic snow days, the library developed themed activities using household items and distributed information, resources and a snow day video on social media. The videos had 4,276 Twitter impressions, 1,214 Facebook reaches and 293 YouTube views. Even more important, snow day resources highlighted the library’s powerful partnership with parents in both library buildings and their homes.



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Thanks to technology, there’s no shutting down the library, even in a snowstorm. The Lexington Public Library decided to make snow days an opportunity for customer service, a chance to show how reading-readiness can happen every day and can be just as fun as sledding and hot cocoa!

— **Ann Hammond**
Executive Director
Lexington Public Library

Teacher Lab: Library Literacy and Classroom Teachers

Brooklyn Public Library, N.Y.
bklynlibrary.org

Brooklyn Public Library's Teacher Lab plants the seeds of library awareness and learning support in classrooms across the country. More than 1,300 educators in 20 states and Canada have enrolled in the online course which is designed to help teachers better understand and use library resources to support classroom work. Course topics range from navigating the collection and online resources to finding primary sources in an archive, searching databases, using Google and Wikipedia as research tools and evaluating resources from journal articles. Video lectures, discussion boards and independent work keep the learning varied and interactive. Participants must build an annotated bibliography for their final assignment to pass the course.

Teacher Lab provides a valuable learning opportunity that teachers can complete at no cost and at their own pace. More than 150 course graduates have earned 12 hours of state-certified credit toward their teaching license requirements. In addition to helping teachers strengthen their lesson plans, the program raises awareness of the library as a valuable classroom resource.



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Teacher Lab strengthens the relationship between schools and public libraries by helping teachers impart critical thinking and research skills to their students. As teachers and students are increasingly inundated with information, public libraries are uniquely positioned to help them navigate an ever-expanding universe of sources.

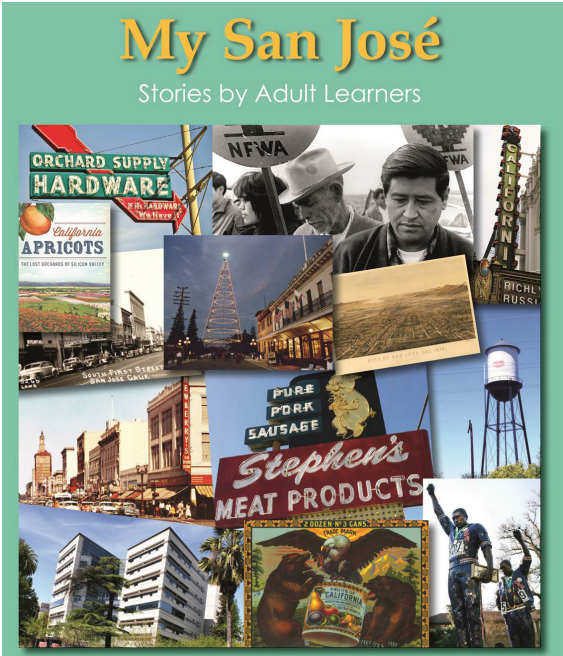
— **Linda E. Johnson**

President and CEO
Brooklyn Public Library

Empowerment Through Writing

San José Public Library, Calif.
sjpl.org

San José Public Library’s Partners in Reading program gives adults reading below ninth grade a chance to become better readers and published authors which builds confidence and self-esteem. Each year, adult learners in the program are invited to write a story for a book that is presented at the Partners in Reading International Literacy Day event. Tutors and a facilitator help learners get started on putting words to paper. Last year, 61 learners became published authors, and 70 new authors are working on stories now. Recent story themes have included My Journey, The Magic of Learning and My San José.



“ The Library’s Partners in Reading adult literacy program, has helped more than 6,000 adults improve their literacy and writing skills over the past 30 years. One of the highlights of the program is the annual unveiling of the book of learner stories during our International Literacy Day reception. Witnessing our learners overcome their fear and develop the confidence they need to present their story to an audience is always such an emotional and powerful event.

— **Jill Bourne**
City Librarian
City of San José

Library Restorative Practices for Youth

Pima County Public Library, Ariz.
library.pima.gov

Trained library staff, community partners and youth in Pima County worked together to create alternatives to traditional disciplinary action for young people who violate library policies and practices. Within six months of creating the Library Restorative Practices for Youth pilot program, Pima County Public Library reduced suspensions of minors by nearly 75 percent, built stronger community relationships and began rewriting the accepted narrative about poor youth and youth of color.

The pilot program grew out of a recognition that high-need youth were disproportionately suspended from access to library services which seemed contrary to the library's mission to embrace community, education and innovation. Creation of a culturally relevant, racially diverse and multilingual volunteer board to engage with youth in the library is a cornerstone of the program. Other components include: 1) development of materials that teach coping mechanisms and self-awareness of behavior, 2) revisions to the library's code of conduct consequences to align with youth developmental milestones and (3) staff training on restorative justice practices, non-violent communication and social equity.

The pilot program is now offered in 26 libraries in the Pima County system.



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The Library Restorative Practices for Youth program is key to helping young adults learn accountability and responsibility. It's a great tool for addressing behavioral issues while not invoking punishment and taking away a safe and supportive space they need to thrive.

— **Amber Mathewson**

Library Director

Pima County Public Library

Voices of Amiskwaciy

Edmonton Public Library, Alberta
epl.ca

Edmonton Public Library created a powerful connection with indigenous communities through its Voices of Amiskwaciy digital public space. Launched in 2017 in response to Truth and Reconciliation Calls to Action, VOA hosts a collection of stories that offer insight into diverse cultures, experiences, histories and perspectives. A team of library staff members held five community consultations with indigenous community members, leaders and organizational professionals to develop the site and continue to work with, seek guidance from and respond to elders, artists, youth, educators and the general community to ensure that VOA remains relevant and meaningful.



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Through Voices of Amiskwaciy, indigenous communities are creating a unique collection of stories, knowledge and culture that is easily accessible to all. Sharing this content through an inclusive, digital space continues the dialogue of reconciliation while building relationships of trust and respect.

— **Pilar Martinez**
CEO
Edmonton Public Library

New Americans Initiative

Los Angeles Public Library, Calif.
lapl.org

The New Americans Initiative establishes the Los Angeles Public Library as a gateway to citizenship for the more than 700,000 city residents who are eligible to naturalize. The initiative builds on the success of the library's Path to Citizenship program which has guided more than 50,000 Angelenos toward achieving citizenship since 2012 and led to LAPL becoming the first municipal library in the nation to secure U.S. Department of Justice accreditation in 2015.

LAPL established New American Centers in six libraries staffed with immigration specialists and DOJ-certified library and contract staff. Center services include assistance in preparing the naturalization application, Know Your Rights cards in 19 languages, financial coaching, tenant legal services and worker rights information.

Since the initiative's launch in January 2018, community members have made 614 appointments resulting in more than 300 immigration service sessions with 600 attendees. With planned service additions related to housing and workers' rights, the library is working to establish itself as an essential social justice and equity partner for city residents.



The New Americans Initiative boldly moves beyond the ground-breaking work in citizenship information and services the Los Angeles Public Library has provided for years. Every one of our 73 libraries features a New Americans Welcome Station. Our six New American Centers provide access to professional, qualified experts in citizenship and immigrant rights who offer assistance with the naturalization process, DACA, financial planning, small business start up, English language classes and a wide range of services for the diverse immigrant communities in Los Angeles. We're proud to be a welcoming place where individuals can build a new life and find opportunity.

— **John Szabo**
City Librarian
Los Angeles Public Library

Reading and Educating to Advance Lives: REAL Change

Montgomery County Public Libraries, Md.
montgomerycountymd.gov/library

The REAL program helps children and families make good use of time waiting for Department of Health and Human Services at four county offices. A collaboration of DHHS, Montgomery County Public Libraries and the Jewish Council for Aging’s Heyman Interages Center, the program provides community book collections, information resources on literacy and healthy habit development for caregivers and guidance on using the public library. More than 3,000 children and families have used REAL program services and resources since 2016 including connecting with volunteers and accessing more than 2,000 books. The collaboration has also strengthened the relationship among partner organizations, their staff and volunteers.



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This program has given Montgomery County Public Libraries the opportunity to help children and families develop literacy skills and healthy habits by offering library services and resources to residents waiting in Montgomery County Government benefit services offices. A collaboration between MCPL, the Montgomery County Department of Health and Human Services’ Office of Eligibility and Support Services and the Jewish Council for the Aging’s Heyman Interages® Center, the program brings together seniors from the JCA Center as volunteer readers, MCPL outreach staff and staff members from DHHS to improve and enhance the time families must spend waiting in DHHS offices.

— **Anita T. Vassallo**
Acting Director
Montgomery County Public Libraries

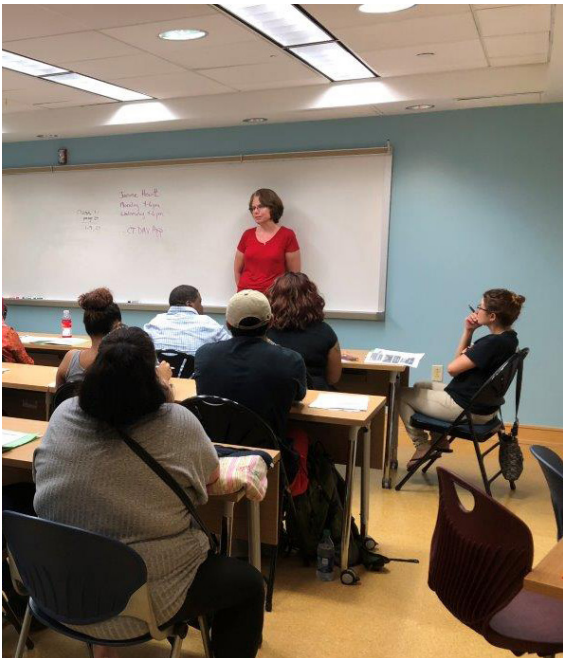
Immigrant Career Pathways Initiative

Hartford Public Library, Conn.
hplct.org

Hartford Public Library’s Immigrant Career Pathways Initiative opens doors of opportunity to immigrants interested in working in the food, tourism and hospitality industries. The program provides classes and certifications in areas critical to career success, on-the-job skill development, career guidance and support in finding jobs and classes to improve English language proficiency.

Participants with little or no experience seeking entry-level positions receive 30 hours of classroom training using National Restaurant Association curriculum and spend 27 hours working in local kitchens to hone basic skills. More experienced participants who are seeking professional growth spend 12 hours in the classroom and 45 hours in kitchens to help them prepare for the National Restaurant Association’s ServSafe certification test which is essential to advancing in the hospitality and food industries. English language and business planning training is also offered to all participants.

The long-term goal of the initiative is to promote economic integration and access to meaningful job opportunities for immigrants.



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This Immigrant Career Pathways Initiative cultivates a regional collaborative among the sectors of adult literacy, workforce development and employment. It is designed to address the educational and training gaps of residents who are most disenfranchised by offering programs that place them on a path to self-sufficiency with industries in need of a trained workforce. This program has a collective impact on the region at large, which is a testament to the library’s strategic position in and commitment to the community.

— **Bridget Quinn-Carey**
CEO
Hartford Public Library

Rhode Coders and Data Navigators: Technology Careers

Providence Public Library, R.I.
provlib.org

Providence Public Library helps adults and teens discover new technology skills through its Rhode Coders and Data Navigators programs. These highly accessible, free learning opportunities are offered in a welcoming, supportive and enjoyable environment using a cohort model and “gamified” instruction. Students present their final projects to guests from the tech industry and the community. Among 49 students who completed a post-enrollment survey, 10 had gone on to coding bootcamp, three were taking college computer courses and seven were working in the software field. Other participants have earned digital badges and high school credit, improved performance in their current jobs or started new careers.



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The impact of our Rhode Coders and Data Navigators workforce development programs has been tremendous. Not only are we outfitting teens and adults with valuable 21st century skills, we are also helping them get jobs and high school credit for what they’ve learned in our courses. Connecting a learner’s trajectory from a public library course to actual employment is exactly the equation we’ve been trying to achieve with our efforts.

— **Jack Martin**
Executive Director
Providence Public Library

BCLFit Wellness Centers

Broward County Library, Fla.
broward.org/library

BCLFit Wellness Centers are designed to nurture a healthy lifestyle for 200 families living near two library branches located in food deserts. Broward County Library launched the pilot program to combat cultural, physical and economic barriers that interfere with healthy and nutritional choices and active lifestyles. The Wellness Centers provide nutrition and fitness counseling and access to free workout equipment, personal trainers and healthy lifestyle classes for people of all ages.

Since its launch in August 2017, BCLFit has hosted 66 fitness counseling sessions, 94 fitness instruction sessions and three youth-only educational programs reaching 89 adults and 108 children. Several individuals reported significant outcomes from their connection to BCLFit — a 48-year-old woman participated in five fitness classes losing 10 pounds and a 71-year-old woman who suffered from a number of health issues was able to lose weight and exceed weekly activity goals set by BCLFit experts.



Libraries today must move beyond customer expectations, and the BCLFit Wellness Center pilot program is an example of that. Broward County Libraries are committed to the health — mental, emotional, intellectual and physical well-being of our customers and our community. We've demonstrated that commitment by providing access to the resources, tools and education necessary in achieving and maintaining a healthy lifestyle. This is especially vital to the neighborhoods that BCLFit Wellness Centers serve, as they're located in "food deserts." We're proud that customers of all ages participated in our classes and fitness/nutrition sessions.

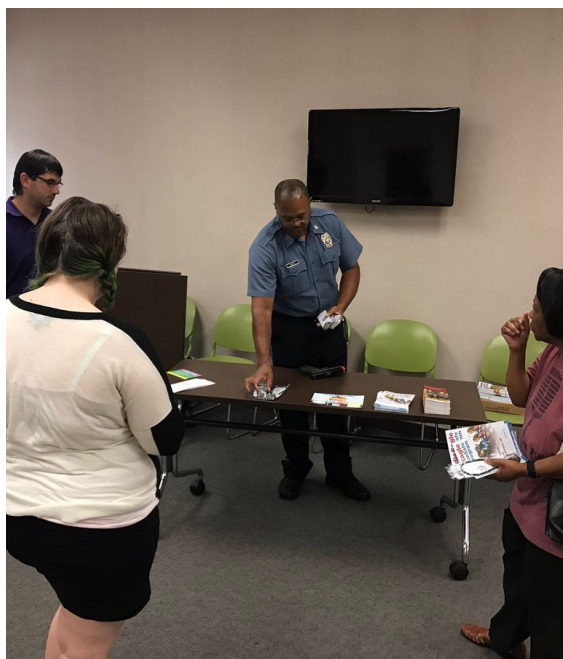
— **Kelvin Watson**

Director of Libraries
Broward County Library

Be Smart Safe Gun Storage

Kansas City Public Library, Mo.
kclibrary.org

Responding to several accidental shooting incidents involving children, Kansas City Public Library partnered with the Kansas City Police Department and Moms Demand Action to provide firearms safety education in the community. Classes were held in two library locations in high-crime areas, and one session was streamed on Facebook Live. Police provided free gun locks to anyone who wanted them — no questions asked. In addition to reaching more than 2,000 people, the program strengthened relationships among the library, police officers and the community on a key community concern.



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Kansas City Public Library partnered with Moms Demand Action and the Kansas City Police Department to provide free gun locks and information about how to store guns safely and identify signs of suicide in teens. This program was a direct response to accidental child shootings in the Kansas City community and shared community concern about violence. As a result, we were able to connect hundreds of people in high crime neighborhoods to potentially life-saving information for their children and build relationships between the community and the police.

— **Kim Giles**

Community Reference Manager
Kansas City Public Library

Austin Public Library Social Media Ambassadors

Austin Public Library, Texas
library.austintexas.gov

More than 1,000 city residents help the Austin Public Library break through congested social media newsfeeds to generate buzz about the library's valuable resources and great programs. Using the hashtag #APLambassador, the community volunteers promote what they love about the library and draw attention to new programs and services.

Launched in 2015, the ambassador program builds on an already active library volunteer community to raise awareness of the library's role in the community by functioning as word-of-mouth marketers who speak from personal experience. Ambassadors receive advance information about new library programs and activities to share on social media including a sneak preview of the new library a week before it opened to the general public — generating 300 social media posts in two hours.

Since its creation, #APLambassador has been used more than 1,300 times to tell the story of what is happening at the Austin Public Library.



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Austin Public Library's Social Media Ambassadors program has allowed us to turn our biggest fans into our biggest social media asset! With their help, enthusiasm and social media savvy we are able to create a dialogue with a targeted audience that in turn improves our ability to meet these customers' needs.

— **Roosevelt Weeks**

Director of Libraries
Austin Public Library

Expanding Library Access with Livestream and Video

Gwinnett County Public Library, Ga.
gwinnettpl.org

Gwinnett County Public Library is bringing storytime sessions into homes of families who have difficulty getting to the library. The library uses Facebook livestreaming to give families access to important educational programs that their children need to build a foundation of literacy. Toddler and pre-K storytime programs are livestreamed at least once a week reaching an average of 500 families. In addition, Don’s Corner, a bi-weekly video series which lets parents know about new library resources, draws more than 2,500 viewers per episode. In response to customer feedback, bilingual storytime sessions were added to the livestream rotation.



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GCPL has always been about creating access to our resources and meeting the customer wherever they are. Not every family has the ability to travel to our branches or fit storytime into their schedule. By livestreaming storytime programs, we’re able to connect children and families to vital early literacy programs in their own home and on their own time.

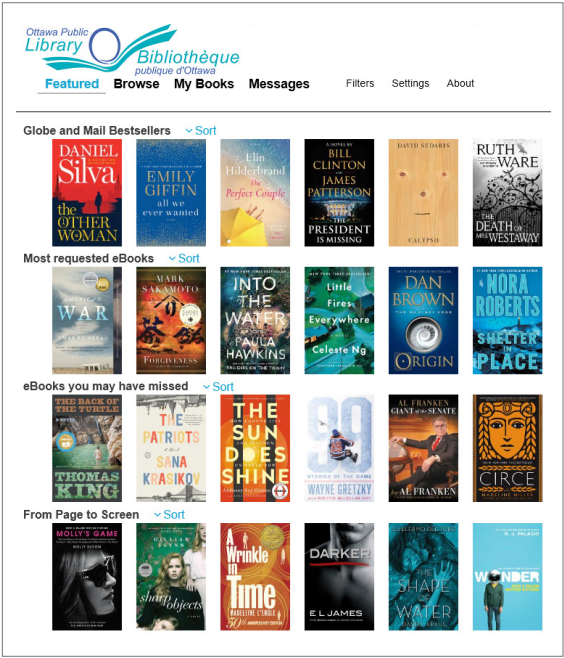
— **Charles Pace**
Executive Director
Gwinnett County Public Library

Offering Express eBooks

Ottawa Public Library, Ontario
bibliooottawalibrary.ca

Ottawa Public Library created a new eBook platform to give customers quicker access to bestselling titles for one-week loans with no holds. Because no eBooks vendors currently offer more than one loan model per agreement, Ottawa Public Library introduced a second platform with a different vendor who helped tweak the display including removing the holds button to distinguish regular eBooks from Express Books. Using a second vendor also fostered healthy competition to provide better book choices for library customers.

After one year, Express eBooks accounted for six percent of the library’s eBook checkouts and continues to grow because of faster turnover. Checkouts per copy doubled on many popular Express eBooks contributing to a better return on investment than can be achieved on most eBook licensing models. More important, library customers are happy with the rapid access to the most sought-after eBook titles.



“Ottawa is a highly-wired city, and at the Ottawa Public Library we strive to deliver a positive customer experience, regardless of format. The introduction of our Express Ebook platform allowed us to digitally mirror the physical experience, and the results have been overwhelming. Customers now benefit from service consistency, more immediate access to sought-after bestselling titles and from knowing that this platform is making more efficient use of their tax dollars.

— Danielle McDonald
CEO
Ottawa Public Library

The Memory Lab Network

DC Public Library, Washington, D.C.
dclibrary.org

DC Public Library is leading a national effort to empower people to create personal media digital collections. With support from the Institute of Museum and Library Services, the Memory Lab Network is creating curricula and training programs and providing financial support to public libraries across the country to teach the complex process of personal digital archiving. Seven libraries were selected to work with DC Public Library to begin to build their own memory labs that will launch in 2019 and to evaluate how to adapt the model to differing community needs.



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Communities risk massive loss of vernacular history and culture, unless the public is equipped to sustain their digital memories. Libraries can offer the public knowledge and tools to document and preserve their own histories, but many lack the expertise or financial support to get started. Through the Memory Lab Network, DCPL is building a nationwide network as a way to meet public demand for access to digitization equipment, while providing education on personal digital archiving techniques and concepts that empower citizens and communities.

— **Richard Reyes-Gavilan**
Executive Director
DC Public Library

Lilac City Live

Spokane Public Library, Wash.
hplct.org

Move over Jimmy Fallon! Lilac City Live is a “late” night talk show hosted in a custom-built performance space in the Spokane Downtown Library. Featuring musical performances, stand-up comedians and interviews with local authors, artists and celebrities, Lilac City Live has transformed the Downtown Library into a lively, multi-generational community destination attracting an average of 300 people to each show.

Despite the library’s status as a trusted and beloved research hub, attendance at library programs was dwindling, and visits to the Downtown Library were increasingly rare. Library staff decided it was time to try something new to bring some life back into this downtown anchor institution. A local comedian hosts the events which begin at 7 p.m. with a no-host reception offering local beers for purchase followed by an hour-long show of music, entertainment and conversation. Library facilities staff built the stage and outfitted it with lights and sound gear.

Lilac City Live has brought new life to the Downtown Library, raised the library’s visibility as an exciting destination and activated a dramatically underused library space.



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Lilac City Live allows us to showcase Spokane and the uniqueness of our community. We love to facilitate a connection with all the creative facets of our city and shine a spotlight on people who are making a difference. It’s been exciting to see the community respond to the idea of the library as a community hub beyond just loaning books.

— **Andrew Chase**

Executive Director
Spokane Public Library

DIY Education Center

Howard County Library System, Md.
hclibrary.org

Howard County Library System’s DIY Education Center nurtures the basic human desire to create, enhance and push limits through access to tools and classes in three categories — repair and maintain, create and adventure. Located in the new ElkrIDGE branch, the DIY Education Center grew out of dream planning sessions with community residents about what they wanted in the new facility. The DIY Center includes a collection of tools for home projects, classes such as salad table construction, bicycle tire changing and vermicomposting, and space to work and learn together.



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Our DIY Education Center taps into the growing DIY industry and inspires students of all ages to actively participate, customize and experiment on projects. The community has enthusiastically embraced our DIY collection and classes, putting us at the forefront of this movement to collaborate and innovate.

— **Tonya Kennon**
President and CEO
Howard County Library System

Building Engagement to Accelerate Employee Performance

San Mateo County Libraries, Calif.
smcl.org

San Mateo County Libraries is leading a countywide effort to build a high-performance culture through increased employee engagement, weekly employee-manager meetings and continuous data gathering. A key component of the library system's approach to accelerating performance is elimination of a traditional annual performance review process which was unpopular with both managers and employees and was viewed as largely ineffective.

Instead of annual reviews, weekly pulse surveys and check-ins between employees and managers are at the heart of the new approach to performance management. The transition was driven by a recognition of the changing nature of work, the need to be a more agile organization, the importance of nurturing talent and skill development and the benefits of a team-driven, collaborative environment.

Results from a pilot program have been encouraging — more than 80 percent of employees regularly complete weekly surveys, 84 percent meet weekly with their managers and 92 percent say they feel comfortable asking for check-ins when needed. Even more important, 93 percent of staff report feeling valued at work.



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Our new performance management system replaces demotivating and time-consuming annual performance evaluations with a continuous coaching model and pulse surveys to create a data rich, high performance culture focused on growth and development. Results have been very positive in our first year — the new system has been enthusiastically received, creating a foundational shift in our organization by building positive relationships that translate into increased employee engagement and performance.

— **Anne-Marie Despain**

Director of Library Services
San Mateo County Libraries

Creating a Dynamic, Modern Library Staffing Model

Tampa-Hillsborough County Public Library, Fla.
hcplc.org/thpl

An overhaul of the Tampa-Hillsborough County Public Library staffing model reduced classifications, eliminated antiquated divisions in workflow, saved \$780,000 with no jobs lost and led to improved service. Goals of the modernization process were to ensure that the library system had the right kind and number of positions doing the right kind of work and to compensate all employees appropriately based on up-to-date job descriptions. To ensure employee buy-in, the library director met with every staff member individually to explain the changes, and employees were encouraged to provide feedback during their transition to new positions.



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We had the great fortune of working directly with our community in creating an accessible library experience that is rewarding for our patrons AND for our employees. For the first time in a long time we are working toward a shared purpose with the right people doing the right jobs for better pay. The new structure has eliminated outdated service divisions and increased the opportunity for staff at all levels to unleash their creativity in working with the public.

— **Andrew Breidenbaugh**

Director

Tampa-Hillsborough County Public Library

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ABOUT THE URBAN LIBRARIES COUNCIL

The Urban Libraries Council, 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. By serving as a forum for library leadership, ULC produces innovative ideas and best practices that ensure community impact.