2021

URBAN
LIBRARIES
COUNCIL

INNOVATIONS

Dear Leader,

Since 2010, the ULC Innovations Initiative has showcased and celebrated what is best about library leadership in categories that reflect the opportunities of the day. Today, the ULC website houses more than 2,500 leading practices that provide the fuel for even greater innovation.

The 2021 Innovations Initiative highlights public libraries' remarkable capacity for determination and leadership during a time of crisis. We are proud to share programs addressing structural racism, closing digital divides and meeting the needs of under-resourced populations — all while continuously changing library operations to reflect current public health conditions.

The 2021 innovations include library programs that:
- Provide an enhanced library card as an accepted photo identification to bridge the identity gap for select populations
- Advance reconciliation with Indigenous people through education, critical conversations and celebration of history and cultures
- Help older adults become more confident using telehealth services
- Raise awareness about climate change and sustainability to help community members become environmental stewards

Congratulations to all ULC member libraries for the remarkable work you do in the communities you serve. You make our communities stronger and you positively change the lives of people.

We are honored to support your work and showcase your innovations.

Susan Benton
ULC President & CEO

Dallas Public Library

Dallas, Texas
dallaslibrary2.org

Budgeting for Equity

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"In the past few years, libraries across the nation, including Dallas Public Library, have made statements and pledges against racial inequity in all its forms. The Budgeting for Equity Tool helps the library examine its processes, services and resource allocation to ensure it is accountable for turning written commitments into documentable action. The four-part assessment has helped the library create a benchmark of its current equity initiatives as well as pinpoint areas for improvement."

— **Heather Lowe**
Assistant Director, Technology and Strategic Direction
Dallas Public Library

As part of its commitment to and action toward achieving racial equity, Dallas Public Library annually evaluates its policies, procedures and expenditures using an equity lens. The Budgeting for Equity tool asks a series of probing questions to help the library identify systemic imbalances and biases in how the library delivers services, covering four areas – benefits and burdens of budget implementation, qualitative and quantitative data, community engagement and accountability. The annual equity self-assessment sets a benchmark against which to measure future action and holds the library accountable for carrying out initiatives established by the city's Office of Equity.

The Budgeting for Equity tool has helped the library identify opportunities for achieving positive equity shifts including removing certain education requirements for library positions, allocating resources based on community need and eliminating library fees. The annual self-assessment has also highlighted the need for disaggregated data to provide deeper insights into how library services impact different communities.

Cleveland Public Library

Cleveland, Ohio
cpl.org

Prioritizing Supplier Demand

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"We are honored to be among an esteemed group of libraries doing important work across the country. We strongly believe that our suppliers and business partners should be diverse and representative of the community the Library serves. We are changing the way we do business because we feel it is integral to our mission to be The People's University, the center of learning for a diverse and inclusive community."

— **Felton Thomas, Jr.**
Executive Director & CEO
Cleveland Public Library

Cleveland Public Library's Supplier Diversity Council was created in 2019 to ensure that the library's commitment to be a diverse and inclusive organization extends not only to staff, patrons and community members, but also to suppliers and business partners. The Council's mission is to identify, engage and hire minority-owned and otherwise underrepresented businesses in all layers of procurement with particular emphasis on the library's Facility Master Plan. Made up of both library staff and local business representatives, the Council meets regularly to identify local underrepresented vendors, engage diverse suppliers, and, in some cases, encourage partnerships between major organizations and minority-owned companies.

The library has also set informal goals to carry out its diversity commitment, including the requirement that any procurement or supplier contract under $10,000 automatically go to a minority-owned company.

San Antonio Public Library

San Antonio, Texas
mysapl.org

Enhanced Library Card

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"The Enhanced Library Card (ELC) supports individuals who may have difficulty verifying their identity. Living without a means to prove identity can lead to challenges with police, government, utility companies, and more. The San Antonio Public Library is proud to offer services like the Enhanced Library Card that give people the opportunity to live better lives."

— **Ramiro Salazar**
Director
San Antonio Public Library

San Antonio Public Library's Enhanced Library Card provides a valuable supplemental photo id for people who don't have access to documents needed to verify their identity. Several local advocacy groups including the Immigrant Resource Center and SA Stands approached the library about filling the identity card gap for certain groups such as foreign nationals living in the U.S., formerly incarcerated people, individuals without housing and some in the LGBTQIA community who may struggle to secure a document to verify who they are.

Patrons are required to check with organizations and entities to confirm if and to what extent the enhanced library card will be accepted for identity purposes. The San Antonio Police Department, for example, accepts the card as a form of photo id for public safety purposes.

Living without a means of proving one's identity can become a significant obstacle in a variety of routine activities including, government, utility companies or the grocery store. In addition to helping people meet routine identity challenges, the enhanced library card also provides access to all that the library offers to its patrons.

Baltimore County Public Library

Baltimore, Md.
bcpl.info

Mobile Library Law Center

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"With the creation of the Mobile Library Law Center, Baltimore County Public Library brings legal resources and expert advice directly to those who lack access due to financial means, immobility, or lack of transportation. A first-of-its-kind vehicle for a public library, we not only meet people where they are but also help alleviate some of the pressures that they face in their lives."

— **Sonia Alcántara-Antoine**
Director
Baltimore County Public Library

Baltimore County Public Library's Mobile Law Library Center takes free legal services on the road to meet the needs of the county's most vulnerable populations. The fully equipped mobile legal office builds on the library's highly successful Lawyers in the Library program to reach people in need of free civil legal support who face transportation obstacles.

Funded by private donations and grants, the vehicle includes a private meeting space, solar panels to reduce the carbon footprint, internet access and technology resources, a collection of legal books and a notary service. The mobile center provides both scheduled services and walk-ins from residents who see the vehicle in the community and stop in to address a problem.

Since its August launch, the Center has conducted 27 site visits and helped nearly 100 people who were eligible for free legal services including expungements, family law issues and foreclosures.

Cincinnati and Hamilton County Public Library

Cincinnati, Ohio
cincinnatilibrary.org

Spend a Day with a Library Worker!

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"During the hiring period of 2020-2021, CHPL had a record 525 open jobs. Our Marketing and HR divisions teamed up to create a recruitment initiative designed to bring our brand beliefs to life. By highlighting library workers of all types we put a face on the library. We showed the community the services we provide beyond book borrowing."

— Paula Brehm-Heeger
Eva Jane Romaine Coombe Director
Cincinnati and Hamilton County Public Library

"Spend a Day with a Library Worker" blog posts and "Working at the Library" videos help tell the story of the exciting career opportunities available at the Cincinnati and Hamilton County Public Library (CHPL). With a record 525 jobs to fill, CHPL knew it needed creative ways to attract candidates who might not have considered a public library career. The library's marketing staff created a variety of Spend a Day with a Library Worker blog posts to highlight the variety of library opportunities such as a profile of a delivery driver who brought COVID-19 tests to library locations to support the library's public health efforts. The posts also highlight the variety of available positions at all levels of the organization, many of which don't require a library degree or library experience such as customer advisor and shelver.

In addition to attracting a more diverse pool of job applicants, the blog posts and videos help humanize the staff to the community. Spend a Day with a Library Worker blog posts have received more than 2,200 page views while the Working at the Library playlist receive 489 views and generated 7.7 hours of watch time since September 2021.

Edmonton Public Library

Edmonton, Alta.
epl.ca

Mâmawô Ayâwin

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"EPL is thrilled to be an Honourable Mention winner for Mâmawô Ayâwin, which celebrates Indigenous cultures while facilitating a dialogue about TRC (Truth and Reconciliation Commission)."

— **Pilar Martinez**
CEO
Edmonton Public Library

Edmonton Public Library's Mâmawô Ayâwin program continues the library's commitment to advancing reconciliation with indigenous people by emphasizing the role public libraries can play in addressing hard truths, particularly about residential schools, while learning, discussing and celebrating indigenous history and cultures.

Mâmawô Ayâwin means "all being together" in nehiyawewin and is significant to the land on which EPL is located. EPL works with the indigenous community to develop Mâmawô Ayâwin which provides ways for Edmontonians to engage online and in person through speaker presentations, language classes and resource sharing.

Since its August 2021 launch, social media posts received 49,000 views and the program's landing page attracted 1,410 views, a 300% year-over-year increase.

Vaughan Public Libraries

Vaughan, Ont.
vaughanpl.info

Surprise Me! Bundles

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"The ability to browse shelves and discover something new is one of most wonderful things a library can offer its customers. When our branches closed as a result of public health measures, our staff knew that we had to find an alternative. The result was the Surprise Me! Bundles, each containing at least half a dozen staff-curated items based on age group or interest or media preference."

— Margie Singleton
CEO
Vaughan Public Libraries

Surprise Me! Bundles give Vaughan Public Library customers a selection of carefully chosen library materials that introduce them to a range of library resources – surprising them with items that they might not otherwise have found.

The bundle approach was created to replace in-person browsing when library buildings were closed during the pandemic. Bundles are organized by age range from birth to adult and contain 8-10 fiction and non-fiction selections along with promotional materials for upcoming library programs and events and information about library services. Staff create and follow selection criteria for each bundle to maintain consistent, quality service across the system. The selection process gives staff an opportunity to promote diversity, equity and inclusion in the library's collection while providing sets of excellent library materials, often introducing patrons to items they wouldn't have selected for themselves.

Library patrons clearly enjoy the surprises. The bundles proved so popular that they are now offered as a regular service even with all buildings open. Since early 2021, the library has distributed 11,734 bundles systemwide circulating approximately 94,000 items.

Las Vegas-Clark County Library District

Las Vegas, Nev.
lvccld.org

Bringing the Library to Transit Riders

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"Our partnership with the Regional Transportation Commission introduces new audiences to the educational, entertaining and life-changing resources that the library offers every day. For bus riders who may have never had a library experience before, we hope that this program will unlock a new world of discovery and draw them in to visit our branches."

— Kelvin Watson
Executive Director
Las Vegas-Clark County Library District

A partnership between the Las Vegas-Clark County Library District and the Regional Transportation Commission of Southern Nevada (RTC) helps connect transit riders to library resources, using onboard Wi-Fi on 400 city buses. The partnership is part of the library's #GetCarded effort aimed at introducing new audiences to the library – particularly low-income residents – and bringing the library "where people are" with an ultimate goal of converting occasional users to library cardholders. Transit riders can download the library's Libby app which gives them access to free movies, e-books, e-audiobooks while riding, at home or anywhere they go. More than 933 bus riders have used the service.

The Libby app also gives Las Vegas visitors a seven-day library pass by selecting the "I'm visiting option."

Nashville Public Library

Nashville, Tenn.
library.nashville.org

Telehealth for Older Adults

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"During the pandemic, telehealth began to grow exponentially as people were seeking safer ways to access healthcare. We knew older adults were the least prepared to do so, and the most vulnerable to social isolation. We focused our services on those who do not have the financial means to acquire computer devices, in-home internet or training on their own, allowing them to be cared for and connected."

— Marian D. Christmon
Manager, Digital Inclusion Initiatives
Nashville Public Library

Older adults in Nashville are becoming more knowledgeable about using computers, more confident about trying telehealth services and more aware of library technology resources after using services provided by the Nashville Public Library (NPL) in partnership with Comcast and senior service agencies. The library's Telehealth for Older Adults program responded directly to data that showed seniors were the least prepared to access essential services like healthcare from the safety of their homes during the pandemic, while being the most vulnerable to serious illness.

NPL's digital inclusion team transformed its live digital literacy curriculum for seniors into a virtual curriculum that includes patient portals and telehealth services. Comcast provided devices and free Internet access and local senior service agencies helped the library reach seniors most in need of assistance.

In addition to increasing technology knowledge and confidence, all of the seniors responding to a survey said they planned to use what they learned in the Telehealth program.

Charlotte Mecklenburg Public Library

Charlotte, N.C.
cmlibrary.org

MeckTech Connect – Community Internet Network

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"Charlotte Mecklenburg Library is grateful to be recognized for its ongoing commitment to creating new models of service in the digital equity space. As an organization, we would like to also acknowledge our continual partnerships and collaborations with others in the Charlotte Digital Equity ecosystem including the Center for Digital Equity, the City of Charlotte, the Knight Foundation who have all rallied to support this important work in West Boulevard. We are also continually grateful to IMLS and their investment in this project to build out a new model of community access that promotes internet adoption in the West Boulevard Corridor."

— **Seth Ervin**
   Chief Strategy and Innovation Officer
   Charlotte Mecklenburg Library

Charlotte Mecklenburg Library used an IMLS grant to pilot a new community network in the West Boulevard area to learn more about barriers to internet adoption in lower income neighborhoods. While 100 percent of homes in Mecklenburg County have internet access, only 45% of residents in the West Boulevard corridor use the internet. The MeckTech Connect pilot project will provide up to three years of free internet service, a free device and targeted digital training to 821 households.

The library is using the project to attract entry-level local technology talent to help build out the network, in partnership with the library's technical partner, Open Broadband. Over three years, the library will offer a new service model at the West Boulevard branch to identify the technical and technological support that is needed in this community to eliminate barriers to internet adoption and successful use.

San José Public Library

San José, Calif.
sjpl.org

Caregiver Support Network

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"The San José Public Library is proud to offer the Family, Friend and Neighbor (FFN) Caregiver Support Network program to local home-based care providers of children ages 0-8. We are raising the quality of early learning opportunities for children and families in San José by supporting historically under-recognized and under-resourced FFN caregivers through this robust program, which prioritizes wraparound individualized supports and one-on-one mentorship."

— **Jill Bourne**
City Librarian
San José Public Library

San José Public Library provides learning opportunities, professional development and individual support to the many family, friend and neighbor (FFN) caregivers who provide vital services to families with children underage five. In California, an estimated 80% of children ages 0-2 and 40% of children ages 0-5 are cared for family, friends, and neighbors. The need for and use of informal license-exempt caregivers has increased as more parents return to work while many licensed childcare sites closed permanently as a result of the pandemic

The library's FFN Caregiver Support Network serves historically under-recognized and under-resourced informal license-exempt caregivers by offering computer and internet training, free devices and hotspots, and one-on-one support and networking opportunities. The program's first cohort attracted 60 participants for the six-month pilot program – 89 % of participants completed the program. A second cohort launched in fall 2021 drew 108 participants. Collectively, an estimated 600 children in San Jose have benefited from the support their caregivers have received through the library's program.

Sonoma County Library

Rohnert Park, Calif.
sonomalibrary.org

Virtual Adult Literacy Tutor Training

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"The library's Adult Literacy staff rose to the challenge of the pandemic, creating a virtual, online program that increases opportunities for tutors to develop skills and get support to succeed. By using a standardized approach to training volunteers and integrating tested resources from California Library Literacy Services and Partners in Reading into our America Learns system, we increased the knowledge, confidence and effectiveness of our tutors, and streamlined our reporting."

— **Ann Hammond**
Library Director
Sonoma County Library

A six-module virtual tutor training program has made it possible for Sonoma County Library to continue to recruit and train adult literacy volunteer tutors during the pandemic to sustain this important educational program. The training modules cover tutor orientation, creating a learning plan, fluency, vocabulary, reading comprehension and phonics. The modules are hosted on the library's data platform, America Learnings, which allows the library to integrate the new virtual program with other reporting required for volunteers and staff.

As of October 2021, 18 new tutors had completed the virtual training program, and 10 of those recently trained volunteers are actively working with adult learners in the community.

Toledo Lucas County Public Library

Toledo, Ohio
toledolibrary.org

Never Too Early: Reading in the NICU

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"Reading to babies in the NICU provides parents with a precious opportunity to bond with their child while also contributing to children's learning and development. This partnership between the Toledo Lucas County Public Library's Ready to Read program and the Ebeid Children's NICU parent group teaches parents the importance of reading to their newborn babies and provides them the tools — free books and guidance — without asking them to leave the hospital."

— Jason Kucsma
    Executive Director
    Toledo Lucas County Public Library

Toledo Lucas Country Public Library has taken its Ready to Read Program to parents whose children are in the hospital neonatal intensive care unit (NICU), reminding parents that it's never too early to start reading to their newborns – even under very stressful circumstances. While parents are unable to do many of the typical at-home activities with their hospitalized infants, librarians teach parents the importance and value of interacting verbally with their infants as soon as possible and provide them with free books and early learning guidance without asking them to leave the hospital. During monthly meetings with NICU parents, librarians answer questions, provide support and remind parents that it's never too early to begin to shape a child's learning and development using the power of a parent's voice.

More than 1,000 families have participated in the program including receiving age-appropriate early literacy materials.

Stark Library

Canton, Ohio
starklibrary.org

Reimagining Summer at Your Library

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"Reimagining Summer is an innovative program to combat learning loss and food insecurities. Partnering with 13 community agencies and organizations, each week the Library Bookmobile provided food and interactive kits that strengthened reading and STEM skills, encouraged problem-solving and complex thinking skills and developed vocabulary and social skills through play and conversation."

— **Mary Ellen Icaza**
CEO & Executive Director
Stark Library

With 56% of children in Canton, Ohio, living in poverty and experiencing food insecurity, Stark Library zeroed in on families most in need through a weekly program designed to feed their bodies and their minds. Reimagining Summer is an interactive program to combat learning loss, nurture creative thinking, strengthen family connections, and address food insecurity. The library created activities with a Reimagining School Readiness toolkit, provided food-filled backpacks, supported families with household items and engaged residents of a vulnerable community with a bookmobile.

Weekly visits over the summer reached 2,650 people and distributed 4,207 school readiness toolkits. For many kids, the weekly visits were a highlight of their summer, and 84% of participating adults agreed the activities were a valuable learning experience for their children.

Kent District Library

Comstock Park, Mich.
kdl.org

Project Management Office for Strategy and ROI

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"The library often strives to have something for everyone: we want to deliver value to everyone in our communities, and there are more ideas than resources. In a 20-branch library system, those ideas and energy can often become lost or they may not include key stakeholders. KDL's PMO dashboard and processes have empowered project leaders to succeed, improved systemwide communication, gave our library system more organizational focus and reduced duplication of efforts."

— **Jaci Cooper**
Director of Projects & Planning
Kent District Library

Kent District Library's Project Management Office (PMO) creates a consistent and equitable process for evaluating new project ideas while monitoring overall system capacity. Before launching the new approach, the library had more than 165 active projects at various stages of evaluation, implementation and organizational alignment, some without a clear leader or defined outcomes, leading to overextended and sometimes confused staff. Since its February 2021 launch, PMO has approved 40 of 62 project proposals and has an average of 12 active projects.

The PMO process starts with a first-level stakeholder review to shape the proposed project scope and establish a cross-functional team. The review process assesses strategic alignment, and strengths, opportunities and risks of each proposal before KDL leadership gives final approval. Each project is then assigned a sponsor who monitors progress and reports back monthly to the PMO and Board of Trustees. PMO has reduced time for annual budget sessions, increased systemwide awareness of active projects and eliminated random creation of projects that proceed without management approval.

Chesterfield County Public Library

Chesterfield, Va.
library.chesterfield.gov

KPI's for Staff Freedom and Performance

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"At CCPL, we're using measurement and data analysis in everything we do as we try to stretch our limited resources and flexibly respond to community need. By instituting a KPI-based system, we are freeing our managers from lists of things to do, and instead charging them with the bedrock of delivering services and meeting the needs of the community, giving them creative freedom and a real sense of ownership for their business."

— **Michael R. Mabe**
   Director of Library Services
   Chesterfield County Public Library

Chesterfield County Public Library created a performance management dashboard system that aligns staff and system performance, encourages individual staff innovation and better monitors metrics that inform managers about successful service delivery. The Key Performance Indicators (KPI) system is built around circulation, door count and net performance score data to help managers understand insights, trends and performance drivers. In the past, system performance relied on siloed external data reporting, while employee performance was narrative focused with emphasis on values and skills.

The KPI system gives managers timely data to monitor and assess overall performance leading to more rapid improvements in post-pandemic metrics and overall service delivery. In addition, staff are rewarded for their innovation initiative leading to a more energized culture.

Prince William Public Libraries

Prince William, Va.
pwcva.gov/library

Resilient and Responsible Communities

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"Community Building and Community-Responsive Enrichment are strategic goals of the library and providing environment-related programs and activities is critical to meeting those objectives. Thank you to our community members who have participated in these programs and activities, and we look forward to continuing and expanding on them in the future."

— **Deborah L. Wright**
Library Director
Prince William Public Libraries

Building on its stature as a trusted community voice, Prince William Public Libraries has made raising awareness about climate change and sustainability an organizational priority. The library is offering programs that are interactive, engaging and enjoyable to help community members become environmental stewards.

From community conversations and film screenings on environmental issues to pollinator gardens and composters at five libraries to construction of a first-of-its-kind outdoor library space for hands-on environmental education including a windmill and solar lights, the library system has engaged community residents in diverse and challenging experiences. Two of the system libraries are designated Climate Resistance Hubs to provide public education and support during extreme weather events.

The system-wide effort is supported by several grantors including Microsoft Change X, Dominion Energy and the Community Foundation of Northern Virginia and by program partners including a regional water company and a conservation organization who contribute expertise to the learning process.

Queens Public Library

Jamaica, N.Y.
queenslibrary.org

BLACK HEALTH AND HEALING VIRTUAL SUMMIT

⊘ 24 Hours
February 5–6, 2021

Black Health and Healing 24-Hour Virtual Summit

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"The COVID-19 crisis exacerbated and brought to the forefront health disparities affecting Black Americans. The Black Health and Healing Virtual Summit focused on addressing the equity gap by providing free access to critical information and resources on pertinent health topics in the Black community, from mental health to the COVID-19 vaccine, helping participants improve their well-being during the pandemic and beyond."

— **Nick Buron**
Chief Librarian
Queens Public Library

Working in partnership with the Black Caucus of the American Library Association, Queens Public Library carried out a successful 24-hour, national virtual summit to address the long-standing health disparities in Black communities that were laid bare by the Covid-19 pandemic. New York City's predominantly Black neighborhoods in Queens have seen disproportionately higher infection rates, hospitalizations and deaths and lower vaccination rates.

The February 2021 Black Health and Healing Summit, which featured top medical and science experts and well-known entertainers and athletes, drew nearly 3,000 registered attendees, 7,906 live views and more than 100,000 Instagram views of a session on Race, Culture and Hip Hop. This successful event, which was enabled by web-based videoconferencing, demonstrated the powerful role libraries can play in addressing public health issues in marginalized communities.

Prince George's County Memorial Library System

Largo, Md.
pgcmls.info

Creating a Workforce Development Ecosystem

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"Our team did an outstanding job of assessing community needs at a time when residents experienced an unemployment rate of up to 11%. Staff quickly put together a comprehensive program, based on partner and customer feedback, to address areas of opportunity for all customers and specific communities – like older adults, immigrants, returning residents and Spanish speakers – to advance job readiness."

— **Roberta Phillips**
   CEO
   Prince George's County Memorial Library System

To address the pandemic-driven shift to remote working, Prince George's County Memorial Library System created a workforce development ecosystem to bridge employability gaps through virtual programming, training and community partnerships. A staff team created two web-based resources – a workforce microsite and a small-business wiki – to provide a virtual one-stop shop for job seekers and entrepreneurs. The microsite provides easy access to hiring websites, training programs, materials and resources. The small business wiki, created in partnership with the University of Maryland, will help aspiring entrepreneurs pursue new post-pandemic careers by providing support and guidance during all stages of business development.

More than 2,000 customers used the new workforce resources during the first six months of operation to connect with resources and events. Another 300 customers completed the library's free IC3 digital literacy certification course which offers both skill development and confidence building for IT careers.

Honorable Mention

San Diego Public Library

San Diego, Calif.
sandiego.gov/library

Library Workforce Partnership Initiative

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"The COVID-19 pandemic not only led to increased unemployment in San Diego but also changed the way our citizens reentered the workforce. Working together, the San Diego Public Library and San Diego Workforce Partnership are contributing to the economic recovery of the region while helping the region's workers find careers they love and in which they can thrive."

— **Misty Jones**
City Librarian/Director
San Diego Public Library

By joining forces, the San Diego Public Library and San Diego Workforce Partnership increased their ability to assist the unemployed, underemployed and those seeking a career change. The unique model addresses career development for the whole family by combining organization resources and staff to address the two-generation career challenges that have emerged during the pandemic. The library found that parents needed help expanding or diversifying their skills to improve employability, while their children engaged in career assessment activities to begin making good education choices.

Participants used assessment tests, reviewed online job resources and researched data related to high-demand professions. Families worked side-by-side to develop workforce readiness skills and discover career development opportunities. Nearly 90% of participants reported being more aware of available resources after participating in the program, and library and workforce staff developed a better understanding of resources offered by each organization to strengthen continued collaboration.

2021 ULC Innovations Initiative Participating Libraries

Including the Top Innovator and Honorable Mention award winners highlighted in this brochure, ULC received 249 entries for our 2021 Innovations Initiative from 82 major urban library systems across North America. Visit urbanlibraries.org to review every submission to this year's Innovations Initiative, as well as those from past years.

Alameda County Library

Allen County Public Library

Anne Arundel County Public Library

Anythink Libraries

Arlington Public Library

Athens Regional Library System

Austin Public Library

Baltimore County Public Library

Barrie Public Library

Brooklyn Public Library

Broward County Library

Calgary Public Library

Cambridge Public Library

Carnegie Library of Pittsburgh

Cedar Rapids Public Library

Central Arkansas Library System

Charlotte Mecklenburg Library

Chesterfield County Public Library

Chicago Public Library

Cincinnati and Hamilton County. Public Library

Cleveland Public Library

Columbus Metropolitan Library

Contra Costa County Library

Dallas Public Library

Dayton Metro Library

Edmonton Public Library

Evansville Vanderburgh Public Library

Fairfax County Public Library

Forsyth County Public Library

Fort Vancouver Regional Libraries

Greensboro Public Library

Halifax Public Libraries

Houston Public Library

Howard County Library System

Jersey City Free Public Library

Kansas City Public Library

Kent District Library

LA County Library

La Porte County Public Library

Las Vegas-Clark County Library District

Los Angeles Public Library

Mandel Public Library of West Palm Beach

Marin County Free Library

Markham Public Library

Memphis Public Libraries

Miami-Dade Public Library System

Mid-Continent Public Library

Milton Public Library

Montgomery County Public Libraries

Nashville Public Library

New York Public Library

Newport News Public Library

Ottawa Public Library

Palm Beach County Library System

Pioneer Library System

Prince George's County Memorial Library System

DC Public Library

Alexandria Library

Prince William Public Libraries

Public Library of Youngstown and Mahoning County

Queens Public Library

Richland Library

Richmond Hill Public Library

Saint Paul Public Library

San Antonio Public Library

San Diego Public Library

San Francisco Public Library

San José Public Library

Santa Clara County Library District

Scottsdale Public Library

Shreve Memorial Library

Sonoma County Library

Spokane Public Library

St. Louis County Library

Stark Library

Toledo Lucas County Public Library

Toronto Public Library

Vancouver Public Library

Vaughan Public Libraries

Virginia Beach Public Library

Wichita Public Library

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