OUTCOMES
REPORT

My Library

2020

January 28, 2021

The Public
Library
of Youngstown & Mahoning County

Aimee Fifarek, Executive Director

EXECUTIVE
SUMMARY

The My Library 2020 Strategic Plan, released in 2014, was an extensive effort to use community input to focus the development of library services. The feedback we received resulted in six focus areas for the six-year plan: Learning Opportunities, Community Presence, Collections and Spaces, Technology, Staff Development and Support, and Fiscal Stewardship.

At the 2018 Progress report, a review of the quantitative measures of success showed that PLYMC was SUCCEEDING in two areas (Learning Opportunities and Fiscal Stewardship), PROGRESSING in two areas (Collections and Spaces and Technology), and LAGGING in two areas (Community Presence and Staff Development and Support).

Now, at the end of the plan period we have completed 74 of the 101 action items – a 73% completion rate! – with another 20 that are still in progress. Only 7 items were not started or abandoned completely. That is not a bad track record for a 6-year period that included two levy campaigns, building or renovating eight libraries, and most recently, a global pandemic that forced us to close our buildings to the public for four months.

Numbers tell a lot about our accomplishments. Compared to 2014 we have more hours, staff, and technology. More people in our community have library cards and check out more items, even though the total number of books and eMaterials we have is lower. We field more reference questions and have seen increases in adults and teens attending programs, even though overall in person visits to our buildings are down. And we have increased internet use, even though use of public access PCs are down because more people have their own connected devices and can utilize the free wireless in all 15 locations.

But numbers are only part of the story. As we bring this plan period to a close, we take a qualitative look at the successes we've had in the last six years, focusing on the input we gathered from you through the surveys, input sessions, and kitchen table conversations you participated in in 2014.

I would like to thank the Trustees and Staff (both current and retired) who worked tirelessly over the last six years to deliver exceptional library service to the Mahoning County community and beyond. I would also like to thank our patrons and everyone who supported our levy initiatives and participated in our community conversations. We are all grateful to have the opportunity to serve you.

Aimee Fifarek, Executive Director, January 2021

LEARNING OPPORTUNITIES (Programs and Services)

Learning is what the library is all about, so it is no surprise that Learning Opportunities formed our first and widest ranging focus area. The expectation we heard from our community meetings was that programming for children needed to continue and there needed to more options for adults and older adults.

Over the plan period we increased the number of both teen and adult programs, slightly scaling back our children's programming. This resulted in more teens and adults attending programs, but a 10% decrease in children's program attendance. However, we have seen increases in library-school partnerships with a growing list of schools allowing us to issue library cards to all students to support online learning during the pandemic.

Goals and Accomplishments

GOAL 1: Strengthen and create new learning support and opportunities for students K-12 and their families, during and after school hours.

- Increased services to schools, including: the development of a Community Read event for Campbell, regular visits by staff to Youngstown elementary schools through the Pop-Up Library and the United Way's Imagination Library programming, and regularly scheduled visits to Newport Library by Valley Christian Schools.

- LEGO-based coding and other STEM programs are now being offered regularly , and PLYMC's first 6-week Girls Who Code program successfully graduated 10 (ten) 13-15-year-old girls.

- Educational programs are scheduled during the day and all youth services librarians conduct regular visits to schools to promote books, library resources, programs, and Summer Discovery.

- Partnered with Campbell City Schools, Struthers City Schools, and State Support Team Region 5 to receive Philanthropy Ohio's Ohio Collaborative for Educating Remotely Grant to support students' needs in person and remotely throughout the year by proving homework monitors at the Campbell and Struthers library branches.

GOAL 2: Expand learning opportunities for older adults.

- Added an Adult Programming Specialist and increased adult programs by nearly 9%.

- Maintain a Memorandum of Understanding with Ohio Means Jobs to provide employment assistance to job seekers of all ages.

- More than doubled Book-a-Librarian sessions, with 530 scheduled in 2019, which provide one-on-one support for technology assistance and research topics.

GOAL 3: Evaluate effectiveness and accessibility of preschool learning opportunities and create new avenues for parents and caregivers to become their child's first teacher.

- The Early Learning Team Leader worked with State Support Region 5 to bring a training for teachers and librarians that evaluated the effectiveness of early learning in our community. This training led staff to seek and receive state agreement that story times by Library Staff support the development of early learning standards in children.

[1] All references to in-person programming should be read as pre-pandemic. The current Safe @ Home restrictions prevent PLYMC from offering face to face programming. We intend to resume in-person programming at pre-pandemic levels as soon as it is safe to do so.

LEARNING OPPORTUNITIES (Programs and Services)

- Received Department of Education approval certifying that PLYMC's Every Child Ready to Read story time program reflects that early learning concepts that help parents ensure their children are ready to begin kindergarten.

- Under the leadership of the Early Learning Team Leader, staff attended a training led by Saroj Ghoting, a national leader on early learning through libraries. This training taught staff to use story time programs to help train parents in providing early literacy learning at home.

Early learning training led by Saroj Ghoting.

- Introduced Early Learning backpacks and in-library Kindergarten Readiness stations so that parents and caregivers would have the materials needed to explore different early concepts at times and in locations that worked best them. PLYMC staff is currently providing this information on the web and as take-home kits to ensure early learning continues during the pandemic.

GOAL 4: Strengthen the library's role as a family resource by expanding interactive learning opportunities for parents, grandparents and caregivers, helping them to improve their quality of life.

- Collaborated with multiple agencies to develop the Valley's first Digital Advantage week in 2018, to help parents, job seekers, and seniors improve their practical technology skills.

- Worked with the Campbell City School District to complete the Community Literacy and Workforce Cultural Center where the new Campbell Branch Library opened in September 2020 which will provide STEM programming for children grades K-6 and their families.

- Participated in the first American Library Association Advancing Family Engagement cohort and created a training for 30 PLYMC youth services librarians on incorporating STEAM learning in our library programming with a family engagement focus including hands-on activities with kits. An additional 41 librarians received online training on family engagement principles and how to incorporate them into library services.

- Worked with a cohort of 12 families over 4-weeks in 2020 in a STEAM Learning Family Engagement program including kits to take home in the subject areas of motion, circuitry, cooking chemistry and wind and a website with instructional videos and further resources.

Early Learning backpacks are available to parents and caregivers to take home and explore different early concepts.

Our community conversations brought up several themes relating to Community Presence – establishing smart partnerships, providing services beyond where buildings exist, and eliminating barriers that prevent people from accessing the library.

During this plan period we dramatically increased the amount of time staff spend outside of the library through our pop-up library stops and staff participation in community events. In fact, our Pop-Up vehicles delivered the Library's first face to face service after the onset of the pandemic.

We are finding greater success with our latest partnership with the Campbell schools. Our new community library is housed at the Community Literacy, Workforce and Cultural Center (CLWCC), which is attached to the Middle School. We are staffing the location in the morning so that we can serve the needs of the students and faculty, and don't start public hours until the afternoon. This is a much smarter partnership which allows both entities to play to their strengths.

The new Campbell Branch Library inside the Community Literacy and Workforce Cultural Center.

Goals and Accomplishments

GOAL 1: Create a visible, mobile presence in the community that takes collections, services, and programs to places beyond our physical buildings.

- The mobile Pop-Up Library has been a great success, conducting 1,024 visits, issuing approximately 10,000 library cards, and hosting over 54,000 visitors since its launch in August 2014. During the pandemic, the Pop-Up library began visiting community locations such as parks, stores, recycling plants, and other community meeting spots to provide outdoor library services in a safe, socially distant way.

- Established Community Outreach Clerk job title in 2016 so that each library unit has staff available to support community events.

- Purchased a vehicle in 2019 to become our Mobile Makerspace and created five hands-on STEAM experience kits that can be taken to outreach events and schools.

- Made a strong pivot to online programming in March 2020 with the Programming and PR teams creating 387 Virtual Programs that generated 9,629,736 shares, and 3,538 likes. The videos that we posted were viewed over 38,000 times.

Virtual programming

COMMUNITY PRESENCE (Communication, Outreach, and Partnerships)

GOAL 2: Sustain, create, and evaluate the effectiveness of partnerships that support the community and its aspirations.

- Partnered with Boardman Park and Lowellville PTO to bring story trails with picture books and early literacy activities to areas of our Community with little or no access to technology at home.

- Stayed engaged with the Campbell community until our new building was completed in Fall 2020 by accepting Campbell Schools offer free space in the high school field house.

- Partnered with OH WOW! The Roger and Gloria Jones Children's Center for Science and Technology on two major initiatives: first, for an IMLS "Sparks! Ignition" grant for coordinated learning in 2015 that brought makerspace technology to PLYMC and exhibits to OH WOW! and second, for a one-year experiment to house a Library Express in their lobby with a small collection of best sellers and children's materials in the OH WOW! Lobby.

- Partnered with the Ohio History Connection and the Youngstown Historical Center of Industry and Labor to convert a beloved local history resource, Tales of the Mahoning and Shenango Valleys into a digital format that could be and accessed online by the public.

- Partnered with NAMI in 2018 deliver Mental Health training to staff and hire the first Community Resource Specialist as a way of better connecting community members with social services.

- Continued to provide space to key partner organizations, like the U.S. Census, Red Cross and the United Way's VITA Free Tax Preparation for Seniors even when library facilities were closed during the onset of the coronavirus.

- Partnered with the Mahoning County Mental Health and Recovery Board and Alta Care Group in 2019 to bring an LSTA grant for Mental Health First Aid to the Community. Through this grant community members could become certified in providing mental health first aid to others in our community.

GOAL 3: Measure and evaluate the impact of the Library's presence in the community.

- Three data analytics tools are now available to library staff for more effective collection management, targeted marketing, and community service delivery.

- PLYMC continues to receive excellent press coverage of library events and news, with free coverage in print and online that has a value of $285,560 with 30 million views in 2017.

GOAL 4: Communicate the value and the impact of our services through traditional and new methods, and through a re-branding of the Library using the "Connect, Inspire, Enrich" theme.

- The new version of LibraryVisit.org was launched in 2015, and now garners over 1.4 million user sessions annually.

- Library has been consistently building a social media following with over 5,600 followers on Facebook, 1,300 Twitter followers, 149 subscribers to our YouTube channel, and nearly 1,300 followers on Instagram. Our Facebook posts reach 20,000 users a month, and our YouTube videos have 500 views per month.

- PLYMC started using OrangeBoy for Message Campaigns. Our subscriber list is over 59,000 email addresses. Statistics show inactive or occasional users are re-engaged after receiving a targeting message and that Library users who open the message are likely to use the library within seven days. OrangeBoy data shows our library has higher than average market penetration and customer satisfaction compared with libraries with similar budget and size.

COLLECTIONS & SPACES (Facilities and Materials)

While setting up the strategic plan, one message came through loud and clear in our communications with the community – access to books and other materials is still a key part of what our community looks to us for and that we should keep those efforts strong. We made major improvement to the collection management process ensuring that new material gets into the hands of patrons faster and successfully strengthened our "Virtual Branch" by building our collection of electronic resources to reflect usage while being cost effective.

Altogether we renovated or rebuilt four branch libraries, did a substantive facelift on a fifth, and began the long-overdue renovation of Main Library. All this debt free.

Goals and Accomplishments

GOAL 1: Focus the library's physical collections on meeting the demands of each community quickly, while keeping collections fresh.

- Expanded the number of electronic resources offered to support the community's needs for enjoyment and modern methods of learning.

- Increased ordering of new materials and reorganized the Technical Services Department to get materials to library shelves faster.

- Identified or hired staff who focus on key service areas, including youth and adult materials selection, genealogy, business, grants, jobs and career development, and digital services.

- Reduced barriers to accessing the physical collection by eliminating overdue fines and instituting autorenew of materials.

GOAL 2: Adapt and improve library service to balance the needs of traditional library users with those who prefer newer forms of access.

- Created a new Collection Access Manager position in 2017 to ensure that collection management is efficient and fiscally responsible.

- Began assessing subscription databases on a cost-per-use or cost-per search method in 2017, eliminating high-cost/low-use resources and using the savings purchase in-demand materials in all formats.

- Circulation of eBooks and other e-Materials increased 163% between 2014 and 2019 and is on track to grow.

GOAL 3: Create spaces that welcome community gathering and interaction, while balancing the needs of the individual user.

- Renovated or built Boardman, Canfield, Michael Kusalaba/West and Campbell Libraries; each have dedicated spaces with built in technology for meeting and collaboration.

COLLECTIONS & SPACES (Facilities and Materials)

- The Main Library renovation began in August 2020 and is on schedule despite the coronavirus pandemic; set to be completed in early 2022, it will include a one-of-a-kind culinary literacy space, makerspace with podcasting studio, digitization lab, and dedicated genealogy department.

- Campbell Library and the renovated Main Library are both designed with quiet rooms so people can have a space designed for reading or independent work as well as open hands-on play spaces for children.

- Created dedicated enclosed teen spaces in Canfield, Struthers, and renovated Main Library.

- The renovated Main Library will have multiple small meeting rooms to support Book-a-Librarian meetings and collaborative work, as well as larger meeting rooms to support business and community meetings.

GOAL 4: Re-establish Main Library as being the system's flagship, with a deeper collection and specialized services.

- Established Main-based specialist positions in 2016: Business Librarian, Workforce Development Librarian, Grants Librarian, Digital Skills Librarian; Local History and Genealogy Librarian.

- Information Services librarian certified in 2016 as an Ohio Senior Health Insurance Information Program volunteer to provide programs on and assist customers with signing up for Medicare insurance.

- Created the Career and Job Center at Main in 2017 to support Job Skills training with a certified career counselor on staff.

- Main Library Information Services greatly increased one-on-one "Book A Librarian" sessions with Specialists and general staff, holding 387 in 2019 alone.

- Hired PLYMC's first full time Community Support Specialist 2020 to be based at Main Library when the renovation is completed.

COLLECTIONS & SPACES (Facilities and Materials)

GOAL 5: Evaluate the number of branches in the system for effectiveness of modern service and cost effectiveness and devise a facilities plan to address long-standing issues.

- Consolidation plan for Campbell, Struthers, and Brownlee Woods Libraries created but was not implemented due to lack of affordable real estate and change in Executive Director.

- Finalized 5-year Facilities Plan and support it by properly contributing to the Building & Repair Fund.

- Future Action: commission a Master Planning Study to identify recommendation for changes to buildings, services, and staffing based on key data points such as population trends, transportation options, and poverty rates.

GOAL 6: Promote effective stewardship of the built and natural environment.

- Switched to purchasing eco-friendly give away items with logos, such as reusable bags, washable cloth masks, and paper bags for curbside pickup.

- Moved from printing hand-out materials to posting online and encouraging staff to print for patrons by request.

- Moving more staff activity online and away from printed documents by implementing Office 365, a staff intranet, and Human Resources Information System.

- Future Action: establish sustainability goals that are SMART (Specific, Measurable, Achievable, Relevant, Time-bound) to help us recover from the move away from reusables and other unintended consequences of pandemic safety measures.

TECHNOLOGY (Public and Internal – Future Focused)

Our public conversations leading up to this plan yielded the same type of comments about technology as they did about collections: keep up the good work. People wanted to make sure that computer access, Wi-Fi, copiers, and scanners remained available to the public.

While computer use has gone down as more people have been able to get cell phones and other mobile devices, computers are still needed for important tasks like filling out job applications, creating resumes, and filing for government assistance. Surprisingly, many government agencies still require information to be sent to them via fax machine; faxing was one of the most in-demand technologies during our COVID related closure.

Coming to the library for internet access remains a big draw for buildings, but increasingly it is Wi-Fi access. Use of building Wi-Fi systems increased 255% since 2016 – the first year we recorded monthly Wi-Fi statistics. We are now using federal coronavirus funding to extend access into our parking lots, so that community will have a reliable source of free internet access even if we are forced into another virus-related closure. Despite the mobile makerspace, 3-D applications, and all the other fascinating technology we now offer, basic connection with the online world is still one of our greatest services.

Goals and Accomplishments

GOAL 1: Evaluate and upgrade the Library's technology infrastructure.

- Upgraded all libraries' technology infrastructure by securing nearly $160,000 in Federal E-Rate reimbursements.

- Hired first Integrated Library System (ILS) Administrator to better balance the IT Director's workload

- Added outdoor wireless access points to ensure all locations have parking lot Wi-Fi access.

- Increased the number of wireless access points WITHIN our buildings for better coverage

- Recommendation for future action: establish a technology funding strategy to support appropriate year-to-year growth and replacement equipment while being sufficiently flexible to accommodate acquisition of emerging technologies.

GOAL 2: Implement and use data-driven technology that staff can use to improve analysis and decision-making in library processes and functions.

- Began using Decision Center product from our ILS Vendor to assess turnover of library materials and better target materials purchases, resulting in material purchases based on branch specific circulation, including which shelf location codes are the most popular at a given branch.

- Began using Meltwater, an online media monitoring product, in 2017 to assess the reach of library news, publicity, and social media. Meltwater also tracks advertising dollar value of no-cost news mentions; ad value estimated for 2018 was $235,614.

- Developed data-gathering strategies to ensure digital programming and other social media activities can be reliably measured over time.

- Improved statistical gathering by recording usage of PCs that do not require patrons to make a reservation. Data for these had not been gathered before.

- Implemented improved online door counters to increase accuracy of patron visit data.

GOAL 3: Use cutting-edge technology to improve library services to the public and to provide an enhanced library experience for our customers.

- Opened the first PLYMC Makerspace at the Michael Kusalaba (MK) Branch Library in February 2018.

- Campbell library, opened in October 2020 in the Community Literacy Workforce and Cultural Center, features a lobby vending machine and materials pick up locker for use during all hours the CLWCC is open.

- The renovated Main Library will feature a One-button Studio so that patrons can easily create their own digital content.

GOAL 4: Explore, implement, and use new and existing recreational and informational technology to garner new users and provide technology opportunities for all ages.

- Launched a new library website, mobile app and updated online catalog that allows more staff to develop content for patron use, such a blog posts, podcast episodes, and video tutorials.

- Added an online library card registration module so that library cards can be issued to verified residents without staff intervention, enabling 24/7 access to the library's online resources.

- Partnered with 11 local schools to sign up every student for a library card, resulting in over 5,500 online-capable cards issued.

- Deployed online portal that allows effective delivery of locally created online training for staff and public, including instructional videos on using the Michael Kusalaba makerspace and Family Engagement training.

- Began circulating mobile Wi-Fi hotspots to patrons.

- Campbell, Michael Kusalaba, and the renovated Main Libraries all offer laptop lending, making technology more accessible to patrons while simplifying equipment management for staff.
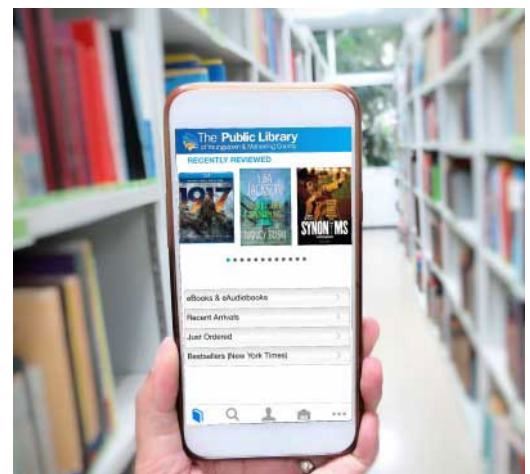
STAFF (Internal Development)

PLYMC's goal is always to recruit, retain, and promote people with applicable skills or substantive potential, capable of providing knowledgeable assistance and excellent customer service. During our community conversations. participants told us that they appreciate the excellent customer service and friendly attitudes from staff at our libraries.

While turnover in our human resources department hampered progress on goals in this area, we were able to make substantial progress on implementing new staff training models, providing opportunities for professional development, conference attendance, and internal communication.   We also redirected some of our efforts to new and more pressing goals brought on by the major events that came about in 2020.

Goals and Accomplishments

GOAL 1: Create a welcoming, positive, innovative institutional culture that is reflected internally and externally.

- Completed selection of and began working to deploy a staff Intranet, which will provide a secure network where staff can communicate, collaborate, and share documents and ideas.

- Began transition to a fully integrated HRIS platform to improve analysis, reporting, and planning capabilities while streamlining HR functions. Will provide employees and supervisors with new tools to take ownership of their personal, pay, and benefits information.

- Created a Core Training Team to expand staff participation in training and to make the training program more patron centric.

- Created an Equity, Diversity, and Inclusion (EDI) Committee to expand staff participation in Library initiatives and create a more inclusive and welcoming culture.

- Began the transition of staff development initiatives into the virtual environment in 2020 with virtual training modules for new hires and transferred employees.

- Showcased the innovation, creativity, and level of teamwork that is present in our staff through the virtual programming initiative developed at the outset of the COVID-19 pandemic.

- Engaged staff and supported internal communication through spirit days, polls, and surveys, including through the pandemic as well as monthly wellness promotions and EAP initiatives.

GOAL 2: Recognize staff members for their positive contributions, individually and as teams, so they feel valued by the organization.

- Staff members were nominated by their peers and patrons for recognition at the Library's Staff Day in November 2016 and received awards for their accomplishments and contributions.

- Branches share periodic internal newsletters outlining how their staff have been working with and serving the

community. Branches started sharing periodic "Good News" emails to showcase the programs, patrons, and staff members making an impact on the community.

- During the pandemic staff members began blogging about library service, their individual interests and specialties and literally anything and everything to keep patrons connected with the library. This popular social media form had the added benefit of increasing a level of appreciation among the staff for the many talents and creativity that exists in the organization.

- Prior to reopening buildings for public service in July 2020, a staff-led committee created a Safe Service Model that guided day to day operations, including cleaning and PPE standards as well as best practices to deliver exceptional customer service while maintaining social distance.

GOAL 3: Provide library staff at all levels training and professional development opportunities so they can help the library innovate and be effective ambassadors for its services and resources.

- Certified three librarians in community-critical skills: a Network of the National Libraries of Medicine (NNLM) Level II Consumer Health Information Specialist, an Ohio Senior Health Insurance Information Program (OSHIIP) certified volunteer and a National Career Development Association (NCDA) certified career facilitator provide one-on-one assistance to patrons as well as important training for development.

- Using a methodology created by the Harwood Institute, formed "Innovation Space" a regular gathering for staff to share and discuss ideas that lead to the implementation of several services still in practice including the Culinary Literacy program which will be housed in the renovated Main Library.

- Engaged an outside marketing firm in 2015 to provide a training to all staff about using a marketing approach to customer service called "Touchpoint Training" that was subsequently adopted into the PLYMC training program.

- During the pandemic, 57 staff availed themselves of many continuing education opportunities taking 326 webinars during the time we were closed to the public.

- Future Action: develop methods for conference attendees to share and implement ideas from conferences, training, and independent research that is relevant to both staff and administration.

STAFF (Internal Development)

GOAL 4: Recruit and retain a diverse workforce with good customer service skills and a love for reading, on which to build the exceptional staff necessary to carry out the Library's mission.

- The Library's Administration, clerical/maintenance/technology and librarian's unions successfully negotiated 5year-contracts twice over the plan period.

- Formed the Equity, Diversity, and Inclusion (EDI) Committee in October 2020 to share ideas, develop trainings, and discuss how the organization can uphold its mission to connect, inspire, and enrich both in the community and externally by creating programs and educational tools designed to promote equity, diversity, and inclusion.

- Improved hiring practices by attending local career fairs, introducing scenario questions to assess personality and job fit, and reducing time to hire to support diversity and the candidate's hiring experience.

- Developed a robust new hire training program in 2018 to ensure all new staff are fully trained with excellent customer service skills.

GOAL 5: Ensure the future of PLYMC by developing existing staff and creating opportunities for internal promotion.

- Created and implemented new Performance Evaluation processes for staff and for administration to foster more productive conversations for staff and supervisors and aid in goal setting.

- 74 employees have been promoted since 2015 compared to 33 in the previous five-year period.

- 86 new positions were created during the Strategic Plan period, with 74% of those positions filled internally.

FISCAL STEWARDSHIP (Budget and Foundation)

Fiscal responsibility has long been a hallmark of the public library of Youngstown and Mahoning County. Over the last 6 years we have improved our financial position and modernized our day-to-day fiscal management processes. Because of this, we were able to weather significant initial shortfalls in PLF funding that resulted from Ohio's strategy to slow the spread of the Coronavirus. Because of our advanced planning, we were able to pay staff, continue services, and proceed with ongoing projects while still maintaining fiscal health.

The Foundation as well has continued to do well by innovating during this difficult time. Although in-person events are not an option, we are proceeding with an online Literary Society event that will be open to all with special giveaways available to those who donate. They have also taken the Main Library Capital Campaign online, and the Friends have resumed online sales and are offering concierge service coupled with curbside pickups to keep sales moving.

Goals and Accomplishments

GOAL 1: Continue history of saving for capital expenditures through reserves.

- Because of PLYMC's ongoing practice of transferring money to the Building and Repair Fund, the $26.1 million Main Library Renovation project will be completed debt-free, saving taxpayers at the state and local level from having their money used for interest payments.

- PLYMC's conservative budget practices made it possible to provide services throughout the COVID-19 epidemic despite an anticipated 14% reduction in property tax funds and 18% reduction is Public Library Fund revenues.

- Over the last 6 years, PLYMC has increased contributions to the Technology Fund by 96%.

GOAL 2: Create stability in funding through a successful levy initiative.

- The 2014 levy campaign was successful with a 59% approval rating.

- 2019 levy passed with a 65% approval rating.

GOAL 3: Continue to improve the stewardship of financial resources.

- The fiscal office completed an upgrade to a new management software in 2020.

- Increased contributions to Technology Fund and are linking them to an ongoing technology planning philosophy currently in development.

GOAL 4: Complete asset inventory tagging and appraisal of Library equipment.

- An external appraisal company completed a comprehensive inventory and tagging of all Library assets in 2014.

- The Library reviews and submits additions, deletions, and changes for review and reports on value and depreciation annually.

FISCAL STEWARDSHIP (Budget and Foundation)

GOAL 5: Strengthen the Library's Foundation by donations to existing and new endowments.

- The Development Department implemented Donor Perfect software to manage donations.

- Five funds were established for the Library Foundation during the plan, including: The Carol A. Bacon Literary Society Author Fund ($75,000), the Martha Muransky Children's Program Fund ($10,000), the Rebecca Showman Author and Special Event Fund ($10,000), The Edward W. Powers Charitable Fund for Teen Programs ($48,000), and the Florence Taylor Fund for Librarian Scholarship ($4,000).

- The Foundation established a strong fundraiser, The Ladies in Little Black Dresses for Literacy Event which supports the Carol A. Bacon Fund and the Martha Muransky Children's Program Fund. The Foundation continues to hold the Literary Society Author Event Fundraiser each year with a NY Times Bestselling Author.

GOAL 6: Continue the practice of capital campaigns for new building renovation projects.

- PLYMC received a $1.68M donation from the Kusalaba Family via the Youngstown Foundation which enabled the West (Now Michael Kusalaba) Library to be rebuilt.

- Capital Campaigns for the Canfield, Boardman, Tri-Lakes, and Springfield libraries raised a combined $1,057,365 through the help of dedicated community supporters.