

Toledo Lucas County Public Library

Public Impacts & Social Return

Social Return on Investment • Organizational Value Proposition Model



Introduction

The Toledo Lucas County Public Library engaged the services of the Center for Regional Development to conduct a Social Return on Investment (SROI). This SROI analysis evaluates the Toledo Lucas County Public Library's impact across its strategic priorities, demonstrating how the Library serves as a vital anchor institution in the community that generates substantial social and economic value. This rigorous data-driven process is often described as transformational because it moves to measure socio-economic value of services provided and the impact of these services.

SROI's forward-thinking approach to evaluation is gaining recognition for both its measurement and telling the organization's full story. It empowers organizations such as libraries to fully assess their contribution to the communities they serve.

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BGSU's Center for Regional Development
Toledo Lucas County Public Library

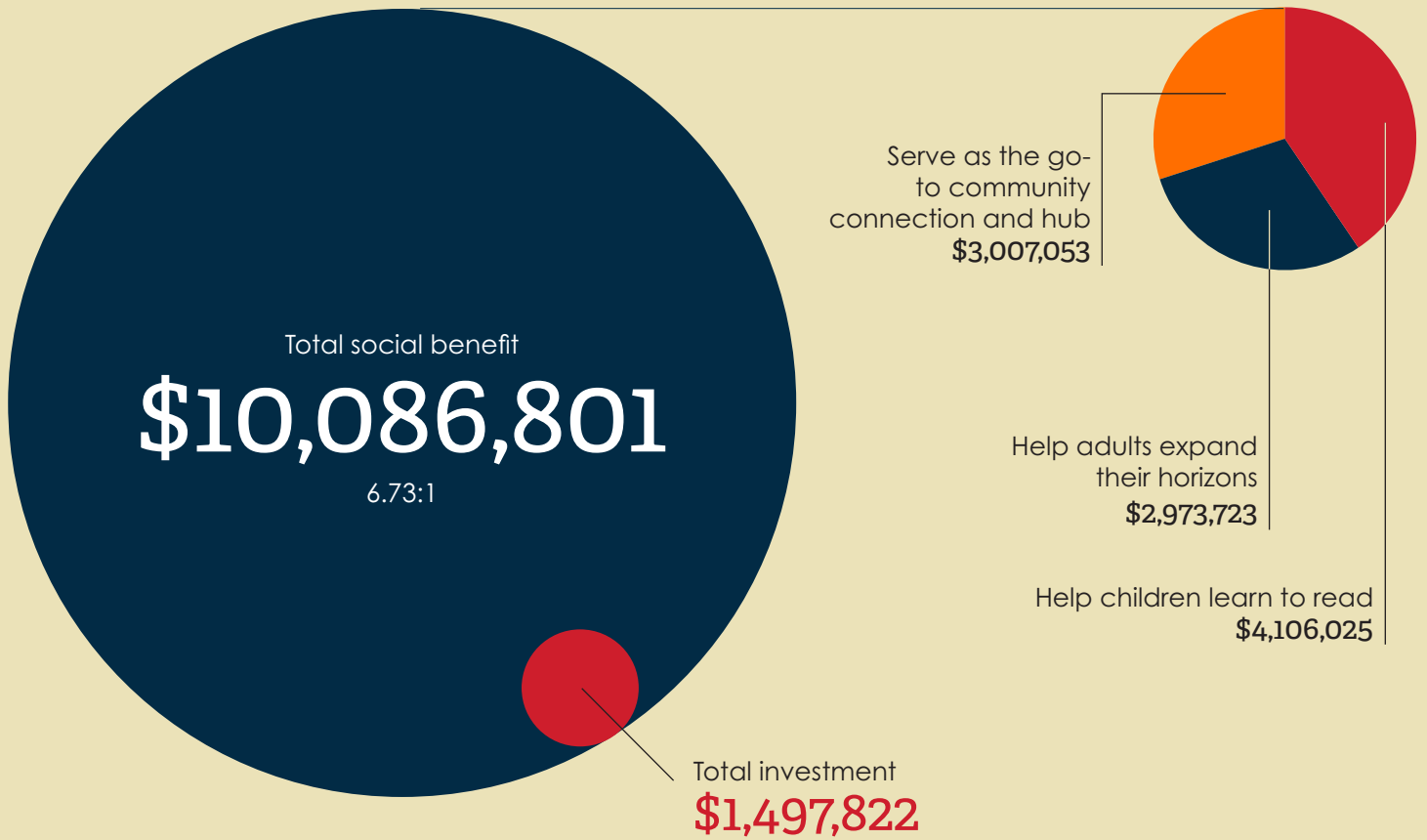
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Public Impacts & Social Return

\$6.73 in social benefit is created in return for every \$1 that is invested into the Toledo Lucas County Public Library system.

A breakdown of the Social Return on Investment



Key outcomes

Help children learn to read

- Early literacy
- Kindergarten readiness
- Reduced need for remedial edu.

Help adults expand their horizons

- Workforce development
- Digital access
- Entrepreneurial support

Serve as the go-to community connection and hub

- Access to local services
- Reduced social isolation
- Improved community health

A look at Library programs and their benefits

Help children learn to read

Storytimes • Ready to Read (focus on *Countdown to Kindergarten*) • Reading challenges (Summer Read and 101 Picture Book Challenge)

Storytimes

Children develop language skills; early love of reading; family engagement in literacy

Ready to Read

Smooth transition into kindergarten for children and families

Reading challenges

Reduction in learning loss; lifelong reading habits; stronger family involvement in literacy



I have been participating in the Summer Reading Challenge for over 20 years. It has been a wonderful influence and motivator on my love of reading since I was a child.

Help adults expand their horizons

Authors! • Small business and nonprofit assistance • Technology access and assistance

Authors!

Enriched cultural/educational experiences; community pride and social connection; inclusivity of diverse voices

Small business/nonprofit assistance

Strong local businesses and nonprofits; building of skills to address organizational changes

Tech access and assistance

Barrier-free access to technology; building of essential digital skills; workforce readiness; education; participation in civic/community life



I'm so happy that I can pick and choose which authors I want to hear from. It's a great opportunity to meet authors and enjoy the Q-and-A. Toledo is so lucky for [the Authors!] program!

Serve as the go-to community connection and hub

Meeting room usage • Onsite community health and human services • Outreach services (Mobile Services, home delivery, childcare materials)

Meeting room usage

Access to high-quality space; community connection; sharing of information; reduce financial barriers; feelings of value

Onsite community HHS

Barrier-free access to health, workforce, and social services within trusted and accessible community spaces

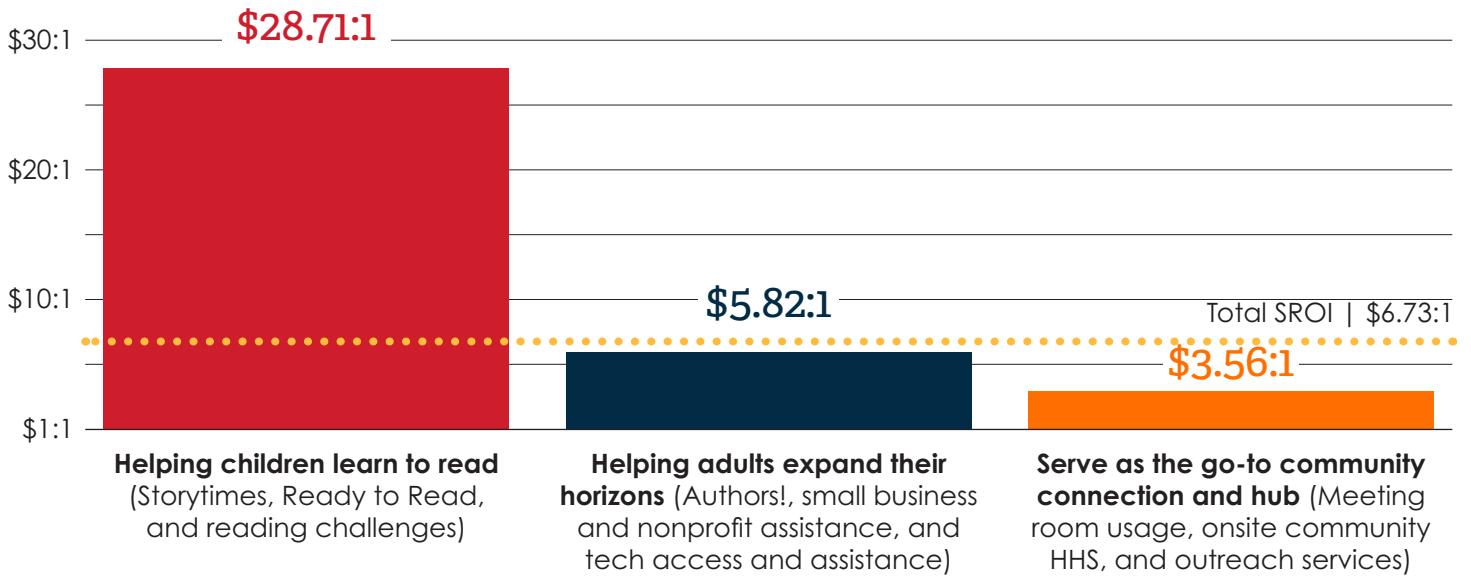
Outreach services

Accessible and barrier-free access to library services; reduced social isolation; improved quality of life

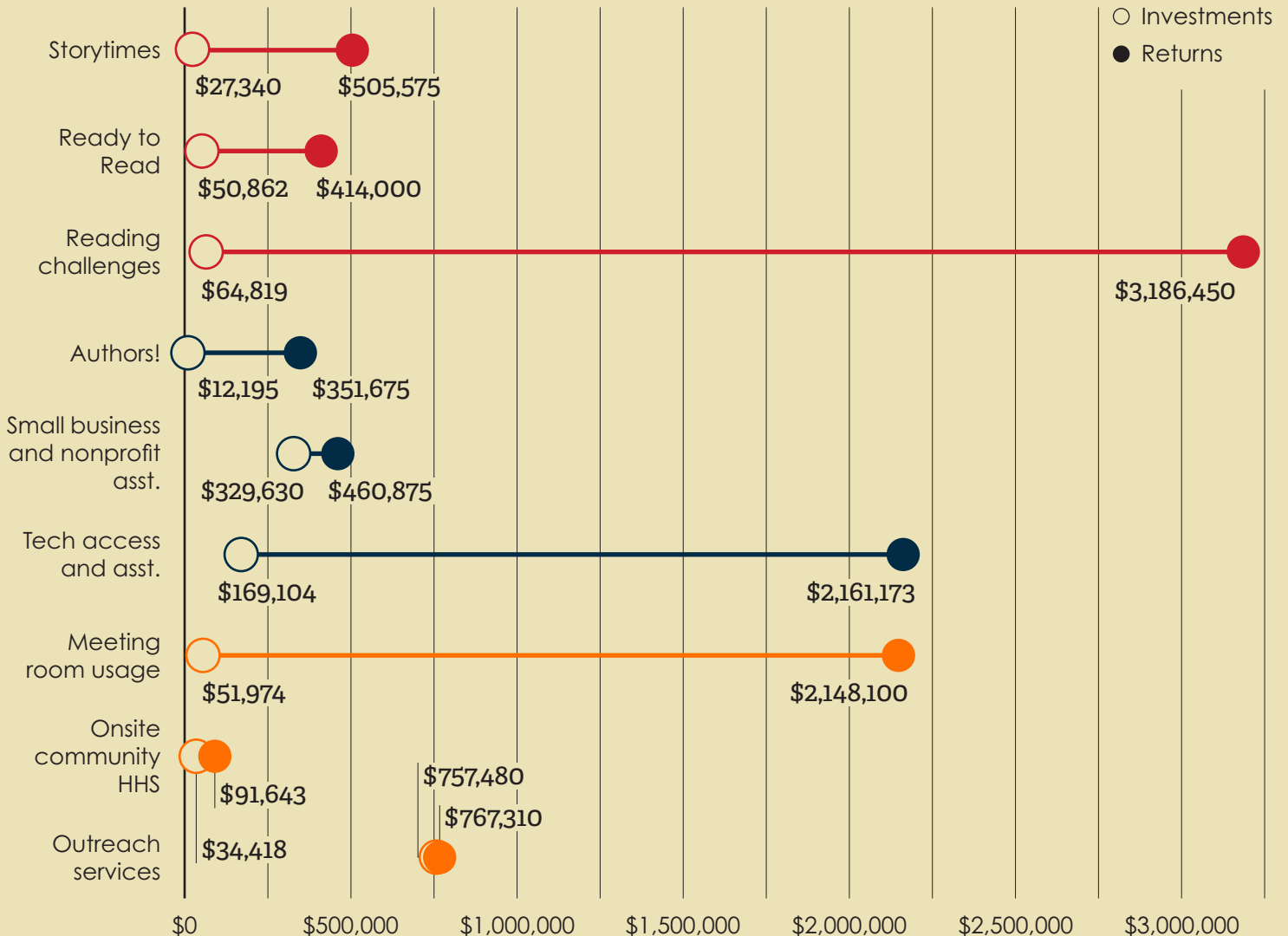


[Meeting rooms are] easy to book and use. The staff are friendly and eager to help. We don't have the ability to meet with our community anywhere else, so we love our library!

The social return on investments by program by ratio



How the programs break down by dollars



For every \$1 invested, the Toledo Lucas County Public Library generates about \$6.73 in social value, advancing literacy, workforce development, digital access, and community well-being—serving as essential civic infrastructure that drives educational success, economic opportunity, and social vitality across Lucas County.

Defining the value proposition

What is IMPLAN?

IMPLAN (impact analysis for planning) is a nationally recognized cloud-based software system that combines extensive databases, economic factors and demographic statistics with a fully customizable modeling system. IMPLAN analyzes indirect and induced economic factors based on input of the direct effect.

Traditional economic impact

Traditional economic impact analysis is conducted using the IMPLAN input-output modeling system to measure the ripple effects of organizational expenditures within the regional economy. This approach estimates direct effects (the immediate economic activity generated by the organization's spending on goods, services, and labor), indirect effects (the secondary business-to-business transactions as local suppliers respond to increased demand), and induced effects (the additional household spending that results when employees of the organization and its suppliers spend their earnings in the local economy). Together, these components capture the total economic contribution of the organization's expenditures across employment, labor income, value added, and output.

Organizational Value Proposition model

The Organizational Value Proposition (OVP) model was applied as the guiding framework to assess and communicate the social return on investment of the Toledo Lucas County Public Library system. The OVP model defines the unique bundle of value an organization creates for its community by linking stakeholder needs, organizational offerings, and measurable outcomes. Specifically, it identifies who benefits from the organization's activities, the challenges they face, the services provided to address those challenges, and the resulting outcomes and impacts. This approach ensures a comprehensive alignment between inputs, activities, and outcomes, while also clarifying the distinct role of the Library system compared to alternative providers. By structuring the analysis around the OVP, the evaluation captures both the tangible and intangible benefits of the Library system, providing a coherent framework for quantifying and demonstrating its broader social and economic value.

Why both?

Traditional IMPLAN-based economic impact analysis provides a robust estimate of how an organization's expenditures generate ripple effects through jobs, income, and business activity in the regional economy. However, it does not capture non-market benefits such as improved literacy, social cohesion, or reduced digital exclusion. The Social Return on Investment (SROI)/OVP framework complements this by centering on stakeholder outcomes and assigning financial proxies to both tangible and intangible benefits. Together, these approaches provide a fuller picture: IMPLAN shows how dollars flow through the economy, while SROI demonstrates how those dollars translate into improved lives and stronger communities.

	Traditional Economic Impact Analysis (IMPLAN)	SROI / OVP
Primary focus	Economic contribution of organizational expenditures	Social, cultural, and economic value created for the community
Methodological basis	Input-output modeling (IMPLAN)	Stakeholder-centered impact mapping and monetization
Effects measured	Direct (spending), indirect (supply chain), induced (household spending)	Outcomes linked to community needs (literacy, digital access, workforce, well-being)
Units of analysis	Jobs, labor income, value-added (GDP), output (sales/revenue)	Social outcomes converted into financial proxies (tutoring avoided, earnings uplift, service costs, space rental value)
Scope	Captures economic ripple effects in the regional economy	Captures broader social returns beyond markets
Strengths	Well-established, comparable across industries; shows multiplier effects of spending	Holistic, captures mission-driven impacts; demonstrates public and social value
Limitations	Does not capture intangible or non-market benefits (access, well-being, equity)	Requires assumptions for monetization; less standardized
Complementarity	Demonstrates how spending circulates in the economy	Demonstrates why the spending matters to people and communities

Library mission

Engage our communities, inspire life-long learning, and provide universal access to a broad range of information, ideas, and entertainment.

Primary value propositions

1

Help children learn to read

Have a measurable impact on the individual lives of children (birth through third grade) via Library tutoring, reading, and teacher-outreach programs in direct support of increasing the Kindergarten Readiness Assessment rate and the passing rate of the Third Grade Reading Guarantee.

Birth – third grade

2

Help students succeed

Provide pathways to success in the individual lives of students and young adults through participation in Library after-school programs, strategic partnerships, and mentorship opportunities.

Third – twelfth grade

3

Help adults expand their horizons within our areas of expertise

Ensure ninety percent of Lucas County residents have an active Library card.

4

Provide technology access

Ensure every person in Lucas County has access to a computer and WiFi when they need it.

5

Provide technology skills development

Ensure every customer can go to any Library location, at any time, to meet and/or expand their technology skills.

6

Serve as the go-to community connection and hub

Position the Library as the institution where community members turn when they want to engage one another or connect with vital community resources.

For the purposes of this impact analysis, we will focus on three core strategies that represent both the primary areas of Library resource allocation (inputs) and the central drivers of community outcomes (participation, programming, and outputs). These strategies are: **helping children learn to read**, **supporting adults in expanding their horizons**, and **serving as the community's go-to connection and hub**. Technology access and providing technology skills development were folded into priority three, "helping adults expand their horizons within our areas of expertise".

Around each core strategy, programs were assessed through the guiding question: **what unique value does the Library system deliver to its stakeholders?** Programmatic leaders, Library staff, and stakeholders evaluated each program across multiple dimensions, including alignment with the organizational mission, contribution to strategic goals and objectives, direct benefits to patrons and partners, and broader impacts on the community. A detailed description of this assessment process is provided in the methods section that follows.

Methodology

Traditional economic impact analysis (IMPLAN)

To assess the broader economic contribution of the Toledo Lucas County Public Library, the Center for Regional Development (CRD) employed the IMPLAN input-output modeling system. IMPLAN is a nationally recognized tool that measures the ripple effects of organizational expenditures across a regional economy. By modeling the Library's spending patterns and associated labor inputs, IMPLAN provides a quantifiable estimate of how Toledo Lucas County Public Library's operations stimulate direct, indirect, and induced economic activity in Lucas County and the surrounding region.

Model inputs

The model incorporated both financial and labor data supplied by Toledo Lucas County Public Library, supplemented with publicly available regional datasets. Specifically, inputs included:

Payroll and benefits for salaried and hourly employees

Operational expenditures, such as contracts for services, vendor payments, and routine supply purchases

Capital improvement investments, including construction and major equipment expenditures during the study period

Staff labor hours, distributed across the Library's priority programs and services

Ancillary data, such as vendor lists and partner contracts, when available

These inputs were localized to reflect the regional economy in Lucas County, ensuring the model accurately captured the proportion of spending retained in the local supply chain.

Model framework

The IMPLAN model calculates three layers of impact:

Direct effects – immediate impacts from the Library's own spending on payroll, goods, and services

Indirect effects – business-to-business transactions generated as Library vendors and contractors purchase from other local suppliers

Induced effects – household spending generated when Library staff and vendor employees use earnings in the regional economy (housing, food, health care)

Together, these effects represent the Library's total economic contribution.

Time frame of analysis

The analysis focused on the 2022–2024 period, aligning with the Library’s current strategic roadmap. Annual impacts were estimated, as well as an average annual impact across the full period, to illustrate both year-by-year fluctuations and long-term trends.

Output metrics

Key outputs generated through IMPLAN included:

Employment impacts (full-time and part-time jobs supported)
Labor income impacts (wages, salaries, and benefits)
Value-added impacts (contributions to regional GDP)
Total economic output (overall dollar value of goods and services generated)

These measures were used to contextualize the Library’s role not only as a provider of educational and community services, but also as an anchor institution driving regional economic vitality.

Integration with SROI analysis

While IMPLAN captures the economic ripple effects of Library expenditures, the SROI framework expands the analysis by incorporating social and community impacts that are not reflected in traditional economic multipliers. Thus, the IMPLAN results were paired with internal programmatic data, staff interviews, patron surveys, and partner feedback to develop a comprehensive account of both economic and social returns on investment.

SROI / Organizational value proposition

Strategic priorities and program evaluation

Toledo Lucas County Public Library organizes its community impact work around three strategic priorities: helping children learn to read, helping adults expand their horizons, and serving as the community’s go-to connection and hub. Within these priorities, a range of programs and services reach thousands of residents each year. CRD’s Social Return on Investment analysis examined these programs by integrating both quantitative and qualitative inputs, with the goal of capturing their full economic and social value. The analysis reviewed core programs under each pillar to streamline and focus the impact assessment. The programs included are listed below.

It is important to note that the impact analysis does not capture all social investments, or the full value created by the Library, nor does it attempt to. Programs excluded from the analysis are not of lesser importance or social value, but are generally smaller in scale or less directly tied to daily operations. The resulting SROI impact should therefore be viewed as a conservative estimate, designed to capture the bulk of the Library’s contribution to the community and the lives of its stakeholders.

Help children learn to read

Storytimes • Ready to Read (focus on *Countdown to Kindergarten*) •
Reading challenges (Summer Read and 101 Picture Book Challenge)

Help adults expand their horizons

Authors! • Small business and nonprofit assistance •
Technology access and assistance

Serve as the go-to community connection and hub

Meeting room usage • Onsite community health and human services •
Outreach services (Mobile Services, home delivery, childcare materials)

Data collection and inputs

A rigorous data collection process formed the foundation of the analysis. Quantitative inputs were drawn from internal financial records, including budgets, payroll, and capital expenditures, as well as established datasets such as the Ohio Library Survey. Additional data included visitor counts, circulation totals, and program participation records, along with staff labor inputs—both full- and part-time—capturing salaries, benefits, and hours devoted to each program. Ancillary data, such as vendor records, were also included when available.

Complementing these quantitative measures, CRD conducted a series of qualitative interviews. Six initial conversations with senior Library staff provided insights into day-to-day mission fulfillment, the use of the Strategic Roadmap in guiding decisions, and broader operational frameworks. These discussions with leadership—including the Executive Director, Directors of Public Services, Government Relations, Communications, Operations, and the Fiscal Officer, as well as the Immediate Past Board President—established the foundation for deeper program-level inquiry.

Following this, CRD conducted 11 program-level interviews with managers and staff across the Library system. These conversations focused on program design and delivery, logistical challenges, participation trends,

and the benefits experienced by patrons. Many staff members participated in multiple conversations, reflecting the cross-cutting nature of their responsibilities and the interconnectedness of program delivery.

In addition to interviews with Library staff, data on program outputs and impacts was gathered directly from program partners and patrons. Feedback protocols varied by program and audience and included both surveys and interviews.

Quantitative data

- Internal financial records (budgets, payroll, capital improvement expenditures)
- Existing datasets such as the Ohio Library Survey
- Program and service utilization metrics (visitor counts, circulation data, program participation)
- Labor inputs (full-time and part-time staff salaries/benefits and hours allocated per program)
- Ancillary data (e.g., vendor lists, when available)

Labor inputs

The Library delivers a wide range of services to diverse stakeholders with a lean staff, making it necessary to view impact assessments through the lens of distributed responsibilities and salaries across multiple strategic pillars. To ensure accurate accounting of these impacts and avoid double-counting personnel costs, staff contributions were measured in terms of Full-Time Equivalent (FTE) allocations. These FTE contributions were assessed across all levels of the organization, including administrative, management, and program delivery staff.

Qualitative data

- Senior staff interviews
- Program-level interviews
- Program partner and patron feedback

Senior staff interviews

To establish an understanding of mission fulfillment, strategic priorities, and operational frameworks CRD conducted informational interviews with six senior Library staff.

Cathy Bartel Director of Public Services	Michael P. Dansack Immediate Past Board President
Lucas Camuso-Stall Director of Government Relations and Advocacy	Mike Graybeal Director of Operations / Deputy Fiscal Officer
Terri Carroll Director of Communications and Design	Jason Kucsma Executive Director / Fiscal Officer

Program-level interviews

These initial discussions informed subsequent program-level interviews with managers and staff, focusing on program delivery, patron experiences, logistics, and participation levels. A total of 11 program-level interviews were completed, with some individuals participating across multiple program areas.

Helping children learn to read

Nancy Eames | Youth Services Coordinator (Summer Read and 101 Picture Book Challenge)

Kate McGowan | Literacy Specialist and Innovative Librarian (Ready to Read)

Mary Rava Miller | Children's Library Manager (Storytimes)

Helping adults expand their horizons

Aeisha Hearn | Manager, Computers and Media Department

Zach Huber | Specialist Librarian (Small Business and Nonprofit Services)

Linda Faye Lucas | Business Specialist Librarian (Small Business and Nonprofit Services)

Kathy Selking | Director of Development, Affinity and Events (Authors!)

Serving as the go-to community connection and hub

Allison Fiscus | Adult Services Coordinator (Onsite Health and Human Services)

Colleen McBride | Manager, Mobile Services

Mary Rava Miller | Children's Library Manager;

Cindy Vanderbrink | Youth Collection Development Librarian;

Julie Erhart-Walton | Supervisor Circulation Services (Childcare materials)

Kathy Selking | Director of Development, Affinity and Events (Meeting rooms)

Franco Vitella | Fact and Fiction Manager (Home delivery, Fact and Fiction Department)

Program partner and patron feedback

Finally, the SROI process examined program partner and patron feedback across each of the Library's strategic priorities.

Help children learn to read

For "helping children learn to read", CRD gathered input through family surveys at *Storytime* sessions, targeted interviews with participants in *Ready to Read*, and surveys of participants in *Summer Read* and *101 Picture Book Challenge*. These methods captured both broad usage data and nuanced perspectives on early literacy development.

Storytimes

QR code-enabled family survey at events and in children's spaces across branches

Ready to Read

(Countdown to Kindergarten): Direct interviews with past program participants

Reading challenges

(Summer Read and 101 Picture Book Challenge): Targeted surveys sent to current and past participants

Helping adults expand their horizons

For “helping adults expand their horizons”, program-specific feedback was tailored to each initiative. Attendees of Authors! events were surveyed both onsite and through follow-up outreach. Surveys targeting patrons utilizing the small business owners and nonprofit Library team were distributed through Library media and newsletters, as the program itself does not maintain participant databases. Utilization metrics spanning multiple years were collected and analyzed to evaluate the Library’s investment in technology access and assistance.

Authors!

Surveys distributed at events and via follow-up communications, with CRD staff onsite at one event to encourage participation

Small business and nonprofit assistance

Surveys distributed through Library media and newsletters (no participant database available)

Technology access and assistance

Analysis of comprehensive multi-year utilization data

Serve as the go-to community connection and hub

Finally, in examining the Library’s role as the “community connection and hub”, CRD designed partner surveys to assess the value of meeting room usage, particularly for nonprofits and governmental agencies that rely on these spaces to deliver educational programming free of charge. Partner organizations providing onsite health and human services were also surveyed to capture the impact of co-located services. For outreach programs—including Mobile Services, home delivery, and childcare materials—surveys were distributed through existing Library staff relationships with community partners and service recipients.

Meeting room usage

Survey of nonprofit and government partners utilizing rooms for programs (rooms provided free of charge)

Onsite community health and human services

Partner survey for current service providers

Outreach services

(Mobile Services, home delivery, childcare materials): Surveys sent via Library staff to service patrons

By combining quantitative data, leadership insights, staff interviews, and targeted surveys of patrons and partners, CRD constructed a holistic picture of the Library’s impact across its strategic priorities. This approach allowed for the capture of both economic contributions and broader social value, highlighting how the Library not only delivers educational and cultural programming, but also strengthens community connections and expands opportunity across Lucas County.

Calculating Organizational Value Proposition

In the following sections, an OVP analysis is presented for each strategic pillar. This analysis draws on both quantitative and qualitative data, combined with stakeholder input, to assess how Library services impact patrons' lives and the broader community. These impacts are monetized using market-based proxy valuations of the services provided. The return on investment is then calculated by subtracting the Library's inputs (e.g., resources and personnel) from the total estimated value of services delivered.

Impact analysis

Helping children learn to read

Primary value proposition

The Library is a trusted, responsive community partner in preparing children for lifelong learning and school readiness. The provision of programs supports early literacy, kindergarten readiness, and the prevention of learning loss or "summer slide".

Strategic goal: Have a measurable impact on the individual lives of children (birth through third grade) via Library tutoring, reading, and teacher-outreach programs in direct support of increasing the Kindergarten Readiness Assessment rate and the passing rate of Third Grade Reading Guarantee.

Library stakeholders

These programs and their outputs benefit a wide range of stakeholders by addressing critical community challenges and meeting pressing needs.

Direct users: Children and students (birth through third grade) and their families or caretakers benefit from direct access to no-cost services and resources to support early literacy, school readiness, and reduced summer learning loss.

Indirect users and wider society: Lucas County schools benefit from these support services that reduce demands for early intervention and remedial education services.

Programs and outcomes

Storytimes

- **Library investments:** Personnel, books, props.
- **Services provided:** Interactive read-aloud sessions and early literacy activities delivered across all Library branches.
- **Benefits produced:** Children develop foundational language skills and an early love of reading; families engage together in literacy-focused activities.

Ready to Read (Countdown to Kindergarten)

- **Library investments:** Personnel, backpacks, skill rings, activity kits, books.
- **Services provided:** Personalized instruction for children and hands-on engagement with caregivers.
- **Benefits produced:** Children and families gain the skills, confidence, and resources necessary for a science-based reading foundation into kindergarten.

Reading challenges (Summer Read and 101 Picture Book Challenge)

- **Library investments:** Personnel, books, online platform, stickers/supplies.
- **Services provided:** Structured reading programs and challenges designed to encourage consistent reading.
- **Benefits produced:** Children reduce learning loss, establish lifelong reading habits, and families strengthen their involvement in literacy.

Monetization of outcomes

Education and literacy

The main cost savings associated with the Library's early literacy and learning programs come from helping children achieve grade-level reading skills sooner, reducing the need for later interventions such as remedial classes or private tutoring.

To estimate these savings, comparable market values are used:

- The Storytime program is valued using the **average cost of early childhood education programs**.
- The *Ready to Read* program is valued using the **estimated cost schools incur for remedial reading instruction**.
- The *Summer Read Challenge* is valued using the **typical cost of private literacy camps or summer enrichment programs**.

Early childhood education costs

Research on early childhood education typically estimates the value of pre-K readiness or preschool enrichment programs at \$100–\$150 per month per child, with a conservative average of \$120 per child per year to reflect structured developmental benefits such as language development, socialization, and fine motor skills. Because the Library's *Storytime* program is offered in shorter, individual sessions rather than as an ongoing program, its value in this analysis is estimated at \$15 per child per session.

Remediation costs avoided

When students fall behind in reading, schools face substantial costs to provide remediation. These include expenses for additional teachers, extended instructional time, and specialized support services. In Ohio, the cost of third-grade reading remediation has been estimated at up to \$13,000 per student (Policy Matters Ohio, 2025). Even without accounting for labor, the materials required for early reading intervention—such as books, technology, and assessments—can cost around \$100 per student over several years (Institute of Education Sciences, 2025).

For this analysis, a conservative estimate of \$8,000 per student is used to represent the average cost of remedial reading instruction in a mid-sized metropolitan district, such as those in Lucas County. Based on this, the Ready to Read program is valued at an avoided cost of \$1,000 per participating child, assuming that roughly one in eight additional children would otherwise require remediation services. This aligns with statewide data indicating that 35.5% of Ohio third graders were not proficient in reading during the 2023–2024 school year (Ohio Department of Education, 2024).

Market cost of literacy enrichment programs

Private summer literacy camps and enrichment programs typically cost \$150–\$400 per child for a four- to six-week session (Reading Guru National Tutoring Cost Study, 2024). For this analysis, a conservative estimate of \$150 per participant is applied to the Summer Read Challenge, reflecting the program’s less structured format compared to formal, tuition-based enrichment programs that can cost up to \$400 per child.

Storytimes

Library investments	\$21,340 (personnel) + \$6,000 (resources/supplies) = \$27,340
Services provided	33,705 average annual attendees
Benefits produced	Children develop foundational language skills Child engagement and socialization
Valuation/monetization	Early childhood education or preschool enrichment at \$15 per child per session

Qualitative assessment

Survey responses highlight the powerful role Storytimes play in early literacy, family engagement, and community connection. Parents consistently emphasized the positive impact on children’s learning, noting that their children show greater excitement for books and reading, with some advancing well beyond grade level. Families also praised the beloved librarians and staff, describing them as inclusive, encouraging, and deeply invested in building meaningful relationships with children and caregivers.

Beyond literacy, Storytimes provide strong family and community value, serving as a trusted resource and “home away from home” that families rely on weekly. Parents reported significant benefits in child engagement and socialization, particularly for only children, with children eagerly anticipating “Library day” each week. The creative and engaging activities—from puppet shows to bubble time—were also celebrated for making learning fun and memorable.

While overall feedback was overwhelmingly positive, a few participants suggested improvements, such as offering sessions tailored for infants and addressing occasional program disruptions.

Together, these comments illustrate that Storytimes are not only advancing early literacy but also **strengthening family bonds, fostering social development, and reinforcing the Library’s role as a welcoming, inclusive community hub.**

Ready to Read

Library investments	\$30,995 (personnel) + \$19,867 (resources/supplies) = \$50,862
Services provided	414 average annual attendees
Benefits produced	Smooth and successful transition into kindergarten Improved reading readiness
Valuation/monetization	Avoided remedial reading education for a third grader in a mid-sized metropolitan district, such as those in Lucas County at \$1,000 per participant

Qualitative assessment

Survey responses demonstrate that the Ready to Read program delivers meaningful benefits for both children and caregivers. Parents consistently valued the program's flexibility and accessibility, noting the convenience of scheduling one-on-one sessions and the opportunity to connect with other families. Caregivers highlighted the practical training and resources provided, including felt boards, letter tiles, nursery rhymes, and ABC books, which not only supported children's spelling, speech development, and fine motor skills, but also boosted parents' confidence in teaching, especially for those homeschooling.

Participants reported tangible improvements in children's reading readiness, including stronger fluency, expanded vocabulary, letter recognition, and increased interest in storytelling and Library visits. Parents also praised the program's effectiveness for children with diverse learning needs, such as ADHD, through its use of tactile and sensory methods. Many noted that the program's strategies aligned well with school approaches, further strengthening their confidence and ability to support learning at home.

Overall, Ready to Read was described as a valuable, inclusive, and community-centered resource that enhances early literacy, empowers parents, and complements other offerings such as the Ohio Governor's Dolly Parton's Imagination Library. While suggestions for improvement included enhancing the durability of materials and adding more tracing activities, participants overwhelmingly recommended the program to other families and underscored its positive impact on both children and caregivers.

Reading challenges

Library investments	\$38,819 (personnel) + \$26,000 (resources/supplies) = \$64,819 (annually)
Services provided	21,243 average annual participation
Benefits produced	Children reduce learning loss Establish lifelong learning habits
Valuation/monetization	Private summer literacy camps at \$150-400 per child for a 4-6 week program. Conservative rate of \$150 per participant

Qualitative assessment

Survey feedback underscores the enduring impact and broad appeal of the Summer Read Challenge. Participants described the program as a powerful motivator and influence on their lifelong love of reading, with one respondent noting they have participated for more than 20 years, beginning in childhood. Families and individuals alike highlighted the way the challenge makes Library engagement more interactive and enjoyable, fostering stronger connections to local branches and staff, who were consistently described as welcoming and helpful.

Both children and adults valued the program, with adults especially appreciative of opportunities to participate themselves, noting it helps them prioritize reading during busy seasons such as summer breaks. Respondents also expressed enthusiasm for the incentives and rewards—from tote bags to prizes—that added fun and motivation to the experience. Overwhelmingly, participants emphasized their gratitude for the Library, describing it as a tremendous community asset and a source of joy, connection, and inspiration.

Summary analysis

Helping children learn to read

Area of impact	Annual Library investments	Annual services provided	Benefits produced	Market comparison	Monetized value
Storytimes	\$27,340	33,705 attendees	Language skills; engagement/ socialization	\$15/child per session	\$505,575
Ready to Read	\$50,862	414 participants	Transition to K; improved reading readiness	\$1,000/ participant	\$414,000
Reading challenges	\$64,819	21,243 participants	Reduce learning loss; lifelong reading habits	\$150/ participant per challenge	\$3,186,450
Annual impacts	\$143,021				\$4,106,025
<p>Total social value: \$4,106,025 Investment: \$143,021 SROI ratio: 28.71:1 – Every \$1 invested in the Library system creates \$28.71 in social value.</p>					



I can't express how important this resource is to our weekly schedule. I am very thankful for the storytimes and all they bring to my baby's life.



I have been participating in the Summer Read Challenge for over 20 years. It has been a wonderful influence and motivator on my love of reading since I was a child.

Impact analysis

Supporting adults in expanding their horizons

Primary value proposition

The Library serves as a cornerstone of workforce development, lifelong learning, entrepreneurial activity, and digital access in Lucas County. By ensuring that residents have free access to Library cards, computers, WiFi, and technology training, the Library removes barriers to participation in education, employment, and civic life.

Strategic goal: Ensure ninety percent of Lucas County residents have an active Library card. Ensure every person in Lucas County has access to a computer and WiFi when they need it. Ensure every customer can go to any Library location, at any time, to meet and/or expand their technology skills.

Library stakeholders

These programs and their outputs benefit a wide range of stakeholders by addressing critical community challenges and meeting pressing needs.

Direct users: For direct users—including families, students, jobseekers, entrepreneurs, and nonprofit leaders—the Library addresses challenges such as limited access to affordable technology, professional guidance, and lifelong learning opportunities.

Indirect users and wider society: The Library strengthens organizations, fuels economic growth, and fosters community connection by expanding opportunities for digital literacy, skill-building, and cultural engagement.

Programs and outcomes

Authors!

- **Library investments:** Personnel, author honorariums, books, marketing materials, space.
- **Services provided:** The Authors! program delivers a series of author events each year, engaging diverse writers and providing attendees with opportunities for book signings, Q-and-A sessions, and community interaction.
- **Benefits produced:** The program enriches cultural and educational experiences, fosters community pride and social connection, supports local economic activity, and promotes inclusivity by amplifying diverse voices.

Small business and nonprofit assistance

- **Library investments:** Personnel, software, books, additional course materials.
- **Services provided:** The program delivers classes, workshops, one-to-one consultations, and access to specialized databases and tools that support nonprofits and small businesses across Library branches.
- **Benefits produced:** Participants build the skills needed to address organizational challenges while strengthening their capacity to secure funding and achieve growth. This assistance strengthens local nonprofits and small businesses.

Technology access and assistance

- **Library investments:** Personnel, WiFi access points, computers (replaced every five years), workstations and auxiliary equipment replaced as needed.
- **Services provided:** The program provides free access to computers, WiFi, and digital devices across Library branches, along with classes, drop-in help, and one-to-one support for technology use and digital literacy.
- **Benefits produced:** The program bridges the digital divide by providing barrier-free access to technology, helping residents build essential digital skills, improve workforce readiness, support education, and fully participate in civic and community life.

Monetization of outcomes

Cultural entertainment / enrichment

The value of the Authors! program is based on the typical cost of similar literary events. The Library Authors! events average about \$20 and includes the event with the author and a copy of their book. Tickets for author talks, book readings, or literary festivals usually range from \$25–\$50 per person, while comparable cultural events—such as museum lectures or community speaker series—average \$20–\$40 per person. For this analysis, a conservative value of \$20 per attendee is used. Each event also includes a book valued at \$25–\$30, bringing the total estimated market value to about \$45 per attendee. In addition, these events generate local economic impact, with attendees spending an average of \$37.12 on dining in connection with the event.

Small business and nonprofit assistance

One-to-one business consultations are valued at \$175 per hour, based on the Urban Libraries Council's benchmark of \$123 per session, adjusted upward to include access to premium databases, specialized software, and expert librarian support. Group business classes are valued at \$100 per participant, aligning with community college rates of \$60–\$100 per course and reflecting the added value of Library resources and instructional assistance.

Technology access and assistance

The value of technology access and assistance is based on what people would typically pay for similar services elsewhere. Public computer labs and co-working spaces often charge \$5–\$10 per hour for computer use, and pay-as-you-go WiFi or hotspot rentals cost about \$10 per day. Digital literacy classes at community colleges or adult education centers usually range from \$150–\$300 per course (around \$25–\$40 per session).

Personalized technology help from private providers, like IT tutors or Geek Squad, can cost \$40–\$80 per hour. Considering these prices, a conservative value of \$25 per session is used to represent the combined worth of computer access, internet service, technology training, and one-to-one support offered by the Library.

Computer and WiFi access

For return on investment calculations, an average value of \$5 per user per day is used for individual computer sessions. This rate combines the cost of both device and internet access, representing a midpoint between low-cost public options (about \$0.33 per day, such as Xfinity's NOW WiFi Pass) and higher commercial rates (around \$7.95 per day, such as a Boingo Day Pass). This provides a fair and reasonable estimate of the value of reliable technology access in the community.

Authors!

Library investments	\$4,569 (personnel) + \$7,626 (net program expenditure; expenses – revenues) = \$12,195
Services provided	7,815 participants / 18 events
Benefits produced	Enriches cultural and educational experiences, fosters community pride and social connection, supports local economic activity, and promotes inclusivity by amplifying diverse voices.
Valuation/monetization	Tickets to cultural events \$20-40 / person + \$25 for book. Conservative valuation \$45 / attendee . Local economic impact \$37.12 dining per attendee (separate multiplier).

Qualitative assessment

Survey responses highlight the strong community appreciation for the Authors! series, which many patrons described as a central reason to visit downtown. Attendees consistently praised the program as both culturally enriching and socially engaging, noting that it provides unique opportunities to meet authors, participate in Q-and-A sessions, and even receive signed books and photos—experiences that make the events especially memorable.

Patrons emphasized the diversity and variety of featured authors, celebrating the Library's commitment to inclusivity. Several respondents expressed gratitude for the chance to attend events outside of their usual reading interests, describing the series as an opportunity to broaden perspectives and engage with new ideas.

Beyond cultural enrichment, the program generates positive spillover effects for the local economy. For example, attendees who reported eating dinner prior to the event spent an average of \$37.12, reinforcing the program's role in drawing people downtown and supporting local businesses.

Participants also expressed enthusiasm for the Library itself, repeatedly calling it a vital community treasure and a source of civic pride. While feedback was overwhelmingly positive, some respondents suggested expanding the program with additional events, including opportunities at Library branches across the county. Overall, the Authors! series is viewed as a signature program that strengthens cultural life, supports local engagement, and positions the Library as a premier hub of learning and connection.

Small business and nonprofit assistance

Library investments	\$326,697 (personnel) + \$2,933 (resources/supplies) = \$329,630
Services provided	1,813 participants for 1:1 consultation; 1,436 class attendees
Benefits produced	Build skills needed to address organizational challenges. Strengthen capacity to secure funding and achieve growth. Strengthened local nonprofits and businesses.
Valuation/ monetization	One-to-one consultation estimated at \$175 / person per session for consultation plus access to materials. Classes estimated at \$100 / person per class for class and materials.

Qualitative assessment

Survey feedback demonstrates the deep value and impact of the Library's small business and nonprofit services department. Participants consistently described the program as invaluable, with many calling it a "fantastic resource" and a "godsend" for small businesses, solo entrepreneurs, and nonprofit organizations. Several noted that their stress levels decreased significantly knowing that knowledgeable librarians were available to help solve problems or guide them to the right starting point. In one case, a nonprofit leader credited the program with helping secure critical grant funding, underscoring its direct contribution to local organizational sustainability.

The expertise and dedication of staff emerged as a central theme, with respondents highlighting librarians for their professionalism, collaboration, and approachability. Users praised both the classes and one-to-one support, noting that the services not only helped them resolve immediate challenges but also built longer-term skills and confidence.

The program also delivers a measurable financial impact: on average, participants estimated saving \$2,740 each by accessing free Library resources rather than paying for alternative professional services. Users further emphasized the accessibility and community value of the department, especially through branch locations like Maumee, and applauded the Library for providing premium resources like the Foundation Directory at no cost.

While overwhelmingly positive, some participants suggested expanding offerings to include more varied topics, step-by-step instruction, and additional opportunities for individualized consultations, particularly tailored to freelancers and solo entrepreneurs.

Overall, the program is regarded as a wise and impactful investment of public resources, strengthening local organizations, reducing barriers to knowledge, and reinforcing the Library's role as a trusted partner in community and economic development.

Technology access and assistance

Library investments	\$127,074 (personnel) + \$42,030 (resources/supplies) = \$169,104
Services provided	1,046,341 WiFi access; 356,166 computer sessions; 1,402 technology sessions and course participation.
Benefits produced	Bridges the digital divide. Improve workforce readiness, support education, and civic and community life.
Valuation/monetization	\$25 / session for technology sessions and course participation (reflects blended market value of comparable services). \$5-10 / hour for public computer lab device access (\$5 for conservative proxy). About \$0.33 / day for WiFi access.

Qualitative assessment

The Library's technology access and assistance services provides free access to computers, WiFi, digital devices, and test proctoring services across all branches, supplemented by tailored classes, drop-in help, and one-to-one support. In 2024, the Library facilitated more than 2,700 one-to-one sessions—a sevenfold increase from the prior year—alongside regular computer training labs, agency-led workshops, and mobile outreach through tech teams and BookMobiles. These outputs ensure that residents across Lucas County have barrier-free access to the technology and instruction they need.

The outcomes of these efforts are significant. Residents gain essential digital skills, including basic computer use, online safety, email, and Microsoft Office Suite, which improve workforce readiness and educational access. The program also bridges the digital divide by providing reliable internet and devices, particularly for those without at-home access, and reduces social isolation by helping older adults connect through video calls, streaming, and social platforms. Employers benefit as well: the Library's increased job fair activity, expanded training, and test proctoring services help link jobseekers with opportunities, creating a pipeline of digitally prepared applicants.

As emphasized by Library staff, the Library's approach is grounded in meeting people where they are—offering mobile services, collaborating with schools, workforce agencies, and housing authorities, and adapting to community needs. Community feedback consistently highlights the Library as a trusted and accessible resource, whether as a cooling/warming space, a hub for technology, or a bridge to employment and lifelong learning. Together, these impacts position the Library as a vital force for digital access, economic participation, and community resilience across Lucas County.

Summary analysis

Supporting adults in expanding their horizons

Area of impact	Annual Library investments	Annual services provided	Benefits produced	Market comparison	Monetized value
Authors!	\$12,195	7,815 attendees	Enriches cultural experiences; supports local economy, promotes inclusivity	\$45/attendee per event	\$351,675
Small business and nonprofit assistance	\$329,630	1,813 1:1 consults 1,436 class attendees	Builds skills to address organizational challenges; strengthens capacity to secure funding and achieve growth	1:1 consult – \$175/person per session \$100/person per class	\$460,875
Technology access and assistance	\$169,104	1,046,341 WiFi sessions; 356,166 computer sessions; 1,402 tech sessions and course participation	Bridges digital divide; builds essential digital skills	\$0.33/session (WiFi access); \$5/day (computer access); \$25/session (classes and 1:1 support)	\$2,161,173
Annual impacts	\$510,929				\$2,973,723
<p>Total social value: \$2,973,723</p> <p>Investment: \$510,929</p> <p>SROI ratio: 5.82:1 – Every \$1 invested in the Library system creates \$5.82 in social value.</p>					



I'm so happy that I can pick and choose which authors I want to hear from. It's a great opportunity to meet authors and enjoy the Q-and-A. Toledo is so lucky for this program!



Keep up the good work. [Small business and nonprofit assistance] is well spent money to my county tax dollars to the [Library].

Impact analysis

The community's go-to connection and hub

Primary value proposition

The Library is the community's trusted hub and central connection point, offering a safe, inclusive, and welcoming space that promotes civic engagement, expands access to essential resources and services, and strengthens community resilience.

Strategic goal: Position the Library as the institution where community members turn when they want to engage one another or connect with vital community resources.

Library stakeholders

These programs and their outputs benefit a wide range of stakeholders by addressing critical community challenges and meeting pressing needs.

Direct users: Residents, community groups, and individuals benefit from barrier-free access to trusted spaces, personalized resources, and supportive programs that enhance well-being and reduce barriers.

Indirect users and wider society: Nonprofit partners, service providers, and families gain affordable venues, expanded reach, and greater capacity to deliver meaningful services to the community.

Programs and outcomes

Meeting room usage

- **Library investments:** Personnel, space, AV equipment.
- **Services provided:** The Library provides free or low-cost meeting rooms equipped with technology and staffed support, offering accessible space for nonprofits, government agencies, and community groups to host events, trainings, and gatherings.
- **Benefits produced:** Organizations and individuals gain barrier-free access to high-quality space that fosters community connection, supports information sharing, and reduces financial barriers, while participants feel valued, supported, and able to deliver beneficial programs to the community.

Onsite community health and human services

- **Library investments:** Personnel, outreach, marketing, space.
- **Services provided:** Through Library partnerships, organizations delivered free clinical testing, childbirth education, naloxone distribution, meals, screenings, navigation and referral services, and ongoing monthly programming.
- **Benefits produced:** Partnerships with Toledo Lucas County Public Library have expanded barrier-free access to health, workforce, and social services by leveraging trusted, accessible community spaces.

Outreach services (Mobile Services, home delivery, childcare materials)

- **Library investments:** Personnel, Mobile Services, Childcare Kits, couriers, books.
- **Services provided:** Mobile Services provides monthly BookMobile visits to residential facilities, delivering books, movies, and other resources while tailoring selections to individual reading preferences.
- **Benefits produced:** As a result, residents with limited mobility gain barrier-free access to Library resources, experience reduced social isolation, and enjoy improved quality of life through personalized engagement, entertainment, and lifelong learning opportunities.

Monetization of outcomes

Community space

The Toledo Lucas County Public Library provides meeting rooms at no cost, while similar spaces in Toledo typically rent for about \$48 per hour on platforms like Peerspace, depending on size, amenities, and location. Larger or premium conference rooms with full AV setups can cost several hundred dollars per day. On average, a standard meeting room with basic AV equipment in a central location rents for \$50–\$200 per hour, with higher-end spaces at the upper end of that range. Among survey respondents who provided a dollar estimate, the average reported value was \$200 per use. For this analysis, smaller meetings (fewer than 100 participants) are valued at \$150 per three-hour event, while larger meetings (more than 100 participants) are valued at \$400 per event.

Partner-based services

The value of Library-based partnerships shows both immediate and long-term economic benefits for the community. Direct services such as health screenings (\$150–\$360 per test), childbirth education (\$900–\$1,000 per attendee), naloxone distribution and training (\$8,350 total), and meals or community programs (\$20–\$35 per participant) together create about \$180,637 in annual baseline value. The Library supports this work by coordinating services, providing space, and connecting community members to resources. Its share of this total benefit is estimated at 30%, or about \$50,568 per year. In addition to these direct impacts, partner organizations also provide ongoing in-kind services each month.

Mobile Services

The value of Mobile Services can be estimated using several comparisons. First, residents save on transportation costs, since book and movie deliveries eliminate the need for paratransit or other accessible rides that typically cost \$25–\$35 per trip. The program also provides entertainment value, replacing the average \$5 cost of renting or streaming books and movies. Finally, the social connection and well-being fostered through monthly visits are comparable to recreational activities in assisted living facilities, which usually cost \$15–\$25 per person per session.

Childcare Kits

Each kit includes children's books that would otherwise need to be purchased separately, with typical prices of \$10–\$12 per book. The service also supports early literacy efforts similar to programs like Ohio Governor's Dolly Parton's Imagination Library, valued at about \$26 per child per year. In addition, childcare providers benefit from reduced costs and added literacy resources, which could cost \$50–\$100 per kit per year if purchased independently. For this analysis, a conservative value of \$50 per kit is used.

Meeting room usage

Library investments	\$51,974 (personnel) = \$51,974
Services provided	140 annual events in large meeting rooms at the Main Branch (98 – 70% under 100; 42 – 30% over 100)
Benefits produced	Access to professional, high-quality meeting space that fosters community connection and engagement; Reduced financial barriers for nonprofits, government agencies, and community groups.
Valuation/monetization	\$150 for an average 3-hour event for smaller meetings with <100 participants. \$400 for an average 3-hour event for larger meetings with >100 participants.

Qualitative assessment

Survey feedback highlights the Library's meeting rooms as an essential community asset that organizations and individuals rely on for connection, programming, and engagement. Respondents consistently praised the ease of booking and the friendliness and responsiveness of staff, noting that this support makes the experience smooth and welcoming. Many emphasized that the Library is often the only accessible, no-cost venue available for their groups, making it a critical hub for community gatherings, especially for nonprofits and government agencies mindful of taxpayer dollars.

The quality of the facilities and equipment was described as "a gift to the community," with users reporting that access to such professional, well-maintained spaces makes them feel valued and supported. Several respondents expressed appreciation for the Library's role as a safety net, providing space where community members can receive vital information and resources from partners across Northwest Ohio.

While overall satisfaction was high, suggestions for improvement included extending room hours beyond 8:30 p.m. and clarifying details about room setup during registration. Among respondents who reported a monetary estimate of the service's value, the average was \$159.53 per use, underscoring the tangible financial benefit provided by free or low-cost access to Library meeting spaces.

Onsite community health and human services

Library investments	\$34,418 (personnel) = \$34,418
Services provided	Free clinical testing, childbirth education, naloxone distribution, meals, health screenings, insurance navigation, referral services, and ongoing monthly programming.
Benefits produced	Partnerships with the Library have expanded barrier-free access to health, workforce, and social services by leveraging trusted, accessible community spaces.
Valuation/ monetization	Direct services such as health testing, screenings, and childbirth education classes generate an estimated \$50,568.26 in baseline value per year.

Qualitative assessment

Partnerships with Toledo Lucas County Public Library have emerged as a powerful equalizer, creating greater access to opportunities across the Toledo Metropolitan Area. As one partner explained, “Continue to allow these partnerships, because it levels the playing field for opportunities in the Toledo Metropolitan Area. In addition, recruitment for the trades has been increasing each week.” These collaborations extend beyond visibility—they deliver tangible outcomes. Partners emphasized that libraries are critical sites for outreach and engagement, noting, “We greatly value our partnership by being able to table at libraries, and also display our education and resources online through the Library website. We are greatly appreciative of [the Library]!!”

Through these collaborations, organizations have expanded their reach to diverse populations, including underserved groups. The accessibility of Library locations—with ample parking and proximity to public transportation—has helped eliminate barriers, while the trusted, neutral environment of the Library makes community members more comfortable engaging with health, workforce, and social services. Hosting events such as health fairs, and literacy programs within Library spaces has further increased participation, normalized service engagement, and strengthened community relationships.

In addition to these qualitative benefits, the partnerships generate measurable value. Based on reported program data, cost savings are reported in the form of free clinical testing (HIV, Hep C, Syphilis), free childbirth education, naloxone kits and naloxboxes distributed, as well as meals, community programming, navigation and crisis support, benefits applications, healthcare coordination, and legal referrals. Organizations reported that ongoing monthly services provided at libraries are worth between \$5,000 and \$10,000 per site. These figures underscore both the economic return and the social impact of embedding services in the Library system, ranging from improved maternal and child health to enhanced public safety through naloxone access.

Taken together, the survey data, partner feedback, and financial analysis demonstrate that the Library is far more than a learning space—it is a cornerstone for barrier-free access, community health, and workforce readiness. These partnerships have amplified organizational reach, built trust, and provided significant social and economic returns, reinforcing the value of sustaining and expanding collaborations within the Library system.

Outreach services (Mobile Services, home delivery, childcare materials)

Library investments	\$683,696 (personnel, Mobile Services) + \$26,249 (personnel, Childcare Kits) + \$5,935 (resources/supplies, Childcare Kits) + \$41,600 (resources/supplies, Mobile Services) = \$747,480
Services provided	4,043 Childcare Kits annually; 86,656 items in circulation; 3,297 patrons served
Benefits produced	Residents with limited mobility gain barrier-free access to Library resources; Experience reduced social isolation and enjoy improved quality of life through personalized engagement; caregivers have access to early education materials on site and at home.
Valuation/monetization	A private market value of \$50 / kit is assessed for Childcare Kits. Mobile Service will include a proxy value of \$40 for transportation and patron engagement and \$5 per item delivered .

Qualitative assessment

The Toledo Lucas County Public Library's community-focused programs, such as the Childcare Kits and Mobile Services, demonstrate how strategic outreach extends barrier-free access to resources and supports diverse populations across the region. The Childcare Kits program reached more than 4,200 students in 2024, delivering age-appropriate, inclusive, and diverse materials to childcare centers. By aligning with early literacy standards, the program builds foundational reading skills, reduces costs for providers, and promotes barrier-free learning environments. For families and educators, it represents both a practical resource and an investment in long-term educational attainment, workforce readiness, and social equity.

Survey responses underscore the essential role of the Library's Mobile Services in addressing barriers to access for residents with limited mobility. One respondent noted that these services are "extremely important" for individuals who cannot travel to public Library branches, emphasizing the program's role in ensuring barrier-free access to resources. Monthly visits were described as "greatly anticipated," with staff praised for remembering individual reading preferences and curating selections that bring personalized joy. Residents particularly valued the BookMobile's mix of books and movies, highlighting the service as a vital source of entertainment and enrichment.

Beyond simple access, these comments reveal deeper program impacts. Mobile Services not only reduces social isolation by creating anticipated points of connection, but it also fosters a sense of dignity and recognition through personalized engagement. By delivering tailored materials, the program strengthens cognitive stimulation, supports leisure and lifelong learning, and contributes to residents' overall quality of life. While survey participation was limited, the consistency of responses demonstrates that the BookMobile is more than a delivery vehicle—it is a trusted, meaningful extension of the Library that enhances well-being for populations otherwise at risk of exclusion.

Together, these programs reflect the Library's broader impact: advancing literacy, reducing inequities, fostering community connection, and reinforcing its role as a central hub for learning, health, and social support across Toledo and Lucas County.

Summary analysis

The community's go-to connection and hub

Area of impact	Annual Library investments	Annual services provided	Benefits produced	Market comparison	Monetized value
Meeting room usage	\$51,974	98 events <100 42 events >100	Access to professional, high-quality meeting space	\$150/event \$400/event	\$2,148,100
Onsite community health and human services	\$34,418	All sites participating – variables outputs	Access to health care and services Reduced barriers	\$20/person for most services	\$91,643
Outreach services	\$757,480	4,043 Childcare Kits 86,656 circulation 3,297 patrons		\$50/kit \$5/item \$40/patron served	\$767,310
Annual impacts	\$843,872				\$3,007,053
<p>Total social value: \$3,007,053</p> <p>Investment: \$843,872</p> <p>SROI ratio: 3.56:1 – Every \$1 invested in the Library system creates \$3.56 in social value.</p>					



[Meeting rooms are] easy to book and use. The staff are friendly and eager to help. We don't have the ability to meet with our community anywhere else, so we love our library!



The library staff are always patient, kind and accommodating. We are very happy with [the onsite health and human services] partnership and hope to continue and even add additional locations in the future.

Annual SROI across strategic pillars

Area of impact	Inputs	Monetized outcomes value
Helping children learn to read	\$143,021	\$4,106,025
Supporting adults in expanding their horizons	\$510,929	\$2,973,723
Community's go-to connection and hub	\$843,872	\$3,007,053
Total	\$1,497,822	\$10,086,801

Total social value: **\$10,086,801**
Investment: **\$1,497,822**
SROI ratio: **6.73:1** – Every \$1 invested in the Library system creates \$6.73 in social value.

\$6.73

in social benefit is created in return for every \$1 that is invested into the Toledo Lucas County Public Library system.