April 2020

To the Citizens of the City of Columbus and Franklin County,
The Board of Trustees and Chief Executive Officer of Columbus Metropolitan Library

The 2020 Financial Summary was prepared prior to Governor DeWine’s orders closing all K-12 schools and prohibiting mass gatherings due to novel coronavirus pandemic. Impacts to Columbus Metropolitan Library’s budget are unknown and at this time the 2020 budget remains unchanged.

As Fiscal Officer and Chief Financial Officer of Columbus Metropolitan Library (CML), it is with great pleasure that I present CML’s 2020 Financial Summary, a summary of the 2020 Budget as approved by the Board of Trustees. This report is intended to summarize CML’s financial activities and operating results and highlight its programs, services and initiatives. This summary has been developed with the participation and cooperation of CML’s administrative and executive leadership staff. This report is unaudited and presented on a non-GAAP (Generally Accepted Accounting Principles) basis. CML’s audited Comprehensive Annual Financial Reports for prior years are located on CML’s website, columbuslibrary.org.

CML’s vision is “a thriving community where wisdom prevails”, and the 2020 budget (January 1 – December 31) supports purposeful investments in CML’s three external strategies: Young Minds, My Library and Life Skills. Each year, CML sets concrete goals and objectives to support these strategies. In addition to supporting the needs of our customers with a diverse and popular collection of library materials and access to resources such as computers, wireless internet and community spaces, this budget will afford CML the capacity to respond to areas of urgent need: children unprepared for kindergarten (Ready for Kindergarten); third-grade reading proficiency (Reading Buddies), high school graduation rates (Homework Help, Summer Reading Challenge); college and career readiness and employment resources.

CML’s purpose is to “inspire reading, share resources and connect people”. To that end, CML has made significant commitments to replace or renovate aging, high-maintenance and inefficient buildings. In 2012, the Board of Trustees approved the 2020 Vision Plan, CML’s long-term facilities plan. Phase I of the 2020 Vision Plan replaced or renovated 10 buildings, the tenth branch, Dublin, opened in 2019. In 2018, the Board of Trustees approved the continuation of the 2020 Vision Plan and authorized four additional building projects. Phase II of the 2020 Vision Plan continues CML’s commitment to replace or renovate aging facilities. In 2019, the Board of Trustees approved long-term debt as a source of funding for Phase II, comparable to debt issued for Phase I. CML issued $33 million in notes in October 2019, which were rated Aa2 by Moody’s Investors Service, Inc. and have a final maturity of 2043.

CML follows a strategy of fiscal sustainability. This fiscally prudent approach allows CML to continue to invest in our customers through mission-critical programs, services and facilities. CML will work diligently to generate the greatest impact and largest return from every dollar of public investment.

The guidance, advice, time and effort that each member of the Board of Trustees, executive leadership teams and library staff has contributed to the development of the 2020 budget is sincerely appreciated. The CML Financial Planning and Analysis team has made every effort to provide the most relevant 2020 budget information in a clear and concise format. If you have any questions about this document, please contact Jamie Lang, Manager of Financial Planning and Analysis, at (614) 849-1062 or send an email to jlang@columbuslibrary.org.

Respectfully submitted,

Lauren Hagan
Chief Financial Officer/Fiscal Officer
CML is a County District Library with boundaries including all of the land area within Franklin County, Ohio, except for the land area lying within the boundaries of six other public library districts in the County. CML was formed March 4, 1872, and the Public Library and Reading Room opened in 1873 at the New City Hall. CML has since expanded to 22 branches and Main Library.

CML is governed by a Board of Trustees appointed by the Judges of the Court of Common Pleas and the Franklin County Commissioners. The Board of Trustees is the policy-making body for the institution and is responsible for approving strategic direction, short/long term budgets and financial direction. CML is a political subdivision as defined by the Ohio Revised Code, and therefore financially and operationally independent from the City of Columbus and Franklin County.

CML has adopted a circular, relational organizational chart that aligns talents and teams to better support organizational strategies and promote organization-wide execution while always focusing on the customer. The chart helps staff understand that everything the organization does is guided by customer need. The organization chart is located on CML’s website, columbuslibrary.org.

**Columbus Metropolitan Library: Organization & Structure**

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**Library Services**

CML’s collection contains over 2.5 million items including books, eBooks, eAudiobooks, audiobooks, music CDs, DVDs, magazines, maps and sheet music; all of which circulated 15 million times in 2019. In 2019, CML had 671,000 registered cardholders and 5.5 million user visits. CML is a member of the Central Library Consortium (CLC), consisting of 17 library systems throughout central Ohio. As a member of CLC, CML shares an online catalog and select online resources with 16 other systems to offer customers a collection of over 6.2 million items with over 450,000 unique titles.

Public computers at all library locations provide access to the Internet, Microsoft Office products and a wealth of online databases; customers used these computers and wireless sessions 1.8 million times in 2019. CML’s website, columbuslibrary.org, provides access to eContent, the catalog and information about the library’s programs and services. CML’s website had over 9 million web visits in 2019.

CML offers programs and services for customers of all ages with a focus on children and teens. The programs noted to the right illustrate CML’s commitment to Young Minds, CML’s number one strategy. Several locations offer Ready for Kindergarten and YouMedia (technology for teens) spaces. Other programs led by CML staff and volunteers include genealogy research and job search assistance. In partnership with other organizations including Ohio Means Jobs, Columbus Literacy Council, Jewish Family Services, Goodwill and Godman Guild, CML provides workforce development and social services at most of its locations.

CML continues to work with local and national organizations and community groups to archive the history of Columbus and the surrounding region. A focus in 2019 was expanding the digital collections of neighborhoods in five branch service areas (Barnett, Dublin, Hilltop, Northern Lights, Parsons). Other collections focus on Columbus historic photos, the African American community, local school yearbooks and Columbus City Directories. CML offers free access to the Columbus Dispatch Archive, a searchable archive from 1871 to present of the Columbus Dispatch. These collections are part of CML’s My History digital collection and are available on columbuslibrary.org for all to discover and access.

**What You Can Do at CML**

- Check out books, eBooks, eAudiobooks, CDs, DVDs and stream music and movies
- Reserve items online and pick up at any location
- Use public computers
- Access Wi-Fi
- Reserve meeting rooms to gather
- Get help with technology and job skills
- Explore genealogy and local history with our experts at Main Library

**We Help Children Succeed**

- **Ready for Kindergarten Storytime:** Helping parents and caregivers be their child’s first teacher
- **Homework Help Centers:** Assisting K-12 students at all locations with homework after school
- **Kindergarten Success Camp:** Helping 5 year olds and their parents gain skills and experience before entering school
- **Reading Buddies:** Helping K-3 students with reading skills at all locations
- **Ready for Kindergarten Classes:** Helping children and families get ready for kindergarten through hands-on practice. Offered at select branches.
- **School Delivery:** Providing students regular access to high-interest books at select elementary schools
**Summarized Financial Reports**

The Financial Summary is unaudited and presented in a non-GAAP format. The Comprehensive Annual Financial Reports are prepared on a GAAP basis and can be obtained from CML’s website: columbuslibrary.org.

**General Fund Revenue and Expenditures**

The table below provides a summary of the actual and forecasted revenue and expenditures of CML for the General Fund. The annual budget serves as the foundation for financial planning, performance monitoring, decision making, and control of expenditures. For 2020, CML’s General Fund expenditures ($74M) are budgeted to exceed General Fund revenue ($72M). This is not unusual for government organizations with a tax levy to see revenue exceed expenditures in the first half of the levy cycle (first five years) allowing the general fund balance to grow. In the second half of the levy cycle (years 6-10), expenditures typically exceed revenue, and the fund balance is drawn down.

### Revenue Definitions

**General Property Tax**: funds provided from a 2.8 mill continuing property tax levy

**Public Library Fund (PLF)**: revenue received from the State of Ohio’s Public Library Fund. The Public Library Fund is funded with 1.66% of the state’s General Revenue Fund tax revenue and divided among Ohio’s public libraries. The percentage is temporarily set at 1.70% for June 2019 through June 2021.

**Charges for Services**: contracts from other libraries in the Central Library Consortium for transportation services, Main Library parking garage fees, and copier and printing fees.

**Miscellaneous**: comprised of E-Rate reimbursements (which are based on qualifying communications reimbursements from a federally funded program), grants and contributions to support library programs, rebates and proceeds from the sale of real and personal property.

**Customer Fees**: lost library material fees. Overdue fines were eliminated January 2017.

**Investment Revenue**: is a result of interest earnings on investment of CML’s fund balance.

**Debt Service Fund**

The Debt Service Fund provides for the retirement of the current year principal and interest on CML’s long-term debt obligations and payment of any trustee fees associated with administration of the debt. In 2012, CML issued $92.3M of Public Library Fund (PLF) Notes to fund a portion of the 2020 Vision Plan Phase I projects. CML refinanced a portion of the Series 2012 PLF Notes in 2016 and 2017. By refinancing, CML achieved nearly $1.5M in net present value savings on the two series of refunding notes. CML issued $33.3M of Public Library (PLF) Notes in 2019 to fund a portion of the 2020 Vision Plan Phase II projects.

PLF monies are receipted annually in the Debt Service Fund to cover debt repayment. The detailed debt service schedules are included in CML’s Comprehensive Annual Financial Report.

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The 2020 expenditure budget supports library programming and materials, facility repairs and improvements and technology infrastructure. The budget has a continued focus on programming enhancements, facility maintenance and IT technology improvements, such as new public computers, new public furniture and branch refreshes and updates. The 2020 Vision Plan and Capital Project Fund are discussed in more detail on the next page.

Salaries & Benefits – CML is focused on talent management as organizational needs change. The newest positions support newly expanded and opened branches. Staff are realigned as needed to fill vacancies during construction projects.

Capital Outlay – this budget focuses on furniture, fixtures and equipment over $10,000. Items budgeted in this category include branch updates such as new carpeting, paint, and light fixtures as well as parking lot repairs and other facility improvements.

Operational Services – this budget includes a variety of expenses such as professional services, custodial cleaning, hardware and software support, licensing, building repairs, training, utilities and rents/leases. Projects planned for 2020 include general facility maintenance and repairs, technology upgrades and library programming such as the Carnegie Author Series and the Summer Reading Challenge.

Library Materials – this budget was developed with a focus on continuing the success of CML’s three external strategies by investing in the following: providing materials in support of Young Minds and Life Skills programs and services; refreshing collections at 2020 Vision Plan Phase II locations; purchasing items for the new teen nonfiction collection and providing online informational databases to support Young Minds, My Library and Life Skills strategies.

Supplies/Other – this budget includes office supplies, cleaning and maintenance supplies, furniture and equipment under $10,000, program supplies and computers. This budget also includes CML contribution supporting the joint venture with Worthington Libraries for the Northwest Library on Hard Road. Contingency funds for unexpected expenses are also budgeted in this category.
CML’s long-term facilities plan, the 2020 Vision Plan, is aligned with CML’s strategic plan and a key focus of the strategic plan is My Library: Creating the Next Generation Library. The 2020 Vision Plan (2020VP) brings 21st century (next generation) libraries to our communities creating a library that works for the customer and the community. The 2020 Vision Plan is a multi-phased comprehensive blueprint that reinvents and revitalizes the entire 600,000 square feet maintained by CML. Projects are identified based on a number of criteria including, but not limited to, building age, building size, population served, growing needs of the community, and usage statistics. New or renovated facilities address space constraints, improved technology and the changing dynamics of the library service model.

Phase I of the 2020 Vision Plan included the replacement or renovation of seven urban branches, two suburban branches and Main Library. The final Phase I project, Dublin Branch, opened in June 2019. The Board of Trustees approved borrowing funds, in anticipation of future Public Library Fund receipts, to fund the Phase I projects with an estimated total cost of $132 million. In addition, the Columbus Metropolitan Library Foundation, a separate 501(c)(3), contributed $21.5 million to fund the plan.

In June 2018, the Board of Trustees authorized four additional building projects. Phase II of the 2020 Vision Plan will include renovating or replacing two urban branches and two suburban branches. Phase II will be funded through a combination of debt, operational savings and fundraising. Phase II is expected to cost approximately $77 million. Similar to Phase I, the Board of Trustees approved long-term debt and in 2019 CML issued $33M Public Library Notes to fund a portion of the Phase II projects.

CML capital projects are traditionally approved by the Board of Trustees as individual project budgets. The budgets for the 2020 Vision Plan are established and approved by the Board as components for each Phase. Establishing budgets by component provides more cross-project flexibility and allows for better management of variances across projects.

The project components are defined as:

- Program Budget: costs associated with pre-construction design services and construction management fees.
- Land Budget: costs associated with purchasing property, if applicable, site preparation fees and related legal fees.
- Construction Budget: costs associated with design and construction of a facility, including legal, permit and utility connection fees.
- Furniture, Fixtures and Equipment Budget: costs associated with contents of a building, including security system, technology and public art.

### 2020 VP Projects – Phase I

<table>
<thead>
<tr>
<th>Projects &amp; Year Opened</th>
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<tbody>
<tr>
<td>Driving Park Branch: 2014</td>
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<tr>
<td>Whitehall Branch: 2015</td>
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<tr>
<td>Parsons Branch: 2016</td>
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<tr>
<td>Main Library: 2016</td>
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<tr>
<td>Northern Lights Branch: 2016</td>
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<tr>
<td>Shepard Branch: 2016</td>
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<td>Northside Branch: 2017</td>
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<tr>
<td>Hilliard Branch: 2018</td>
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<tr>
<td>Martin Luther King Branch: 2018</td>
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<tr>
<td>Dublin Branch: 2019</td>
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</tbody>
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### 2020 VP Projects – Phase II

<table>
<thead>
<tr>
<th>Projects &amp; Year Opened</th>
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<tbody>
<tr>
<td>Karl Road Branch*: the new building is expected to open in 2021.</td>
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<tr>
<td>Hilltop Branch*: the renovated building is expected to open in 2021.</td>
</tr>
<tr>
<td>Gahanna Branch*: the new building is expected to open in early 2022.</td>
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<tr>
<td>Reynoldsburg Branch</td>
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*Estimated, subject to change.
PROJECTS COMPLETED DURING 2019

In 2019, $3 million was invested in facility and technology projects. The following projects were completed:

• Reopened the Livingston Branch as the Barnett Branch after refreshing the interior and exterior including upgrades to lighting, carpet, furniture, and the parking lot as well as building a Ready for Kindergarten space. The total project cost was $988K.

• Refreshed the Franklinton Branch with interior and exterior upgrades to lighting, carpet, furniture, and elevator as well as building a Ready for Kindergarten space. The total project cost was $985K.

• Replaced nearly 200 aging public computers at three branches. The total project cost was $219K.

• Upgraded audio visual equipment and installed assisted hearing devices in meeting rooms at several branches. Customers are able to check out receivers that connect earpieces directly to meeting room audio to enhance the listening experience for those with a hearing impairment. The total project cost was $188K.

• Replaced aging wireless equipment at all locations to enhance the customers’ wireless experience. The upgraded technology improved security and increased internet speed. The project cost was $168K.

• Replaced the library’s uninterruptible power supply system to ensure technology is available to customers during periods of power outage while also protecting equipment from power surges. The project cost was $90K.

• Renovated first floor restrooms at Main Library. The project cost was $75K.

• Replaced internal door handles to increase ADA access for customers at several branches. The project cost was $67K.

• Replaced book returns at Southeast, Whetstone, and Linden to increase ADA access. New models can be operated with one hand. The project cost was $30K.

PROJECTS PLANNED FOR 2020

The funds appropriated for general fund and operational projects includes a contingency for unplanned projects. The following projects are scheduled for 2020:

• Replace over 400 aging public computers at six branches. The cost of the project is estimated to be $550K.

• Repair and replace landscaping, exterior lighting, parking lot, and building envelope at the Linden Branch. Implement new security focused layout for the front desk, Children’s, Teen, and Homework Help areas. Replace customer service desk, shelving, carpet, paint, lighting, and ceiling tile. The cost of the project is estimated to be $410K.

• Refresh the Whitehall Branch with new carpet and paint, repair drywall and doorframes, and modify furniture layout in public areas. The cost of the project is estimated to be $200K.

• Refresh the Driving Park Branch with new carpet and paint, convert exterior lighting to LED, and modify furniture layout in public areas. The cost of the project is estimated to be $180K.

• Replace aging public furniture at 12 branches. The cost of the project is estimated to be $130K.

• Redesign and update Southeast Branch landscaping, site drainage, exterior lighting, and building envelope. The cost of the project is estimated to be $70K.

• Enhance cellular technology at Main Library to improve phone reception for customers. The project is estimated to be $30K.

• Improve heating and cooling for Main Library study rooms to improve temperature for customers. The project cost is estimated to be $10K.

Left: the Livingston Branch reopened as the Barnett Branch
Right: reopened Franklinton Branch with interior updates
2019 MAJOR INITIATIVES & ACCOMPLISHMENTS

CML is focused on customers and the future of the community. Initiatives are aligned with and support the Strategic Plan. The Strategic Plan focuses on three external strategies: Young Minds, My Library and Life Skills; and three internal strategies: Our People, Our Partners and Our Work. More detailed information on CML’s Strategic Plan is available at columbuslibrary.org.

- The new Dublin Branch opened (June 2019) with double the square footage of the old branch. The new three-level building offers study rooms, large meeting rooms, an expanded Homework Help Center and a space for teens.
- Dedicated the newly renamed Barnett Branch (formerly the Livingston Branch), differentiating the branch from nearby Driving Park Branch, which is also located on Livingston Avenue.
- Partnered with Marburn Academy to enhance the Reading Buddies program to maximize the program’s effectiveness in preparing K-3 students for reading success. Enhanced features include a skill- and strength-based approach utilizing reading tool sheets during the session.
- Offered customers free access to Lynda.com, a leading online learning platform offering online courses on business, software, technology and photography. Other free resources available include: Consumer Reports, Mango Languages, Fold3 and US Newsstream.
- Held five Carnegie Author Series events at Main Library, bringing nearly 2,600 customers to hear from national authors.
- Partnered with other Franklin County libraries to bring author and TV host Rick Steves to Columbus, Ohio. This was the inaugural event for the joint library program.
- Hosted the kickoff to Google’s Grow with Google Ohio tour, a day-long series of free trainings providing tools and resources to help small businesses and job seekers grow workforce development and digital skills.
- Piloted a workplace program in partnership with CoverMyMeds at the Franklinton and Hilltop branches to create enhanced educational opportunities for the local community through on-site computer training and job coaching.
- Offered free admission to cultural organizations in central Ohio through the Culture Pass program.
- Sorted and delivered 150,447 bins of library materials to CML branches and member libraries of the Central Library Consortium (CLC). CLC is a network of library systems whose catalogs are accessible by all members.
- Piloted the Kindergarten Success Camp, a program developed by OSU, which offers a proven, four-week academic camp for children with limited access to pre-K education.
- CML’s 2020 Vision Plan Phase I Projects received architecture and design awards in 2019:
  - Dublin Branch received the
    - American Institute of Architects Columbus Merit Award
    - Columbus Interior Design Award from the International Interior Design Association of Columbus
    - Design Award Honorable Mention from American Institute of Architects Ohio
  - Hilliard Branch was awarded the Reconstruction Award from Building Design + Construction
  - Main Library received the James B Recchie Design Award from Columbus Landmarks Foundation
- CML is focused on helping children succeed. In 2019 CML:
  - Registered over 60,000 children, teens and adults for the 2019 Summer Reading Challenge, which included more than 1,000 programs to enrich learning.
  - Recorded 86,000 visits from students in kindergarten through grade 12 in the Homework Help Centers
  - Had over 100,000 children attend Ready for Kindergarten Storytime. Storytime is a fun and interactive way to teach children letter recognition, beginning letter sounds, rhyming and vocabulary.
  - Held 37,000 Reading Buddies sessions. Reading Buddies provides one-on-one reading practice for students in Kindergarten through Grade 3.
  - Delivered 59,000 books to 400 classrooms through the School Delivery program.
Challenges and Opportunities for 2020 and Beyond

- Long-term uncertainty in state funding (Public Library Fund)
- Leveraging transformative technology in anticipation of future expectations
- Correlating outcomes of early literacy programs
- Investing in staff to meet evolving community demands while promoting diversity and inclusion
- Increased and changing service demands and customer and community expectations
- Pursuing partnerships, advocacy and community relationships to supplement the budget and enhance services
- Adapting our collection in response to shifting demand for increased digital content
- Providing a best-in-class customer experience through our services, programs and products
- Identifying cost-effective and innovative ways to improve operations
- Looking to the future in designing and building libraries for a 21st century community
- Partnering with library leaders to impact the evolving roles of libraries within communities
- Continuing to enhance safety and security

CML’s collection is showcased for a better customer experience. Spaces are inviting and designed to spur curiosity in all age groups.