

2022

Financial Summary





April 2022

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

As Fiscal Officer and Chief Financial Officer of Columbus Metropolitan Library (CML), I am pleased to present CML's 2022 Financial Summary, a summary of the 2022 Budget as approved by the Board of Trustees. This report is intended to summarize CML's financial activities 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.

The world continues to feel the impact and challenges from the COVID-19 coronavirus pandemic. CML has remained committed to serving the needs of the community and providing essential services. CML adapted to the times by providing robust virtual programs, social service assistance, curbside services, COVID-19 tests and so much more. This report provides additional details on the programs and services offered during the pandemic.

CML's vision is "a thriving community where wisdom prevails," and the 2022 budget (January 1 – December 31) supports purposeful investments in CML's three external strategies: Young Minds, My Library and Life Skills. These strategies are acutely relevant for what is needed now in the communities CML serves. The 2022 budget will afford CML the capacity to continue to adapt its programmatic investments in these strategies and in CML's commitment to community recovery.

CML follows a strategy of fiscal sustainability. In 2020, CML implemented cost savings measures in response to the economic uncertainty caused by the pandemic. This fiscally prudent approach placed CML in a strong financial position and 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 CML Financial Planning and Analysis team has made every effort to provide the most relevant 2022 budget information in a clear and concise format. If you have any questions about this document, please contact Jamie Lang, Director of Financial Planning and Procurement, at (614) 849-1062 or send an email to jang@columbuslibrary.org.

Respectfully submitted,
Lauren Hagan
Chief Financial Officer/Fiscal Officer



ORGANIZATION AND STRUCTURE

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 in 1872, and the Public Library and Reading Room opened on March 4, 1873 at the New City Hall. CML has since expanded to 22 branches and Main Library.

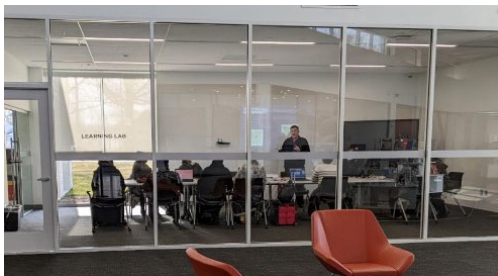
CML is governed by a Board of Trustees appointed by the Judges of the Court of Common Pleas and the Franklin County Commissioners. The Board of Trustees is the policy-making body for the institution and is responsible for approving strategic direction, short/long term budgets and financial direction. 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's organization chart is a network of relationships aligning talents and teams to support organizational strategies and promote organization-wide execution of the library's work while always focusing on the customer. The chart is a reminder that everything the organization does is guided by customer need. The organization chart is located on CML's website, columbuslibrary.org.

VISION AND PURPOSE

CML's vision is "a thriving community where wisdom prevails", and the 2022 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 (School Help, Summer Reading Challenge); college and career readiness and employment resources.

CML's purpose is to "inspire reading, share resources and connect people". Libraries are public spaces valued and used by individuals and organizations for access to information, print and digital reading materials, meeting space, technology and numerous other resources. CML has made significant commitments to replace or renovate aging, high-maintenance and inefficient buildings. CML is building libraries that will not only stand the test of time, but will evolve with the ever-changing world in which we live. CML's long-term facilities plan, 2020 Vision Plan, is discussed in more detail on page 9.



Left: Customers fill the Learning Labs at Northern Lights and Karl Road branches to attend Computer Skills classes.



Open To All

LIBRARY PROGRAMS AND SERVICES¹

CML's collection contains over 2.5 million items including books, eBooks, eAudiobooks, audiobooks, music CDs, DVDs, magazines, maps and sheet music. 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 5 million items with over 949,000 unique titles.

Public computers at all library locations provide access to the internet, Microsoft Office products and a wealth of online databases. Digital library resources remain available 24/7 at CML's website, columbuslibrary.org. Resources include eContent listed above plus research, learning tools, virtual services, and the catalog. CML's website provides tools to find assistance and get information such as social services, legal aid and community resources.

CML offers programs and services for customers of all ages with a focus on children and teens. The programs below illustrate CML's commitment to Young Minds, CML's number one strategy. The Kids & Teens page on CML's website, columbuslibrary.org, offers valuable content available 24/7.

Library operations were impacted by the pandemic, however CML continued to adapt and maintain connections and engagements with customers by continuing to offer programs and services. Follow CML on social media ([Facebook](#), [Twitter](#), [TikTok](#)) and check columbuslibrary.org for updates and a list of current library services and programs.

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

Access tools and resources to learn new skills or get information

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 Storytime²	Helping parents and caregivers be their child's first teacher	Reading Buddies²	Helping K-3 students with reading skills
Ready for Kindergarten Classes²	Helping children and families get ready for kindergarten through hands-on practice	School Help	Assisting K-12 students with school work
Kindergarten Success Camp	Helping 5-year-olds and their parents gain skills and experience before entering school	School Delivery	Providing students regular access to high-interest books at select elementary schools

¹Programs and services are free with a library card.

²Program offered virtually and in-person.

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. Additional detail on CML's revenue and expenditures can be found on pages 6 and 7.

2022 General Fund Revenue & Expenditures

Revenue (in thousands)	2022 Budget	2021 Actual	2020 Actual	2019 Actual	2018 Actual
General Property Tax	\$ 55,688	\$ 54,353	\$ 53,672	\$ 52,975	\$ 52,934
Public Library Fund (PLF)	\$ 25,507	\$ 26,552	\$ 22,826	\$ 23,023	\$ 21,990
*PLF Debt Service Transfer	\$ (6,785)	\$ (6,779)	\$ (7,577)	\$ (5,899)	\$ (5,722)
Net PLF Total	\$ 18,722	\$ 19,774	\$ 15,249	\$ 17,124	\$ 16,268
Customer Fees	\$ 200	\$ 190	\$ 100	\$ 238	\$ 233
Charges for Services	\$ 838	\$ 697	\$ 614	\$ 1,078	\$ 980
Investment Revenue	\$ 406	\$ 644	\$ 1,327	\$ 1,952	\$ 1,397
Miscellaneous	\$ 349	\$ 1,205	\$ 1,178	\$ 564	\$ 337
Interfund Transfers In	\$ -	\$ 287	\$ -	\$ -	\$ -
TOTAL Revenue	\$ 76,203	\$ 77,150	\$ 72,139	\$ 73,931	\$ 72,149

*Approximately 30% of PLF is used to support the Debt Service Fund annually

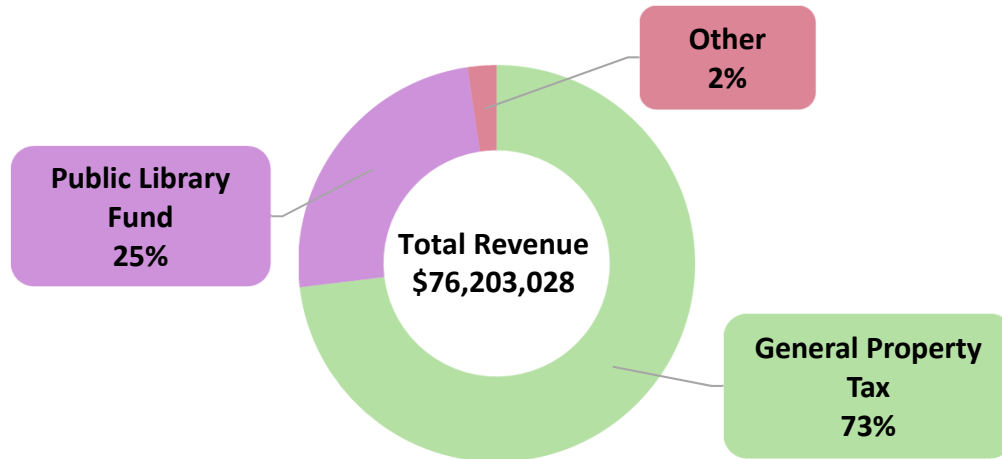
Expenditure (in thousands)	2022 Budget	2021 Actual	2020 Actual	2019 Actual	2018 Actual
Salaries & Benefits	\$ 48,712	\$ 43,397	\$ 38,228	\$ 43,300	\$ 41,556
Capital Outlay	\$ 3,566	\$ 58	\$ 2,735	\$ 4,283	\$ 5,860
Operational Services	\$ 14,273	\$ 11,283	\$ 8,993	\$ 11,738	\$ 11,806
Library Materials	\$ 8,543	\$ 7,832	\$ 6,117	\$ 8,093	\$ 7,668
Other	\$ 1,910	\$ 942	\$ 964	\$ 1,143	\$ 1,038
Supplies	\$ 1,443	\$ 1,318	\$ 1,095	\$ 1,349	\$ 955
TOTAL Expenditures	\$ 78,448	\$ 64,829	\$ 58,132	\$ 69,905	\$ 68,883
Revenue less Expenditures	\$ (2,245)	\$ 12,320	\$ 14,007	\$ 4,026	\$ 3,266
Interfund Transfers Out	\$ 25,000	\$ 10,035	\$ 20,275	\$ -	\$ -
Beginning Cash Fund Balance	\$ 84,158	\$ 81,873	\$ 88,141	\$ 84,114	\$ 80,848
Ending Cash Fund Balance	\$ 56,913	\$ 84,158	\$ 81,873	\$ 88,141	\$ 84,114



Left: Kids work on kindergarten readiness activities during Ready for Kindergarten classes

Where the Money Comes From

2022 General Fund Revenue Estimates



General Fund Revenue Sources

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

Public Library Fund: 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 of the State General Revenue Fund tax revenue was temporarily increased to 1.70% for fiscal years 2022 and 2023; the increase will expire June 30, 2023.

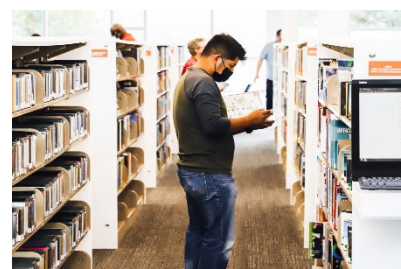
Other Revenue Includes:

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.

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.

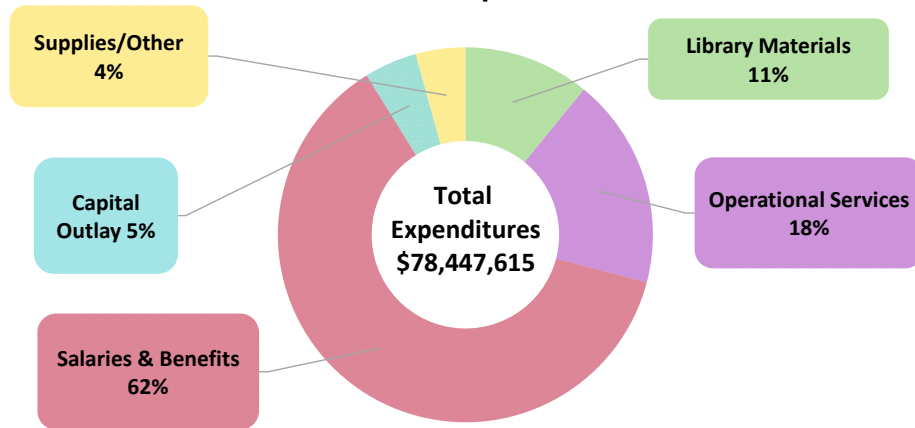
Miscellaneous: comprised of E-Rate reimbursements, grants and contributions to support library programs, refunds and proceeds from the sale of real and personal property. The federally funded E-Rate program provides discounts for qualifying telecommunications, internet access and internal connections to eligible schools and libraries.



CML remains committed to offering programs and services safely and follows guidelines provided by health officials. Customers can access free after-school help with schoolwork, attend interactive Storytime or browse the shelves to pick up items.

Where the Money Goes

2022 General Fund Expenditure Estimates



General Fund Expenditures

The 2022 expenditure budget supports CML's long-term financial and operational strategy. The budget supports library programming and materials, facility repairs and improvements. The budget has a focus on restoring staffing and services, programming enhancements, facility maintenance, and diversity and inclusion. Opportunities to achieve savings were fully evaluated during the 2022 budget development.

The 2020 Vision Plan and Capital Project Fund are discussed in more detail on the following pages.

Salaries & Benefits – CML is focused on talent management as organizational needs change. Current positions support newly expanded and opened locations. 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, light fixtures, 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 maintenance and repairs, training, utilities and rents/leases. Projects planned for 2022 include adapting to ongoing pandemic conditions and library programming such as enhanced educational support for K-12 learning environments.

Library Materials – This budget was developed with a focus on CML's three external strategies by investing in materials to support Young Minds and Life Skills programming and services and refreshing collections for the new 2020 Vision Plan Phase II branches. The planned spend includes providing collections based on customer interest and demand 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's 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.



Above: Teens create their own digital art, animations and musical compositions using technology in YouMedia centers.

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.

Columbus Metropolitan Library's Debt

CML had \$93.1 million in debt outstanding as of January 1, 2022, the majority of which is related to the 2019 and 2020 Public Library Fund (PLF) Notes. The PLF Notes are special obligations and secured by a pledge of CML's allocation from the Public Library Fund and have a final maturity of 2043. CML's outstanding debt is currently rated Aa2 by Moody's Investors Service. CML's rating is tied to the State of Ohio's credit rating since the PLF notes are secured by PLF, which is a distribution of State revenue.

The 2012 and 2019 Notes were issued to fund a portion of CML's long-term facilities plan (2020 Vision Plan*). Refunding Notes represent debt issued to refinance previous debt at a lower interest rate. CML saves money by reducing payments over the term of the debt.

In 2012, CML issued \$92.3 million of Public Library Fund (PLF) Notes to fund a portion of the 2020 Vision Plan Phase I projects. CML issued \$33.3 million of Public Library Notes in 2019 to fund a portion of the 2020 Vision Plan Phase II projects.

CML refinanced a portion of the Series 2012 PLF Notes in 2016 and 2017 and refinanced the remainder in 2020. By refinancing, CML achieved nearly \$13 million in net present value savings on the three series of refunding notes. 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.

Summary of CML's Public Library Fund Notes (as of 1/1/2022)			
Purpose	Dated Date (issuance date)	Final Maturity	Outstanding Par Amount
Library Fund Facilities Notes, Series 2012-1	11/15/2012	12/1/2020	\$ -
Library Fund Facilities Notes, Series 2012-2 (Taxable)	11/15/2012	12/1/2020	\$ -
Library Fund Facilities Refunding Notes, Series 2016	6/30/2016	12/1/2025	\$ 8,880,000
Library Fund Facilities Refunding Notes, Series 2017	11/8/2017	12/1/2027	\$ 8,345,000
Library Fund Facilities Notes, Series 2019	10/31/2019	12/1/2043	\$ 28,055,000
Library Fund Facilities Refunding Notes, Series 2020	9/3/2020	12/1/2027	\$ 47,785,000
Total			\$ 93,065,000

*The 2020 Vision Plan is discussed in more detail on page 9.

2020 Vision Plan

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 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 replacing or renovating nine branches and Main Library. Phase I concluded in 2019 when the final Phase I project, Dublin Branch, opened. Additional details on the Phase I projects and source of funding can be found on CML's website [here](#).

In 2018, CML's Board of Trustees (Board) approved the continuation of the 2020 Vision Plan with the authorization of four additional building projects. Phase II of the 2020 Vision Plan includes 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 approved long-term debt and CML issued \$33M Public Library Notes in 2019 to fund a portion of the Phase II projects.

CML's Board and executive leadership team continue to evaluate our capacity to make new investments in new projects to support the community and its recovery. In April 2022, CML's Board authorized the scope development and design for new buildings in the Marion-Franklin and Canal Winchester communities and renovating two existing branches, Linden and Barnett.

CML capital projects are traditionally approved by the Board as individual project budgets. The budgets for the 2020 Vision Plan are established and approved 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.

2020VP PROJECTS – PHASE I

Projects & Year Opened

- **Driving Park Branch:** 2014
- **Whitehall Branch:** 2015
- **Parsons Branch:** 2016
- **Main Library:** 2016
- **Northern Lights Branch:** 2016
- **Shepard Branch:** 2016
- **Northside Branch:** 2017
- **Hilliard Branch:** 2018
- **Martin Luther King Branch:** 2018
- **Dublin Branch:** 2019

2020VP PROJECTS – PHASE II

- **Karl Road Branch:** the new building opened September 2021
- **Hilltop Branch:** the renovated building opened September 2021
- **Gahanna Branch*:** the new building is expected to open in early 2023
- **Reynoldsburg Branch*:** planning is underway for the new building, opening is to be determined

**Estimated, subject to change.*



Above: New Karl Road Branch. The new branch has an enhanced children's area, expanded School Help Center, dedicated teen space and more meeting rooms.

Operating Projects

PROJECTS COMPLETED IN 2021

In 2021, \$2.0 million was committed to facility improvements and technology projects. Due to long manufacturing lead times brought on by supply chain constraints and vendor staffing shortages, many projects were carried over to 2022. The following projects were completed:

- Completed a variety of maintenance and repair projects at Main Library such as upgrading HVAC controls, loading dock door replacement and parking garage painting and improvements. Added motion-activated signs in the garage to alert when a vehicle is exiting the parking garage, improving the safety of both pedestrians and drivers.
- Optimized outdoor public wireless coverage at 19 branches to improve customer access to CML's public wireless network at outdoor areas including sidewalks, drive-up windows and outdoor seating plazas.
- Implemented changes to reduce physical touch points in restrooms at all locations, offering touch free solutions to increase accessibility and to aid in reducing the spread of germs.
- Deployed new charging towers at 10 branch locations which feature wireless charging pads, charging cables, USB inputs and electrical outlets.
- Completed the architectural plans to redesign the Main Library East Plaza to create a more versatile space to allow for a variety of programming including concerts. The redesigned space will include shade structures and comfortable seating for customers.
- Replaced aging public computers at multiple branches.
- Refreshed the exterior of Southeast Branch including updating the "Time to Read" face on the clock tower. The clock was updated with new digital controls. The project included landscaping and exterior lighting upgrades.
- Completed parking lot repairs and maintenance at five branches.

PROJECTS PLANNED FOR 2022

The funds appropriated for general fund and operational projects includes a contingency for unplanned projects. The following projects are scheduled for 2022:

- Renovation of the Main Library Park Plaza space which connects Main Library to Topiary Park. The cost of the project is estimated to be \$1.9M.
- Enhancements of the New Albany Branch including the addition of back doors, refreshing public restrooms and landscaping, and replacing windows and front doors. The cost of the project is estimated to be \$450K.
- Improvements to the Northside Branch which includes adding additional study rooms, adding a conference room, moving the business center to the second floor and enhancing the teen space. The cost of the project is estimated to be \$375K.
- Repairs to the Main Library parking garage which includes replacing the entrance and exit doors with faster and more efficient doors, new garage signage and refreshing the stairwells. The cost of this project is estimated to be \$285K.
- Addition of an outdoor story walk and a drive-up window at the Hilliard Branch. The cost of the project is estimated to be \$250K.
- Replace two end-of-life maintenance vehicles. The cost of the project is estimated to be \$70K.



Above: Refreshed exterior of the Southeast Branch

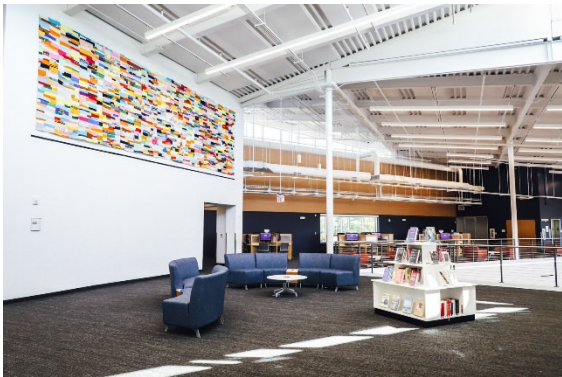
2021 Major Initiatives & Accomplishments

CML is focused on customers and the future of the community. Our purpose is to inspire reading, share resources and connect people. Initiatives and accomplishments 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 newly renovated Hilltop Branch opened (September 2021) which included an interactive Children's area, an expanded School Help Center and Ready for Kindergarten area, meeting and study rooms and tween and teen areas with computers.
- Opened the new Karl Road Branch (September 2021) with double the square footage of the old branch.
- Worked with Ohio Department of Health to distribute more than 160,000 over the counter COVID-19 test kits to customers. Hosted COVID-19 vaccine clinics with both Columbus Public Health and Franklin County Public Health.
- Partnered with Operation Warm, a national organization, to provide 1,800 winter coats at 10 CML locations.
- Hosted a professional development day for Columbus City Schools' early childhood educators. Educators earned training credentials that are required for the State of Ohio's Step Up to Quality program.
- Provided healthy grab and go lunches and snacks to children ages 1-18:
 - Partnered with Children's Hunger Alliance (CHA) for the seventh year to provide Grab & Go snacks and meals
 - Partnered with Columbus Recreation and Parks Department and CHA to offer Summer Lunch for the 20th year and Summer Snack for the eighth year
- Launched PressReader, a digital content resource, giving customers access to over 7,000 publications, including same day issues of major newspapers and international newspapers in a multitude of languages.
- Provided social services in select locations offering help with housing, food access, mental and physical health, immigration, employment, public benefits and assistance, addiction and other resource referrals.
- Supported customers in becoming a part of the local workforce by making 9,600 connections to resources and services, in partnership with local and national organizations.
- Distributed low-cost computers and affordable broadband internet to eligible low-income individuals through a partnership with PCs for People and financial support from a variety of community partners.
- Hosted 10 Speak Up/Speak Out: Conversations About Race, which brought Ohioans and community leaders together to reflect upon racial and systemic inequities.
- The Local History and Genealogy team hosted a series of virtual and in-person programs such as *A History of Hate in Ohio: Then and Now*, *Ghost Towns of Franklin County*, *Finding Your Ancestors before 1850* and *Preserving Your Family History*.
- Partnered with select central Ohio cultural institutions to offer cardholders free admission through the Culture Pass program. This onetime pass, which must be checked out in person, grants customers limited free access to institutions such as the Wexner Center for Arts, Columbus Zoo and Aquarium, Columbus Museum of Art and the Franklin Park Conservatory.
- Participated in The Big Library Read, a digital book club set on a global scale to introduce and connect as many passionate readers as possible to eBooks. The program allowed customers to instantly download a specific eBook or eAudiobook with no waits or holds.
- CML is focused on helping children and students succeed. In 2021 CML:
 - Offered Summer Reading and Writing Camps for grades 2-5 in response to the academic losses due to the pandemic
 - Registered 22,000 kids, teens and adults for the 2021 Summer Reading Challenge
 - Recorded 23,000 School Help visits from students in kindergarten through grade 12 seeking help with schoolwork
 - Provided 24-hour access to study tools and test preparation for students through HelpNow
 - Had over 600 students and 95 teachers attend Ready for Kindergarten Classes
 - Delivered 61,000 books to 400 classrooms through the School Delivery program

Challenges and Opportunities For 2022 and Beyond

- Providing programs and services to address the dramatic decrease in students reading skills due to the pandemic
- Promoting the wide variety of library programs and services available as customers return to locations
- Adapting service demands to meet changing customer and community needs
- Committing to diversity, equity and inclusion to ensure the library always remains open to all
- Partnering with library leaders to impact the evolving roles of libraries within communities
- Pursuing partnerships, advocacy and community relationships to supplement the budget and enhance services
- Leveraging data to enhance services and anticipate future trends
- Investing in staff to meet evolving community demands
- Adapting our collection in response to the growing preference for digital content
- Identifying cost-effective and innovative ways to improve operations
- Continuing to enhance safety and security



CML's spaces are designed to be inviting, showcase the collection and spur curiosity for customers of all ages.

