

CLEVELAND PUBLIC LIBRARY
 Minutes of the Board Work Session
 August 12, 2024
 Trustees Room Louis Stokes Wing
 11:00 a.m.

Present: Ms. Shakarian, Mr. Corrigan, Ms. Rashid,
 Ms. Rodriguez, Ms. Fryer

Absent: Ms. Butts, Mr. Parker

Ms. Rodriguez called the Board Work Session to order at 11:07 a.m.

After an introduction by Director Thomas, John Lang, Chief Operations Officer, gave an in-depth overview of Phase 1/Phase 2 Facilities Master Plan.

Facility Master Plan - Group 2 Update

GROUP 2 BRANCH PRIORITIES

GROUP 2	
GROUP 1 - DEFERRED PROJECTS	
MT PLEASANT/ E131	[NEW BUILDING]
STERLING	[RENOVATION & ADDITION]
MEMORIAL NOTTINGHAM	[NEW BUILDING]
GROUP 2A	
MAINTENANCE GARAGE	[RENOVATION] [NEW BUILDING]
ADDISON	[RENOVATION & ADDITION]
COLLINWOOD	[RENOVATION & ADDITION]
HARVARD LEE	[NEW BUILDING]
UNION	[REFRESH]
GROUP 2B	
SOUTH BROOKLYN	[RENOVATION & ADDITION]
FLEET	[RENOVATION & ADDITION]
CARNEGIE WEST	[MAJOR RENO. & ADDITION]
GLENVILLE	[REFRESH]
FULTON	[REFRESH & ADDITION]
LANGSTON HUGHES	[REFRESH]
RICE	[REFRESH]
GARDEN VALLEY	[REFRESH]
TOTAL COST:	
\$53,100,000*	

*UNESCALATED COST IN 2019 DOLLARS. PRIOR GROUP 2 INCLUDED FEWER BRANCHES THAN REVISED.

GROUP 2 - REVISED		
GROUP 2A		\$35.3M
MAINTENANCE FACILITY	[NEW BUILDING]	
E 131st	[RENOVATION]	
FLEET	[RENOVATION & ADDITION]	
FULTON	[RENOVATION & ADDITION]	
MEMORIAL NOTTINGHAM	[NEW BUILDING] ●	
STERLING	[RENOVATION & ADDITION] ●	
GROUP 2B		\$30.9M
ADDISON	[RENOVATION & ADDITION]	
CARNEGIE WEST	[MAJOR RENOVATION] ●	
COLLINWOOD	[RENOVATION]	
HARVARD LEE	[RENOVATION & ADDITION] ●	
MT PLEASANT	[RENOVATION]	
SOUTH BROOKLYN	[RENOVATION]	
GROUP 2C		\$7.6M
GARDEN VALLEY	[REFRESH] ○	
LANGSTON HUGHES	[REFRESH] ○	
RICE	[REFRESH] ○	
UNION	[REFRESH] ○	
TOTAL COST:		
\$73,800,00*		

*COST IN 2024 DOLLARS. NOT ESCALATED FOR PROPOSED PHASING

- CRITICAL ROOF REPLACEMENT IDENTIFIED
- ROOF REPLACEMENT OUTSIDE 10 YR PLAN

As he continued, Mr. Lang shared a Branch Location Map identifying Group 2A, Group 2B, and Group 2C.

NEIGHBORHOOD BRANCH

MAINTAINING AN ACCESSIBLE NET WORK

Cleveland Public Library maintains a broad reach in the city's urban neighborhoods with a dense network of smaller branches. This provides access to a critical service for the large population of patrons who rely on walking or public transportation to get to their local branch. All branches serve the role of a **Neighborhood Branch** and include its core elements though some will expand from that baseline level of service

NEIGHBORHOOD BRANCH BUILDING CHARACTERISTICS Size:

5,000 - 8,000 sf

- Neighborhood Living Room, a place to go to meet daily needs
- Collection is focused on popular material with a bookstore feel
- Flexible meeting/event room to serve min 40 people, may be converted to general use space when not in use
- Interior space shall be organized around a flexible public gathering area that serves as a 'Community Living Room'
- Public space will be highly flexible with mobile shelving and furniture
- Includes minimum 1-2 small group study rooms or similar defined collaborative spaces
- Dedicated computer area w/ fixed stations and 'laptop bar', basic copy/print function
- Dedicated children's area with interactives area that establishes the library as a destination for families.
- Defined Teen area that may be used for other functions during the school day
- Consider 24/7 lobby or book lockers for extended service hours
- These branches will set the baseline level of service that larger branches will build upon
- Updated staff space shall include workroom, branch manager's office, breakroom w/ kitchenette, and a single user restroom
- Single user restrooms shall be installed in all

branches in lieu of multi-stall men's and women's rooms

- Outdoor programming space and/or public plazas that extend the library's reach outside the building should be incorporated at any building the site allows.

The following are identified as Neighborhood Branches:

1. Eastman
2. Lorain
3. Fulton
4. Brooklyn
5. Jefferson
6. Sterling
7. Addison
8. Hough
9. Garden Valley
10. Langston Hughes
11. Union
12. East 131 Street
13. Mt Pleasant
14. Collinwood
15. Harvard-Lee

COMMUNITY HUB

EXTENDING SERVICE EFFICIENTLY

A resident of communities served by the Cleveland Public Library should not have to travel more than two miles from their Neighborhood Branch to access a **Community Hub**. These Hub branches are located directly on transit lines to facilitate easier access from the greater community.

COMMUNITY HUB BUILDING CHARACTERISTICS

Size: 10,000 - 14,000 sf

- Resource Center, a broader scope of service that still has a community focus
- Collection is still focused on popular material but may have a heavier reference area
- Meeting to serve min 80 people, dividable. Consider after-hours access
- Public space is still organized around a 'Community Living Room' and highly flexible
- Includes minimum 2-3 small group study rooms or similar defined collaborative space

- Dedicated computer area w/ fixed stations and 'laptop bar', business center function
- Dedicated children's area with larger scale interactives area, possibly dedicated children's program area
- Defined Teen area with gaming
- Provide a flexible maker/program space that supports traveling programs, this may occur in the large meeting room but a dedicated space is preferred
- Extended hours
- These branches should approach what patrons are accustomed to seeing at branches in surrounding county system that serve larger geographic areas
- Updated staff space shall include workroom, branch manager's office, breakroom w/ kitchenette, and a single user restroom
- Single user restrooms shall be installed in all branches in lieu of multi-stall men's and women's rooms
- Outdoor programming space and/or public plazas that extend the library's reach outside the building should be incorporated at any building the site allows

The following Branches have been identified as Community Hubs:

1. West Park
2. Rockport
3. Walz
4. Carnegie West
5. South Brooklyn
6. South
7. Woodland
8. Fleet
9. Martin Luther King Jr
10. Rice
11. Glenville
12. Memorial Nottingham

REGIONAL ANCHORS

CREATING AN ICONIC PRESENCE

Identifying select branches as **Regional Anchors** affords the library the opportunity to create locations that provide experience and resources that go beyond the typical library. These locations house special

collections in iconic buildings that can serve as venues for larger scale civic events.

REGIONAL ANCHOR BUILDING CHARACTERISTICS

Size: 20,000 - 30,000 sf

- A Destination, a unique experience and location for large scale civic events
- In addition to popular material there may also be a significant special collection
- Includes a large-scale meeting/auditorium space in addition to a more flexible meeting space similar to those located in community libraries
- Public space is still organized around a 'Community Living Room' and highly flexible, the living room concept may be part of a larger public forum at these locations
- Includes minimum 3-4 small group study rooms or similar defined collaborative space
- Dedicated computer area w/ fixed stations and 'laptop bar', business center function
- Dedicated children's area with larger scale interactives area, possibly dedicated children's program area
- Defined Teen area with gaming
- Includes some special collection, exhibit or other unique experience
- Extended hours
- These branches are a destination and provide services that support the entire city in addition to their immediate community.
- Updated staff space shall include workroom, branch manager's office, breakroom w/ kitchenette, and a single user restroom
- Single user restrooms shall be installed in all branches in lieu of multi-stall men's and women's rooms
- Outdoor programming space and/or public plazas that extend the library's reach outside the building should be incorporated at any building the site allows

The following have been identified as Regional Anchors:

1. Carnegie West
2. Martin Luther King Jr

Group 2-A

Maintenance Facility E 131st
Fleet Fulton
Memorial Nottingham Sterling

Woodland Campus - Maintenance Facility

Central Neighborhood

Branch Statistics

Location: 5806 Woodland Ave

Year Constructed: 1961 (partial renovation 2010)

Size: 15,300 sf

Parking: 28 spaces

The Cleveland Public Library Woodland Branch was built in 1961 with an addition and partial renovation in 2010. The branch is located at 5806 Woodland Avenue on the city's near east side. It is located between East 55th Street and East 61st Street with the main entry off of Woodland. Parking is located east of the branch with a service wing to the south. The library site includes the building, parking and some minimal landscaping at the street edge. The original library is a single-story building of 15,300 sf including a full basement that isn't currently used. This main building includes meeting rooms, collections, reading areas, a computer area, and a children's reading area. Behind the library building there is a service wing including a service garage and a final addition housing the library's mobile services group that was built as an addition in 2010. The service wing totals an additional 13,500 sf on one floor.

Current State

Existing Characteristics

- Library fronts the site, but is non-descript and lacks street presence
- Branch is located on a heavily trafficked road, near the city center
- Not co-located with similar institutions
- Site is centrally located within the system
- Both the library and maintenance facility share a parking lot
- No designated teen room
- Site is surrounded by adjacent landbank or vacant properties, leaving room for expansion

- Meeting room is closed off and lacks flexibility needed to break up into smaller spaces.
- Site is centrally located to serve its community
- Existing basement is currently abandoned
- Both the library and maintenance facility have significant maintenance and accessibility issues

Future Vision - Maintenance Facility

- Construct new +/- 16,000 gsf building to house CPL's maintenance facilities
- Facility to include storage, maintenance and garage spaces
- Site to provide outdoor vehicle storage, staff parking, and vehicular access to garage bays
- Refer to separate program document produced by Ubiquitous Design ltd for specific program requirements
- Create pedestrian connection to Woodland Campus across Griswold
- Recommend working with the City to re-zone the property to allow this use without a variance prior to purchasing the land
- After land purchase consider consolidating CPL owned lots on the Woodland campus

East 131st Street Branch

Corlett Neighborhood

Current State

Existing Characteristics

- Strong historic character
- The building lacks transparency
- Limited street presence
- Meeting rooms at lower level have been abandoned due to accessibility issues
- A recent expansion of the parking lot was completed, but appears disjointed from the library
- While not a large site, there is minor room for expansion
- No defined teen area
- Meeting room is closed off and lacks flexibility needed to break up into smaller spaces
- No small quiet study spaces

- Historic character of the interior was diminished during past renovation
- No on-site parking

FUTURE VISION
RENOVATION

- Renovate branch within existing footprint of space
- Consolidate staff space to back of building
- Maintain existing historic entrance from East 131st Street
- Enhance ramp and outdoor space at entry creating a public plaza on E 131st
- Allow for modest landscape upgrades to rear yard which will be maintained as a controlled space
- Construct new single user restrooms in approximate location of existing multi-stall restrooms
- Add two small group study rooms
- Improve children's collection with small interactives area
- Reclaim historic vaulted ceilings

IMPLEMENTATION COSTS

Total Cost Of Implementation: **\$3.8M**
INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Fleet Branch

Slavic Village Neighborhood

Current State

EXISTING CHARACTERISTICS

- Building lacks transparency
- Building is deeply set back in the site, creating a lack of visibility from the street
- Large trees obscure the building from the street
- Fleet is located on a large site, with ample room for expansion
- Building interior is divided into distinct spaces, limiting program flexibility
- No defined teen area
- Both entries are deeply set back into the building
- Meeting room is closed off and lacks flexibility needed to break

- up into smaller spaces.
- No small quiet study spaces
- Ample on-site parking for patrons

Future Vision

RENNOVATION + ADDITION

- Renovate branch to make more efficient use of the space
- Maintain existing entry from the parking lot and construct small addition to maintain Broadway entry providing an extended hours lobby
- Construct a small south addition to provide additional space for meeting and program space
- Create new single user restrooms in approximate location of existing multi-stall restrooms
- Consider a new outdoor reading garden visible from Fleet Avenue.
- Add two small group study rooms
- Improve children's collection with small interactives area
- Qualify as a 'Community Hub'

IMPLEMENTATION COSTS

RENOVATION WITH ADDITION

Total Cost Of Implementation: **\$5.3M**
INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Fulton Branch

Fulton Neighborhood

Current State

Existing Characteristics

- The building lacks transparency
- Limited street presence
- No defined teen area
- Limited connection to neighboring garden
- Meeting room is closed off and lacks flexibility needed to break up into smaller spaces.
- No small quiet study spaces
- Limited wayfinding & signage
- Parking is adequately sized

- Simple, open floor plan lends itself to flexibility and reorganization

Future Vision (Revised)
RENOVATION + ADDITION

- Construct a small addition to expand the Fulton
- Road entry providing after-hours services.
- Renovate the remaining space within its existing footprint
- Existing Verizon Maker Space to remain within minimal work in this area
- Consolidate staff spaces for increased program space.
- Create new single user restrooms in approximate location of existing multi-stall restrooms
- Add two small group study rooms
- Improve children's collection with small interactives area
- Renovate entry plaza and street-edge along Fulton to provide enhanced outdoor space and transit waiting environment
- Plan for modest landscape improvements to existing reading garden to the south

IMPLEMENTATION COSTS

RENOVATION WITH ADDITION

Total Cost Of Implementation: **\$3.4M**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Memorial-Nottingham Branch

Collinwood Neighborhood

Current State

Existing Characteristics

- Located within a larger building that houses other programs like distribution and OLBPD, which obscures which part of the building is allocated to the branch
- Building interior is divided into distinct spaces, limiting program flexibility
- Building is deeply set back on the site, limiting visibility and accessibility
- Community members appreciate the size of the branch

- Located at the far east end of CPL's service area, it is poorly located to serve as the system's distribution hub.
- Central Distribution function has been relocated to Woodland Campus.
- Meeting room is closed off and lacks flexibility needed to break up into smaller spaces.
- There is ample parking on-site
- There are significant maintenance issues that need to be addressed
- High-Density Storage will relocate to Main Campus in 2025.
- OLBPD is planned to be relocated to Main Campus.

Branch Recommendation

CURRENT STATE

This facility houses the Memorial Nottingham branch as well as the library's storage and distribution facility in this building complex on a large site. The public appreciates the ample space provided but the building has extensive maintenance concerns. The location on the site provides no street presence and separates the facility from public transit access. Located at the far east end of CPL's service area it is poorly located to serve as a distribution hub. Retaining the entire Lakeshore complex and renovating the branch was studied by CPL but this was found to be not viable due to the building's poor condition and anticipated life cycle costs.

FUTURE VISION

It is recommended that this branch be replaced with a new branch library in a new location on the existing site and that the storage and distribution facility be moved to a more central location at the current Woodland site. A new, standalone branch will allow the library to continue providing a high level of service with improved visibility and accessibility while significantly reducing maintenance. CPL to explore options for sale of surplus property to contribute to project funding.

RECOMMENDATION

NEW BUILDING It is recommended that the Memorial Nottingham branch be relocated to a new facility on the existing site. The facility will be a Community Hub with

increased meeting facilities to replace those at the existing Lakeshore facility. The additional program will result in a larger building and should be assumed at 12,500 sf+.

POTENTIAL RELOCATION OPTIONS

EXISTING LOCATION (STREETFRONT OPTION)

The site would reutilize the existing property and a new building would replace the existing branch along the Lakeshore Boulevard street front.

EXISTING LOCATION (STREETFRONT OPTION)

The site would reutilize the existing property and a new building would replace the existing branch along the Lakeshore Boulevard street front.

EAST 185TH (STOREFRONT OPTION)

This site would relocate the existing branch to a site northeast of the current site along East 185th Street. The branch would be located at an existing storefront potentially being grazed and sold as land bank property.

IMPLEMENTATION COSTS

RENOVATION WITH ADDITION

Total Cost Of Implementation: **\$10.0M**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Sterling Branch

Central Neighborhood

Current State

Existing Characteristics

- Strong historic character
- Support and meeting spaces are
- located at the front of the building
- Main entrance is treated as a secondary entrance
- No defined teen area
- Limited connection to neighboring garden
- Located near the Marion-Sterling School
- No small quiet study spaces
- Located next to a large affordable housing development
- Lowest square foot to visit ratio - meaning
- that the building size is small relative to its number of annual visitors

Future Vision

RENOVATION + ADDITION

- Construct a small addition on the parking lot side
- to create new staff space
- Renovate the remaining space within its existing footprint with respect for the historic character
- Maintain existing historic entry on E 30th including enhancements to
- Relocate staff spaces to create more flexible public space.
- Create a secondary entry from the parking lot
- Create new single user restrooms in new location
- Add two small group study rooms
- Improve children's collection with small interactives area
- Consideration should be given to acquiring a portion of the property to the north, or working with CMHA, to allow for a more pedestrian friendly access to the parking lot.
- Explore opportunities to collaborate with Marion-Sterling School

IMPLEMENTATION COSTS

RENOVATION WITH ADDITION

Total Cost Of Implementation: **\$3.7M**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Group 2-B

Addison
Carnegie West
Collinwood
Harvard Lee
Mt Pleasant
South Brooklyn

Addison Branch

St Clair-Superior Neighborhood

Current State

Existing Characteristics

- Unique building design
- Limited street presence
- Formal interior complexity limits flexibility
- Poorly used courtyard sets the building back from the street, limiting its street presence
- Tall metal and brick post fencing create an uninviting exterior and potentially cause the courtyard to go unused
- Meeting room is closed off and lacks flexibility needed to break up into smaller spaces
- No small quiet study spaces
- Strong linear corridor breaks programs into distinct spaces
- Building is one of the newer branches in the system

Future Vision (Revised)

RENOVATION + ADDITION

- Create a small addition at the front of the building that breaks up the corridor
- Expand meeting room size within existing location by relocating some storage and removal of masonry bearing wall.
- Renovate branch to make more flexible use of the space
- Maintain existing entrance from the parking lot
- Demolish existing masonry piers that enclose the courtyard off Superior and enhance this area as a public plaza.
- Improve visibility into building by replacing glass block on north and south elevations of collection area with curtain wall.
- Create new single user restrooms in approximate location of existing multi-stall restrooms
- Add two small group study rooms
- Improve children's collection with small interactives area
- Consider an after-hours lobby or book lockers for extended service if feasible at existing entry.

IMPLEMENTATION COSTS

RENOVATION WITH ADDITION

Total Cost Of Implementation: **\$3.5M**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Carnegie West Branch

Ohio City Neighborhood

Current State

Existing Characteristics

- Iconic historic character
- Unique layout is challenging to reconfigure
- Lower level auditorium is now used for storage
- Limited signage & wayfinding
- ADA compliant ramp has a subverted entry into the lower level, while all public space is located on the first floor
- Lack of dedicated teen space
- Frank Novak Park is not owned by Cleveland Public Library and has no control over the property surrounding Carnegie West
- The building has a variety of different meeting spaces
- No off-street parking
- Limited small study space

Future Vision

RENOVATION (Lower Level)

- Renovate abandoned lower level for public use
- Reclaim auditorium space, including stage and new fixed seating on sloped floor. Reuse of sloped floor will be limited to areas that provide good sight lines.
- Build-up sloped floor in wings of the auditorium to allow those spaces to be used as flat-floor meeting rooms and storage.
- Maintain egress paths through these spaces.
- Preserve historic details where possible
- Maintain general location of boilers
- Create large flexible meeting/prefunction space in the area currently used for friends storage.
- Provide multi-stall men's and women's restrooms and a single user restroom to serve this level. Location will not be the same as existing.
- Create a new open stair with visual connection to the first floor
- Install new two stop elevator in new location
- Improve lower level entry with new glazing and an interior vestibule.

- Construct a sunken entry court at grade with the lower level that provides a more inviting ADA accessible entry and potentially amphitheater-like stepped seating

RENOVATION [FIRST FLOOR]

- Create a new open stair with visual connection to the first floor. Construct new stair or ladder accessing mechanical attic.
- Install new two stop elevator in new location
- Maintain general arrangement of first floor with renovation
- Construct three new single user restrooms in vicinity of existing restrooms and maintain one additional single user public restroom in existing location.
- Utilize existing large meeting room as a local history/quiet reading room. Consider special collection for this space
- Add four new study rooms
- Elimination of raised platforms, and structured shelving in Adult area, to be studied
- Reconfigure and expand staff space west to make for area lost by restroom expansion and mechanical access

IMPLEMENTATION COSTS

RENOVATION

Total Cost Of Implementation: **\$11.9M**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Collinwood Branch

Collinwood Neighborhood

Current State

Existing Characteristics

- Strong historic character
- The building lacks transparency
- Limited street presence
- Meeting rooms at lower level have been abandoned due to accessibility issues but are amply sized
- A recent expansion of the parking lot was completed but is across an alley from the library
- Though not a large site, there is minor room for expansion
- No defined teen area
- No small quiet study spaces

- Historic character at the interior was diminished during past renovation

Future Vision

RENOVATION

- Renovate branch within existing footprint of space
- Utilize first floor only, basement will remain abandoned/storage
- Consolidate staff space to back of building
- Maintain existing historic entrance from E 152nd Street
- Enhance ramp and outdoor space at entry creating a public plaza on E 152nd
- Construct new single user restrooms in approximate location of existing multi-stall restrooms
- Add two small group study rooms
- Improve children's collection with small interactives area
- Reclaim historic vaulted ceilings and preserve historic details where possible
- Acquire and lot to the west connecting to 150th and construct new parking and green-space. Consider creating an entry on the west face of the building.

IMPLEMENTATION COSTS

RENOVATION WITH ADDITION

Total Cost Of Implementation: **\$3.1M**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Harvard-Lee Branch

Lee-Miles Neighborhood

Current State

Existing Characteristics

- The building lacks transparency
- Building interior is divided into distinct spaces, limiting program flexibility
- Community members like the current location of the site, co-located with the local commercial center
- No defined teen area
- Both entries are deeply set back into the building
- Staff space is broken up and spread across building
- Meeting room is closed off and lacks flexibility needed to break up into smaller spaces.

- No small quiet study spaces
- Library designated parking is limited, but has access to overflow parking at the shopping center
- Branch and site size is too small to meet the criteria of a Community Hub

Future Vision

RENOVATION + ADDITION

- Renovate branch first floor with basement mechanical to remain
- Create two small additions, one to enlarge the entry vestibule and provide after hours services, the other to expand program area and improve visibility from the street.
- Current intent is to maintain parking entry and place program addition along Harvard but consideration should be given to altering this after more is known about the potential development to the east.
- Consolidate staff space to southeast corner of building
- Construct (3) new single user restrooms in approximate location of one of the existing multi-stall restrooms
- Add two small group study rooms
- Improve children's collection with small interactives area
- Utilize space added with addition to create a defined teen area or flexible program room
- Maintain unique wood structure and light scoops on the interior
- Allow for new glazed openings on east facade and potential re-cladding of the meeting room wing
- Coordinate with future development
- to the east to create connection from library to outdoor space

IMPLEMENTATION COSTS

RENOVATION WITH ADDITION

Total Cost Of Implementation: **\$4.2M**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Mount Pleasant Branch

Mount Pleasant Neighborhood

Current State

Existing Characteristics

- The building lacks transparency
- Building interior is divided into distinct spaces, limiting program flexibility
- The building is located adjacent to a small commercial center, limiting natural light and limiting the ability for the building to expand
- No defined teen area
- Meeting room is closed off by other programs, limiting flexibility, but has the ability to be used for after-hours gatherings
- No small quiet study spaces
- There is no library designated parking
- Branch and site size is too small to meet the criteria of a Community Hub
- Staff spaces are broken up

Future Vision

RENOVATION

- Renovate within existing footprint of first floor
- Basement and mezzanine to remain abandoned in place
- Develop as a 'focused service branch' providing enhanced career development services
- Improve visibility from E. 140th Street and Kinsman with new full height windows
- Reclaim full existing height on the north half of the building to create tall, open public space
Consolidate staff spaces at new location
- Construct (3) new single user restrooms in approximate location of one of the existing multi-stall restrooms
- Add two small study rooms
- Create a small children's area intended to support working parents using the space
- Consider reconfiguring large open meeting room to a typical flex meeting room and a technology classroom
- Maintain after hours access to meeting rooms

IMPLEMENTATION COSTS

RENOVATION

Total Cost Of Implementation: **\$2.8M**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

South Brooklyn Branch

Old Brooklyn & Brookside Neighborhoods

Current State

Existing Characteristics

- Multi-level floor plate creates challenges
- for flexibility and sight lines
- Site size and shape limit opportunity for expansion
- Dynamic interior spaces
- Limited signage & wayfinding
- Building is two stories with collection and staff space on the ground floor and meeting space on the upper level.
- Lack of dedicated teen space
- On-site parking is limited
- One of the most heavily used branches in the system
- Limited visibility from the exterior
- Located at a very visible corner within the community

Future Vision

RENOVATION + ADDITION

- Renovate existing footprint on first and second floor
- Improve visibility from Pearl Road, allow for some new glazed openings and/or re-cladding
- Maintain both entries with a potential small addition off of Pearl Road to create after hours vestibule
- Centralize service point
- Consolidate staff spaces on first floor
- Construct (3) new single user restrooms in approximate location of the existing multi-stall restrooms
- Construct (1) new single user restroom on the second floor in a new location
- Add two small study rooms
- Improve children's collection with small interactives area

- Rebalance space on the second floor to create a new technology or maker space
- Coordinate with future development of sites to the south to enhance outdoor space and/or improve parking access

Future Vision

RENOVATION + ADDITION

- Renovate existing footprint on first and second floor
- Improve visibility from Pearl Road, allow for some new glazed openings and/or re-cladding
- Maintain both entries with a potential small addition off of Pearl Road to create 24-hour vestibule
- Centralize service point
- Consolidate staff spaces on first floor
- Construct (3) new single user restrooms in approximate location of the existing multi-stall restrooms
- Construct (1) new single user restroom on the second floor in a new location
- Add two small study rooms
- Improve children's collection with small interactives area
- Rebalance space on the second floor to create a new technology or maker space
- Coordinate with future development of sites to the south to enhance outdoor space and/or improve parking access

IMPLEMENTATION COSTS

RENOVATION WITH ADDITION

Total Cost Of Implementation: **\$5.4M**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Group 2-C

Langston Hughes
 Rice
 Garden Valley
 Union

Garden Valley Branch

Garden Valley Neighborhood

Current State

Existing Characteristics

- Defined tech area
- Vibrant interior
- Small footprint limits its scale of service
- Lowest attended and lowest circulating branch
- No defined teen area
- Storefront library makes expansion limits expansion potential
- Meeting room is closed off and lacks flexibility needed to break up into smaller spaces
- Staff spaces are small and broken up
- Small footprint and current furniture create poor flexibility

Branch Recommendations

MINOR REFRESH

CURRENT STATE

This branch is the smallest in the system and the only one currently in a leased space. The location is on a heavily traveled corridor but its service area has the lowest population of any in the system. The size of the branch limits the scale of service it can provide but as one of the lowest attended and lowest circulating branches in the system expansion may not be warranted. Expanding the branch would involve leasing an adjacent storefront.

FUTURE VISION

It is recommended that this branch be maintained in the short term with a minor refresh to update it for the new service model. The library should consider updating the technology and collections to increase mobility and flexibility within the branch. After renovation of the Woodland facility and construction of a new Mt Pleasant

branch it may be determined that this branch is no longer necessary, particularly if the Mt Pleasant branch moves further west along Kinsman. The viability of the branch should be re-evaluated at that time but in the short term it will serve to support those adjacent communities, in addition to its own, while their branches are out of service.

IMPLEMENTATION COSTS

MINOR REFRESH

Total Cost Of Implementation: **\$750,000**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Langston Hughes Branch

University Circle Neighborhood

Future Vision

RENOVATION

- Renovate within existing footprint
- Maintain existing entrance with potential expanded vestibule for after hours lobby and after hours meeting access
- Consider opening up meeting room with operable partition to provide flexibility
- Consider separation of active vs. quiet space when reconfiguring public areas
- Consolidate staff spaces on first floor
- Construct (3) new single user restrooms in approximate location of the existing multi-stall restrooms
- Add two small study rooms
- Improve children's collection with small interactives area
- Explore purchasing land to the east to expand parking lot
- Improve connection between the library and Cultural Gardens through landscape improvements

IMPLEMENTATION COSTS

RENOVATION

Total Cost Of Implementation: **\$1.9M**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Rice Branch

Buckeye-Larchmere Neighborhood

Current State

Existing Characteristics

- One of the newest branches in the system
- Highly visible location
- Local parking is not library designated, but there is ample parking shared with the Harvey Rice School
- Designated learning center
- Most visited branch in the system
- Meeting room is closed off and lacks flexibility needed to break up into smaller spaces
- Open building layout lends itself toward flexibility
- No designated teen room
- No direct entry from the parking lot
- Well positioned to continue serving the system as a Community Hub Branch

Future Vision

RENOVATION

- Renovate within existing footprint
- Modify existing vestibule to re-open west entry (or replace doors with glazing) and add book lockers to create after hours lobby.
- Consider separation of active vs. quiet space when reconfiguring public areas
- Consolidate staff spaces on first floor
- Construct (4) new single user restrooms in approximate location of the existing multi-stall restrooms
- Maintain existing single user restroom as a family restroom
- Add three small study rooms
- Improve children's collection with enhanced interactives area, consider re-locating to improve visibility and access to meeting room
- Enclose existing 'learning center' area and use a technology or maker space
- Enhance outdoor space at Shaker & 116th to make more usable for outdoor programming and after hours access to wi-fi

IMPLEMENTATION COSTS

RENOVATION

Total Cost Of Implementation: **\$2.5M**

INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Union Branch

Union-Miles Park Neighborhood

Current State

Existing Characteristics

- The building lacks transparency
- Limited street presence at approach from south
- No defined teen area
- Meeting room is closed off and lacks flexibility needed to break up into smaller spaces.
- No small quiet study spaces
- Both entries are deeply set back into the building
- Existing garden is closed off
- Below average attendance and circulation rates
- Branch's existing lot leaves limited space for expansion
- Parking lot is undersized

Future Vision

RENOVATION

- Renovate within existing footprint
- Maintain both existing entries, consider adding book lockers for after hours lobby
- Construct (3) new single user restrooms in approximate location of the existing multi-stall restrooms
- Add two small study rooms
- Improve children's collection with small interactives area
- Open enclosed reading garden to the public with adjacent interior reading space
- Utilize public art to activate south side of building
- Enhance entry plaza on 93rd street to create public plaza
- Explore opportunities to expand parking through shared services with the adjacent church

IMPLEMENTATION COSTS
 RENOVATION
 Total Cost Of Implementation: **\$2.4M**
 INCLUSIVE OF DEFERRED MAINTENANCE COSTS

Mr. Lang was available to answer any questions the Board may have had.

Carrie Krenicky, Chief Financial Officer, gave a presentation on the Library's Financial/Budget focusing on the General Fund and Building & Repair Fund that included the following:

Where we are now

**General Fund
 Amended Certificate of Resources**

CERTIFIED REVENUE	Prior Certificate (1)	Increase/ Decrease	Amended Certificate (2)
Cash January 1	29,685,991.14	-	29,685,991.14
Taxes - General Property	35,885,230.00	-	35,885,230.00
Public Library Fund (PLF)	27,492,286.64	(369,357.27)	27,122,929.37
State Rollbacks/Homestead	2,500,000.00	-	2,500,000.00
Fines and Fees	158,180.00	-	158,180.00
Earned Interest	2,282,878.00	-	2,282,878.00
Restricted Gifts	-	-	-
Unrestricted Gifts	-	-	-
Miscellaneous	591,207.00	-	591,207.00
Return of Advances/(Advances Out)	(212,986.55)	-	(212,986.55)
TOTAL RESOURCES	98,382,786.23	(369,357.27)	98,013,428.96 (3)

- Operating Revenue = \$68,540,424
- Property Tax/Rollbacks = \$56%
- PLF = 40%

**General Fund
Sixth Amendment to Year 2024 Appropriation**

APPROPRIATION	Prior Appropriation	Increase/ Decrease	Amended Appropriation
Salaries/Benefits	45,559,727.24	-	45,559,727.24
Supplies	935,101.80	-	935,101.80
Purchased/Contracted Services	11,770,456.29	-	11,770,456.29
Library Materials/ Information	8,159,951.15	-	8,159,951.15
Capital Outlay	1,361,416.80	-	1,361,416.80
Other Objects	212,939.62	-	212,939.62
SUBTOTAL OPERATING	67,999,592.90	-	67,999,592.90
Transfers	3,236,624.00	-	3,236,624.00
TOTAL APPROPRIATION	71,236,216.90	-	71,236,216.90

**General Fund Revenue and Balances
For the Period Ending June 30, 2024**

	Certified Revenue (1)	Income To Date	Balance	Percent To Date
PLF State Income Tax	27,492,287	13,138,228	14,354,058	48%
General Property Tax	35,885,230	21,569,808	14,315,422	60%
Rollback, Homestead	2,500,000	1,235,344	1,264,656	49%
State Aid	0	24,000	(24,000)	100%
Fines & Fees	158,180	64,004	94,176	40%
Investment Earnings	2,282,878	1,106,696	1,176,182	48%
Contributions	0	190	(190)	100%
Miscellaneous	591,207	194,406	396,801	33%
Return of Advances Out	0	138,000	(138,000)	
Total	\$ 68,909,782	\$ 37,470,676	\$ 31,439,106	54%

Ms. Krenicky noted the following:

ODT issued final PLF certification on 6/25/24 for CY 2024: \$27,122,929, a decrease of (\$396,357)

PT-1st half advances/settlement & 2nd half advance
 received -settlement due on 8/15
 RB - 1st half settlement

**General Fund Appropriations and Balances
 For the Period Ending June 30, 2024**

	<u>Appropriation(2)</u>	<u>Expended/ Encumbered</u>	<u>Balance</u>	<u>Percent To Date (3)</u>
Salaries/Benefits	47,458,665	21,837,244	25,621,421	46%
Supplies	1,044,628	549,615	495,012	53%
Purchased Services	14,751,821	9,915,598	4,836,223	67%
Library Materials	15,238,807	9,793,366	5,445,441	64%
Capital Outlay	2,001,699	956,565	1,045,133	48%
Other	226,287	98,462	127,825	44%
Subtotal	\$ 80,721,907	\$ 43,150,852	\$ 37,571,055	53%
Advances Out	0	212,987	(212,987)	
Transfers Out	3,236,624	3,236,624	0	100%
Total	\$ 83,958,531	\$ 46,600,462	\$ 37,358,068	56%

**General Fund
2022 & 2023 Actual Balances compared with 2024
Projections**

	<u>2022-Actual</u>		<u>2023-Actual</u>		<u>2024</u>	
Revenue	\$ 70,923,135		\$ 72,820,925		\$ 68,826,221	
Salaries/Benefits	38,072,333	70%	39,926,212	69%	45,559,727	67%
Library Materials	5,452,082	10%	6,224,209	11%	8,159,951	12%
Other	10,921,514	20%	11,784,984	20%	14,279,915	21%
Operating Expenditures	54,445,930		57,935,405		67,999,593	
Advances/Transfers Out-Debt Service Payment	(17,422,215)		(10,153,770)		(3,086,611)	
Collect More/Spend Less (Delinquent PT)	-		-		3,000,000	
Net Revenue +/- Expenditures	\$ (945,010)		\$ 4,731,750		\$ 740,018	
Cash January 1	38,408,565		37,463,555		42,195,305	
Cash Balance December 31	\$ 37,463,555		\$ 42,195,305		\$ 42,935,323	
Encumbrance	11,573,080		12,722,314		10,000,000	
General Fund Unencumbered Balance	\$ 25,890,476		\$ 29,472,991		\$ 32,935,323	
Maintaining 4 months operating expenditures of cash reserves	\$ 18,148,643		\$ 19,311,802		\$ 22,666,531	
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 9,074,322		\$ 9,655,901		\$ 11,333,265	

Promises Made

On November 7, 2017, the voters of the Cleveland Metropolitan School District approved the renewal of the expiring 5.8 mills in collection year 2018 along with an increase of 2.0 mills, a total of 7.8 mills, for a continuing period of time.

The levy will help secure the Library's future for years to come and has allowed the Library to develop a 10-year Facilities Master Plan for capital purposes.

2.00 Mill Original Projection**2020, 2021, 2022, 2023 Actual****2024 Certification**

<u>2.00 mill original estimations</u>	
(Based on 2017 AV and 87% Collection Rate)	\$ 8,100,000
Annual Cash Capital (\$1.5m estimated to fund on-going capital maintenance)	\$ (1,500,000)
Towards Operating Expenditures	\$ (2,000,000)
Available for Capital Projects (Debt Service Pmts)	\$ 4,600,000
<u>2020 Certification (@86.27%)</u>	\$ 8,351,390
2.00 mill <u>2020</u> Actual w/ delinquencies	\$ 9,389,018
2.00 mill <u>2020</u> Actual w/o delinquencies	\$ 8,716,583
<u>2021 Certification (@90.99%)</u>	\$ 8,862,392
2.00 mill <u>2021</u> Actual w/ delinquencies	\$ 9,457,745
2.00 mill <u>2021</u> Actual w/o delinquencies	\$ 8,783,640
<u>2022 Certification (@91.54%)</u>	\$ 8,974,580
2.00 mill <u>2022</u> Actual w/ delinquencies	\$ 9,639,407
2.00 mill <u>2022</u> Actual w/o delinquencies	\$ 8,812,819
<u>2023 Certification (@90.47%)</u>	\$ 8,937,977
2.00 mill <u>2023</u> Actual w/ delinquencies	\$ 9,736,297
2.00 mill <u>2023</u> Actual w/o delinquencies	\$ 8,941,373
<u>2024 Certification (@91.15%)</u>	\$ 9,105,814

Looking Forward for the Next 10 Years

General Fund-Assumptions-Revenues

Public Library Fund (PLF)

CPL continues to receive same % (41.1843%) per current agreement with 9 Libraries (expires 12/31/2025)

And the same distribution as certified by ODT on 7/25/2024 ODT for CY 2025 certification, which is based on the PLF percentage being set at 1.7% of the state General Revenue Fund (GRF) for fiscal year (FY) 2024 which ends on June 30, 2025.

Property Tax

Based on TY23/CY24 certification: Total Tax Revenue \$42,112,126 at the 2024 collection rate 91.15% = \$38,385,230, + \$3m in delinquent collections

Fines/Fees, Interest, Donations and Misc - flat/no growth

General Fund-Tax Levy-Strategic Priorities

Since our tax levy is a continuous operating tax levy intended to support our Facilities Master Plan, revenue should exceed expenditures in the beginning of the levy allowing the general fund balance to grow. As expenditures exceed revenue, the fund balance is drawn down.

PRIORITY 4: Operating with Excellence Aligning Resources

Initiatives

Maintain unencumbered fund balance in the general fund of no less than 2 months, but strive for 4 months, of regular general fund operating expenditures.

An annual appropriation with no more than 67% allocated to salaries and benefits, while maintaining Library Materials at 12%.

General Fund-Assumptions-Expenditures

5 Scenarios:

Scenario #1-Original Projection

Scenario #2-Original Projection, FMP Phase 2 increases \$20M (to \$60M)

Scenario #3-Original Projection, no additional debt, +2% annual appropriation increase

Scenario #4-Original Projection, planned debt service, +2% annual appropriation increase

Scenario #5-Original Projection, FMP Phase 2 increases \$20M, 2% annual appropriation increase

Scenario #1 Original Projection

- Setting our annual appropriation based on the 2.0 mill original projection:

\$ 72,513,935	2025 Projected Revenue (including delinquent tax collections)
(9,105,814)	Less 2 mill levy revenue as certified CY 2024
	Annual Cash Capital (\$1.5m estimated to fund on-going capital maintenance)
<u>2,000,000</u>	Towards operating expenditures
\$ 65,408,121	Appropriation for 2025

- Allows a total of \$5,605,814 for debt service payments Setting our annual appropriation based on the 2.0 mill original projection:

<u>2024 Certification (@91.15%)</u>	\$ 9,105,814
Annual Cash Capital (\$1.5m estimated to fund on-going capital maintenance)	\$ (1,500,000)
Towards Operating Expenditures	<u>\$ (2,000,000)</u>
Available for Capital Projects (Debt Service Pmts)	\$ 5,605,814

For CY 2025-CY2035, set appropriation to equal projected revenues available to appropriate and allocate: 67% Salary & Benefits 12% Library Materials 21% Other Supplies 1.7%, Purchased Contracted Services 17%, Capital Outlay 2%, Other .3% Plan to issue debt for

Phase 2 up to original projection's maximum amount available for plan debt service payments beginning in 2025 (~\$2.3m/yr = ~\$40M debt issue)

Transfers Out: For Debt Service Payments and Capital Improvements/Projects to be funded in the Building & Repair Fund: 9/05/2019 Phase 1 debt issued for \$62 million with debt service payments beginning in 2020 and ending in 2049 (~\$3.3m/yr) Debt service payments beginning in 2025 for Phase 2 (~\$2.3m/yr) Annual Cash Capital (\$1.5m estimated to fund on-going capital maintenance)

**General Fund
Scenario #1 Original Projection 2025-2035**

Since we are setting our annual appropriation to not exceed our revenues, and our revenues are projected to not increase, this will keep the fund balance as projected for 10 years.

	<u>2025</u>	<u>2035</u>
Revenue	\$ 69,513,935	\$ 69,513,935
	Balanced budget (67%/12%/21%)	Balanced budget (67%/12%/21%)
Salaries/Benefits	43,823,441	43,823,441
Library Materials	7,848,975	7,848,975
Other	13,735,706	13,735,706
Operating Expenditures	65,408,121	65,408,121
Advances/Transfers Out-Debt Service Payment	(7,105,814)	(7,105,814)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ 0	\$ 0
Cash January 1	44,935,323	44,935,323
Cash Balance December 31	\$ 44,935,323	\$ 44,935,323
Encumbrance	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ 34,935,323	\$ 34,935,323
Maintaining 4 months operating expenditures of cash reserves	\$ 21,802,707	\$ 21,802,707
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 10,901,354	\$ 10,901,354

Scenario #2-Original Projection, FMP Phase 2 increases \$20M (to \$60M)

For CY 2025-CY2035, set appropriation to equal projected revenues available to appropriate and allocate:

67% Salary & Benefits
 12% Library Materials
 21% Other
 Supplies 1.7%, Purchased Contracted Services
 17%, Capital Outlay 2%, Other .3%

Plan to issue debt for Phase 2 for \$60M with debt service payments beginning in 2025 (~\$3.5m/yr) - this would exceed the original plan by approximately \$1.2M annually.

Transfers Out:

For Debt Service Payments and Capital Improvements/Projects to be funded in the Building & Repair Fund:

9/05/2019 Phase 1 debt issued for \$62 million with debt service payments beginning in 2020 and ending in 2049 (~\$3.3m/yr)

Debt service payments beginning in 2025 for Phase 2 of \$60M (~\$3.5m/yr)

Annual Cash Capital (\$1.5m estimated to fund on-going capital maintenance)

General Fund

Scenario #2-Original Projection

FMP Phase 2 increases \$20M (to \$60M)

2025-2035

Since we are setting our annual appropriation to not exceed our revenues, and our revenues are projected to not increase, this will keep the fund balance as projected for 10 years.

	<u>2025</u>	<u>2035</u>
Revenue	\$ 69,513,935	\$ 69,513,935
	Balanced budget (67%/12%/21%)	Balanced budget (67%/12%/21%)
Salaries/Benefits	43,823,441	43,823,441
Library Materials	7,848,975	7,848,975
Other	13,735,706	13,735,706
Operating Expenditures	65,408,121	65,408,121
Advances/Transfers Out-Debt Service Payment	(8,270,688)	(8,293,950)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ (1,164,874)	\$ 1,188,136
Cash January 1	44,935,323	33,076,775
Cash Balance December 31	\$ 43,770,449	\$ 31,888,639
Encumbrance	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ 33,770,449	\$ 21,888,639
Maintaining 4 months operating expenditures of cash reserves	\$ 21,802,707	\$ 21,802,707
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 10,901,354	\$ 10,901,354

Scenario #3-Original Projection, no additional debt, +2% annual appropriation increase

For CY 2025, set appropriation to equal projected revenues available to appropriate and allocate and allocate:

- 67% Salary & Benefits
- 12% Library Materials
- 21% Other
 - Supplies 1.7%, Purchased Contracted Services 17%, Capital Outlay 2%, Other .3%

No additional debt is taken on.

Transfers Out:

For Debt Service Payments and Capital Improvements/Projects to be funded in the Building & Repair Fund:

9/05/2019 Phase 1 debt issued for \$62 million with debt service payments beginning in 2020 and ending in 2049 (~\$3.3m/yr)

Annual Cash Capital (\$1.5m estimated to fund on-going capital maintenance)

General Fund**Scenario #3 Projections**

No additional debt

+ 2% annual appropriation increase

2025-2028

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Revenue	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935
		+2% ann inc	+2% ann inc	+2% ann inc
	(67%/12%/21%)	(67%/12%/21%)	(67%/12%/21%)	(67%/12%/21%)
Salaries/Benefits	43,823,441	44,699,910	45,593,908	46,505,787
Library Materials	7,848,975	8,005,954	8,166,073	8,329,395
Other	13,735,706	14,010,420	14,290,628	14,576,441
Operating Expenditures	65,408,121	66,716,284	68,050,610	69,411,622
Advances/Transfers Out-Debt Service Payment	(4,770,688)	(4,793,500)	(4,792,250)	(4,793,000)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ 2,335,126	\$ 1,004,152	\$ (328,924)	\$ (1,690,686)
Cash January 1	44,935,323	47,270,449	48,274,600	47,945,676
Cash Balance December 31	\$ 47,270,449	\$ 48,274,600	\$ 47,945,676	\$ 46,254,990
Encumbrance	10,000,000	10,000,000	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ 37,270,449	\$ 38,274,600	\$ 37,945,676	\$ 36,254,990
Maintaining 4 months operating expenditures of cash reserves	\$ 21,802,707	\$ 22,238,761	\$ 22,683,537	\$ 23,137,207
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 10,901,354	\$ 11,119,381	\$ 11,341,768	\$ 11,568,604

General Fund

Scenario #3 - Original Projection

No additional debt

+2% annual appropriation increase

2025-2028

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Revenue	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935
		+2% ann inc	+2% ann inc	+2% ann inc
	(67%/12%/21%)	(67%/12%/21%)	(67%/12%/21%)	(67%/12%/21%)
Salaries/Benefits	43,823,441	44,699,910	45,593,908	46,505,787
Library Materials	7,848,975	8,005,954	8,166,073	8,329,395
Other	13,735,706	14,010,420	14,290,628	14,576,441
Operating Expenditures	65,408,121	66,716,284	68,050,610	69,411,622
Advances/Transfers Out-Debt Service Payment	(4,770,688)	(4,793,500)	(4,792,250)	(4,793,000)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ 2,335,126	\$ 1,004,152	\$ (328,924)	\$ (1,690,686)
Cash January 1	44,935,323	47,270,449	48,274,600	47,945,676
Cash Balance December 31	\$ 47,270,449	\$ 48,274,600	\$ 47,945,676	\$ 46,254,990
Encumbrance	10,000,000	10,000,000	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ 37,270,449	\$ 38,274,600	\$ 37,945,676	\$ 36,254,990
Maintaining 4 months operating expenditures of cash reserves	\$ 21,802,707	\$ 22,238,761	\$ 22,683,537	\$ 23,137,207
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 10,901,354	\$ 11,119,381	\$ 11,341,768	\$ 11,568,604

General Fund

Scenario #3 - Original Projection

No additional debt

+2% annual appropriation increase

2029-2032

	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
Revenue	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935
	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)
Salaries/Benefits	47,435,902	48,384,620	49,352,313	50,339,359
Library Materials	8,495,983	8,665,902	8,839,220	9,016,005
Other	14,867,969	15,165,329	15,468,635	15,778,008
Operating Expenditures	70,799,854	72,215,851	73,660,168	75,133,372
Advances/Transfers Out-Debt Service Payment	(4,795,500)	(4,794,500)	(4,795,000)	(4,791,750)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ (3,081,419)	\$ (4,496,416)	\$ (5,941,233)	\$ (7,411,186)
Cash January 1	46,254,990	43,173,571	38,677,155	32,735,923
Cash Balance December 31	\$ 43,173,571	\$ 38,677,155	\$ 32,735,923	\$ 25,324,736
Encumbrance	10,000,000	10,000,000	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ 33,173,571	\$ 28,677,155	\$ 22,735,923	\$ 15,324,736
Maintaining 4 months operating expenditures of cash reserves	\$ 23,599,951	\$ 24,071,950	\$ 24,553,389	\$ 25,044,457
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 11,799,976	\$ 12,035,975	\$ 12,276,695	\$ 12,522,229

General Fund

Scenario #3 - Original Projection

No additional debt

+2% annual appropriation increase

2031-2032

	<u>2033</u>	<u>2034</u>	<u>2035</u>
Revenue	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935
	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)
Salaries/Benefits	51,346,146	52,373,069	53,420,531
Library Materials	9,196,325	9,380,251	9,567,856
Other	16,093,568	16,415,440	16,743,748
Operating Expenditures	76,636,039	78,168,760	79,732,135
Advances/Transfers Out-Debt Service Payment	(4,794,750)	(4,795,750)	(4,793,950)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ (8,916,854)	\$ (10,450,574)	\$ (12,012,150)
Cash January 1	25,324,736	16,407,883	5,957,308
Cash Balance December 31	\$ 16,407,883	\$ 5,957,308	\$ (6,054,841)
Encumbrance	10,000,000	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ 6,407,883	\$ (4,042,692)	\$ (16,054,841)
Maintaining 4 months operating expenditures of cash reserves	\$ 25,545,346	\$ 26,056,253	\$ 26,577,378
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 12,772,673	\$ 13,028,127	\$ 13,288,689

**Scenario #4-Original Projection, planned debt service,
+2% annual appropriation increase**

For CY 2025, set appropriation to equal projected revenues available to appropriate and allocate and allocate:

67% Salary & Benefits
12% Library Materials
21% Other
Supplies 1.7%, Purchased Contracted Services
17%, Capital Outlay 2%, Other .3%

We project these changes stay in place moving forward with a 2% annual increase from the prior year's appropriation-allocated to 67%-Sal/Ben-12% Library Materials-21% Other

Plan to issue debt for Phase 2 up to original plan's maximum amount available for plan debt service payments beginning in 2025 (~\$2.3m/yr)

Transfers Out:

For Debt Service Payments and Capital Improvements/Projects to be funded in the Building & Repair Fund:

9/05/2019 Phase 1 debt issued for \$62 million with debt service payments beginning in 2020 and ending in 2049 (~\$3.3m/yr)

Debt service payments beginning in 2025 for Phase 2 (~\$2.3m/yr)

Annual Cash Capital (\$1.5m estimated to fund on-going capital maintenance)

General Fund

Scenario #4-Original Projection

planned debt service

+2% annual appropriation increase

2025-2028

	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Revenue	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935
	Balanced budget (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)
Salaries/Benefits	43,823,441	44,699,910	45,593,908	46,505,787
Library Materials	7,848,975	8,005,954	8,166,073	8,329,395
Other	13,735,706	14,010,420	14,290,628	14,576,441
Operating Expenditures	65,408,121	66,716,284	68,050,610	69,411,622
Advances/Transfers Out-Debt Service Payment	(7,105,814)	(7,105,814)	(7,105,814)	(7,105,814)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ 0	\$ (1,308,162)	\$ (2,642,488)	\$ (4,003,500)
Cash January 1	44,935,323	44,935,323	43,627,160	40,984,672
Cash Balance December 31	\$ 44,935,323	\$ 43,627,160	\$ 40,984,672	\$ 36,981,172
Encumbrance	10,000,000	10,000,000	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ 34,935,323	\$ 33,627,160	\$ 30,984,672	\$ 26,981,172
Maintaining 4 months operating expenditures of cash reserves	\$ 21,802,707	\$ 22,238,761	\$ 22,683,537	\$ 23,137,207
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 10,901,354	\$ 11,119,381	\$ 11,341,768	\$ 11,568,604

General Fund

Scenario #4-Original Projection

planned debt service

+2% annual appropriation increase

Return to voters for operating funds in late 2029/2030

	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
Revenue	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935
	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)
Salaries/Benefits	47,435,902	48,384,620	49,352,313	50,339,359
Library Materials	8,495,983	8,665,902	8,839,220	9,016,005
Other	14,867,969	15,165,329	15,468,635	15,778,008
Operating Expenditures	70,799,854	72,215,851	73,660,168	75,133,372
Advances/Transfers Out-Debt Service Payment	(7,105,814)	(7,105,814)	(7,105,814)	(7,105,814)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ (5,391,733)	\$ (6,807,730)	\$ (8,252,047)	\$ (9,725,250)
Cash January 1	36,981,172	31,589,439	24,781,709	16,529,663
Cash Balance December 31	\$ 31,589,439	\$ 24,781,709	\$ 16,529,663	\$ 6,804,412
Encumbrance	10,000,000	10,000,000	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ 21,589,439	\$ 14,781,709	\$ 6,529,663	\$ (3,195,588)
Maintaining 4 months operating expenditures of cash reserves	\$ 23,599,951	\$ 24,071,950	\$ 24,553,389	\$ 25,044,457
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 11,799,976	\$ 12,035,975	\$ 12,276,695	\$ 12,522,229

General Fund

Scenario #4-Original Projection

planned debt service

+2% annual appropriation increase

2033-2035

	<u>2033</u>	<u>2034</u>	<u>2035</u>
Revenue	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935
	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	Balanced budget (67%/12%/21%)
Salaries/Benefits	51,346,146	52,373,069	53,420,531
Library Materials	9,196,325	9,380,251	9,567,856
Other	16,093,568	16,415,440	16,743,748
Operating Expenditures	76,636,039	78,168,760	79,732,135
Advances/Transfers Out-Debt Service Payment	(7,105,814)	(7,105,814)	(7,105,814)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ (11,227,918)	\$ (12,760,638)	\$ 14,324,014
Cash January 1	6,804,412	(4,423,505)	(17,184,144)
Cash Balance December 31	\$ (4,423,505)	\$ (17,184,144)	\$ (31,508,157)
Encumbrance	10,000,000	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ (14,423,505)	\$ (27,184,144)	\$ (41,508,157)
Maintaining 4 months operating expenditures of cash reserves	\$ 25,545,346	\$ 26,056,253	\$ 26,577,378
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 12,772,673	\$ 13,028,127	\$ 13,288,689

Scenario #5-Original Projection, FMP Phase 2 increases \$20M, 2% annual appropriation increase

For CY 2025, set appropriation to equal projected revenues available to appropriate and allocate and allocate:

67% Salary & Benefits

12% Library Materials

21% Other

Supplies 1.7%, Purchased Contracted Services

17%, Capital Outlay 2%, Other .3%

We project these changes stay in place moving forward with a 2% annual increase from the prior year's appropriation-allocated to 67%-Sal/Ben-12% Library Materials-21% Other

Plan to issue debt for Phase 2 of \$60M with debt service payments beginning in 2025 (~\$3.5m/yr) - this would exceed the original plan by approximately \$1.2M annually

Transfers Out:

For Debt Service Payments and Capital Improvements/Projects to be funded in the Building & Repair Fund:

9/05/2019 Phase 1 debt issued for \$62 million with debt service payments beginning in 2020 and ending in 2049 (~\$3.3m/yr)

Debt service payments beginning in 2025 for Phase 2 of \$60M (~\$3.5m/yr)

Annual Cash Capital (\$1.5m estimated to fund on-going capital maintenance)

General Fund

Scenario #5-Original Projection

FMP Phase 2 increases \$20M

+2% annual appropriation increase

2025-2028

	2025	2026	2027	2028
Revenue	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935
	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)
Salaries/Benefits	43,823,441	44,699,910	45,593,908	46,505,787
Library Materials	7,848,975	8,005,954	8,166,073	8,329,395
Other	13,735,706	14,010,420	14,290,628	14,576,441
Operating Expenditures	65,408,121	66,716,284	68,050,610	69,411,622
Advances/Transfers Out-Debt Service Payment	(8,270,688)	(8,293,500)	(8,293,250)	(8,293,000)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ (1,164,874)	\$ (2,495,848)	\$ (3,829,924)	\$ (5,190,686)
Cash January 1	42,935,323	41,770,449	39,274,600	35,444,676
Cash Balance December 31	\$ 41,770,449	\$ 39,274,600	\$ 35,444,676	\$ 30,253,990
Encumbrance	10,000,000	10,000,000	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ 31,770,449	\$ 29,274,600	\$ 25,444,676	\$ 20,253,990
Maintaining 4 months operating expenditures of cash reserves	\$ 21,802,707	\$ 22,238,761	\$ 22,683,537	\$ 23,137,207
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 10,901,354	\$ 11,119,381	\$ 11,341,768	\$ 11,568,604

General Fund

Scenario #5-Original Projection

FMP Phase 2 increases \$20M

+2% annual appropriation increase

2029-2032

Return to voters for operating funds

Late 2028/2029

	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
Revenue	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935
	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)
Salaries/Benefits	47,435,902	48,384,620	49,352,313	50,339,359
Library Materials	8,495,983	8,665,902	8,839,220	9,016,005
Other	14,867,969	15,165,329	15,468,635	15,778,008
Operating Expenditures	70,799,854	72,215,851	73,660,168	75,133,372
Advances/Transfers Out-Debt Service Payment	(8,295,500)	(8,294,500)	(8,295,000)	(8,291,750)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ (6,581,419)	\$ (7,996,416)	\$ (9,441,233)	\$ (10,911,186)
Cash January 1	30,253,990	23,672,571	15,676,155	6,234,923
Cash Balance December 31	\$ 23,672,571	\$ 15,676,155	\$ 6,234,923	\$ (4,676,264)
Encumbrance	10,000,000	10,000,000	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ 13,672,571	\$ 5,676,155	\$ (3,765,077)	\$ (14,676,264)
Maintaining 4 months operating expenditures of cash reserves	\$ 23,599,951	\$ 24,071,950	\$ 24,553,389	\$ 25,044,457
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 11,799,976	\$ 12,035,975	\$ 12,276,695	\$ 12,522,229

General Fund

Scenario #5-Original Projection

FMP Phase 2 increases \$20M

+2% annual appropriation increase

2033-2035

	2033	2034	2035
Revenue	\$ 69,513,935	\$ 69,513,935	\$ 69,513,935
	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)	+2% ann inc (67%/12%/21%)
Salaries/Benefits	51,346,146	52,373,069	53,420,531
Library Materials	9,196,325	9,380,251	9,567,856
Other	16,093,568	16,415,440	16,743,748
Operating Expenditures	76,636,039	78,168,760	79,732,135
Advances/Transfers Out-Debt Service Payment	(8,294,750)	(8,295,720)	(8,293,950)
Collect More/Spend Less (Delinquent PT)	3,000,000	3,000,000	3,000,000
Net Revenue +/- Expenditures	\$ (12,416,854)	\$ (13,950,544)	\$ (15,512,150)
Cash January 1	(4,676,264)	(17,093,117)	(31,043,662)
Cash Balance December 31	\$ (17,093,117)	\$ (31,043,662)	\$ (46,555,811)
Encumbrance	10,000,000	10,000,000	10,000,000
General Fund Unencumbered Balance	\$ (27,093,117)	\$ (41,043,662)	\$ (56,555,811)
Maintaining 4 months operating expenditures of cash reserves	\$ 25,545,346	\$ 26,056,253	\$ 26,577,378
Maintaining 2 months (16.6%) op exp of cash reserves	\$ 12,772,673	\$ 13,028,127	\$ 13,288,689

Building & Repair Fund
Unencumbered Balance and Projected Needs through
12/31/2024

401-Building & Repair Fund		
Fund Balance, 7/31/2024	\$	34,129,549.32
Encumbrances		(9,311,031.92)
Unencumbered Balance 7/31/2024	\$	24,818,517.40
<u>Approved Budgets not encumbered</u>		(73,681.00) Lake Shore Chiller
		(775,225.08) LSW 7/9 High Density Mobile Shelving Project
		(103,482.10) LSW 7/9 Ceiling Modification
		(26,987.28) Bruening Appn-Hough
		(17,696.50) Bruening Appn-Woodland
		(850,507.51) Glenville
		(87,875.00) LSW Straff Breakroom relocation
		(3,500.00) LSW Lower-Level Restroom Renovation
		0.00 Main/LSW Fire Panel Replacements FY23-FY25
		600,000.00 Mandel Foundation Grant Payment-Milestone #3 25% complete (May Aug 2024)
		600,000.00 Mandel Foundation Grant Payment-Milestone #4 50% complete (Aug 2024)
Unencumbered Balance 12/31/2024	\$	24,079,562.93

Building & Repair Fund
Unencumbered Balance and Projected Needs through
12/31/2025

Unencumbered Balance 12/31/2024	\$	24,079,562.93	
		600,000.00	Mandel Foundation Grant Payment-Milestone #5 Completion (Jun 2025)
		(7,900,000.00)	Phase 1 Deficit to cover Walz
		(2,406,000.00)	Est Balance-Complete replacement of the LSW roof-FY23/FY24
		(3,627,400.00)	Est Balance-Main/LSW Fire Panel Replacements FY23-FY25
		(244,000.00)	Est Balance-LSW Lower-Level Restroom Renovation
		(600,000.00)	MFD replacement (Leasing or Purchase)
		(3,110,837.00)	ERP Software SaaS + Implementation Services Year 1
		(692,000.00)	Eastman Reading Garden Lighting
		(670,274.20)	TechCentral 2.0 (not including Piety Trust Funds)
		(400,000.00)	LSW-10 Flooring and Refresh
		(550,000.00)	MLK add'l costs less balances from closing out Group 1 projects
Est Unencumbered Balance 12/31/24	\$	4,479,051.73	
		(429,156.00)	ERP Software SaaS Year 2
		1,500,000.00	Transfer in for on-going capital maintenance
			OLBPD Relocation (cost undetermined)
Est Unencumbered Balance 12/31/25	\$	5,549,895.73	

Ms. Krenicky was available for any questions the Board may have had.

After additional discussion, Ms. Rodriguez thanked Ms. Krenicky for her presentation and adjourned the Board Work Session at 1:06 p.m.

Maritza Rodriguez
President

Thomas D. Corrigan
Secretary