

Columbus Metropolitan Library



CHIEF EXECUTIVE OFFICER SEARCH

EXECUTIVE PROFILE

June 2024





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OUR PURPOSE

TO INSPIRE READING,
SHARE RESOURCES AND
CONNECT PEOPLE.

OUR VISION

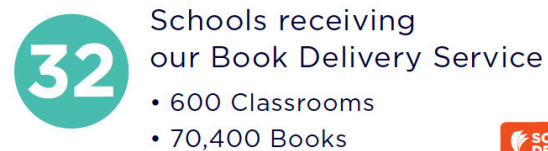
A THRIVING COMMUNITY
WHERE WISDOM
PREVAELS.



About Columbus Metropolitan Library

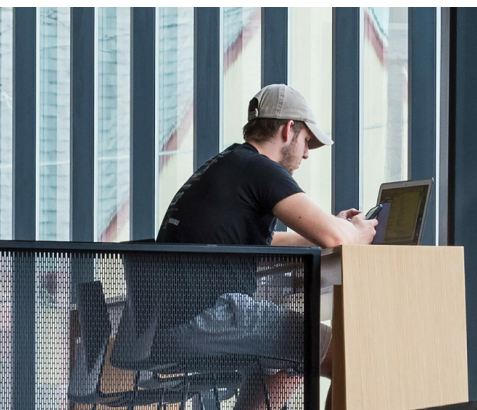
The Columbus Metropolitan Library (CML) was established in 1872 with the opening of a single reading room. On March 4, 1873, the Public Library and Reading Room opened at the New City Hall, housing 1,500 books. Since then, CML has expanded to include 22 branches, a Main Library, and an operations center. In 2023, CML celebrated its 150th anniversary with a year-long series of customer programs and community events.

CML serves as a county district library, encompassing all of Franklin County, Ohio, except for the areas within six other public library districts in the county. As a member of the Central Library Consortium (CLC), which includes 17 library systems throughout central Ohio, CML shares an online catalog and select online resources with 16 other systems. This collaboration provides customers access to a collection of over 5 million items, including over 1 million unique titles.



CML's operations are guided by its strategic plan, which outlines its beliefs, purpose, vision for the future, focused efforts, and benefits. The strategic plan supports the vision of "a thriving community where wisdom prevails," enabling CML to address urgent community needs such as kindergarten readiness, third-grade reading proficiency, high school graduation, college and career readiness, and employment resources.

To learn more about the strategic plan, [click here](#).





COMMUNITY PROGRAMS AND SERVICES

CML offers a wide range of services to the community, including library collections and resources, technology and internet access, programs and events, meeting and study spaces and accessibility services.

COLLECTIONS AND RESOURCES

CML's collection contains 2.4 million items: 1.8 million physical items including books, music CDs, DVDs, magazines, maps and sheet music and over 600,000 digital items such as eBooks, eAudiobooks, audiobooks. As part of a continued focus on collection diversity, there are adult and children's materials in over 25 languages including Spanish, French, Somali, Amharic and Gujarati.

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. Resources include eContent, research, learning tools, virtual services and the catalog. CML's eContent and Research page on the CML website allows users to download and stream their favorite content and access digital resources anytime, anywhere.

Circulation 13.1 million	Computer & Wireless Sessions 2.5 million
User Visits 4.9 million	Web Visits 9.3 million
Cardholders 615,000	eContent Use 3.8 million
Kids Cards Issued 29,000	Social Media Followers 136,000

**2023 data*

KIDS AND TEEN PROGRAMMING

CML offers programs and services for customers of all ages with a focus on children and teens. CML is well known for signature services and programs like School Help, Reading Buddies, Summer Reading Challenge and Ready for Kindergarten.

School Help | 76,400 visits from K-12 students who sought help with schoolwork and reading practice.

Summer Reading Challenge | 48,100 kids, teens and adults read over the summer to keep skills sharp.

Ready for Kindergarten | 145,000 children and caregivers attended Storytimes, classes and camps to get better prepared for school.

After-School Snack & Summer Lunch | 107,000 children received a free summer lunch or after school snack.

**2023 data*

The programs below illustrate CML's commitment to Young Minds, CML's number one strategy.

- **READY FOR KINDERGARTEN STORYTIME** Helping parents and caregivers be their child's first teacher.
- **READY FOR KINDERGARTEN CLASSES** Helping children and families get ready for kindergarten through hands-on practice.
- **KINDERGARTEN SUCCESS CAMP** Helping 5-year-olds and their parents gain skills and experience before entering school.
- **PLAY TO LEARN** Helping children be better prepared for school both academically and socially through hands-on activities and child led playtime.
- **READING BUDDIES** Helping K-3 students with reading skills.
- **SCHOOL HELP** Assisting K-12 students with schoolwork and reading practice.
- **SCHOOL DELIVERY** Providing students regular access to high-interest books at select elementary schools.
- **YOUMEDIA** Helping teens acquire and develop skills in animation, music composition and digital art.

ADULT PROGRAMMING

CML is committed to Life Skills, an organizational strategy, offering programs and services to prepare adults for work and life. In partnership with community partners, CML provides Workforce Development, Social Services, Adult Education and Digital Inclusion. CML continues to review the programs and resources available to ensure it is meeting the community's needs. The Adults page on CML's website includes the full list of job and career help, social services and resources available through the Business and Nonprofit Resource Center.

Job Help | 12,100 connections made to resources and services, in partnership with local and national organizations, to help our customers be part of our local workforce.

**2023 data*

REVENUE & EXPENDITURES

The table below provides a summary of the revenue and expenditure budget for CML's General Fund, the library's general operating fund. The General Fund is used to account for all revenue, except those required to be accounted for in another fund, and all operating expenditures. Library expenditures include funding for facility and technology projects, staffing, library materials, programs and services and replacement of furniture and equipment.

The annual budget serves as the foundation for financial planning, performance monitoring, decision making and control of expenditures. In 2024, CML's General Fund revenue (\$120M) exceeds the General Fund expenditures (\$86M). For government organizations with a tax levy, it is not unusual to see revenue exceed expenditures in the first several years of the levy allowing the general fund balance to grow. In the second half of the levy cycle, expenditures typically exceed revenue, and the fund balance is drawn down.

CML's general property tax revenue is provided from a 2.8 mill and 1.5 mill continuing property tax levies approved by Franklin County voters in 2010 and 2023. Property tax revenue does not increase at the same rate as property valuation. In accordance with Ohio House Bill 920, as property valuations increase during countywide property reappraisals, the voted millage is reduced to generate the same amount of tax revenue as was received when the levy was approved by the voters. Therefore, CML's current effective mill rates are 1.63 mills and 1.12.

Public Library Fund (PLF) revenue is received from the State of Ohio's Public Library Fund. The Public Library Fund is funded with 1.70% of the State's General Revenue Fund tax revenue and divided among Ohio's public libraries.

Revenue (in thousands)	2024 Budget
General Property Tax	\$ 96,454
Public Library Fund (PLF)	\$ 28,200
PLF Debt Service Transfer ¹	\$ (7,334)
Net PLF Total	\$ 20,866
Customer Fees	\$ 200
Charges for Services	\$ 1,369
Investment Revenue	\$ 453
Miscellaneous	\$ 272
Total	\$ 119,615

¹Approximately 25% of PLF is used to support the Debt Service Fund annually

Expenditures (in thousands)	2024 Budget
Salaries & Benefits	\$ 56,853
Operational Services	\$ 14,522
Library Materials	\$ 8,489
Capital Outlay	\$ 2,210
Supplies	\$ 2,172
Other	\$ 1,450
Total	\$ 85,696

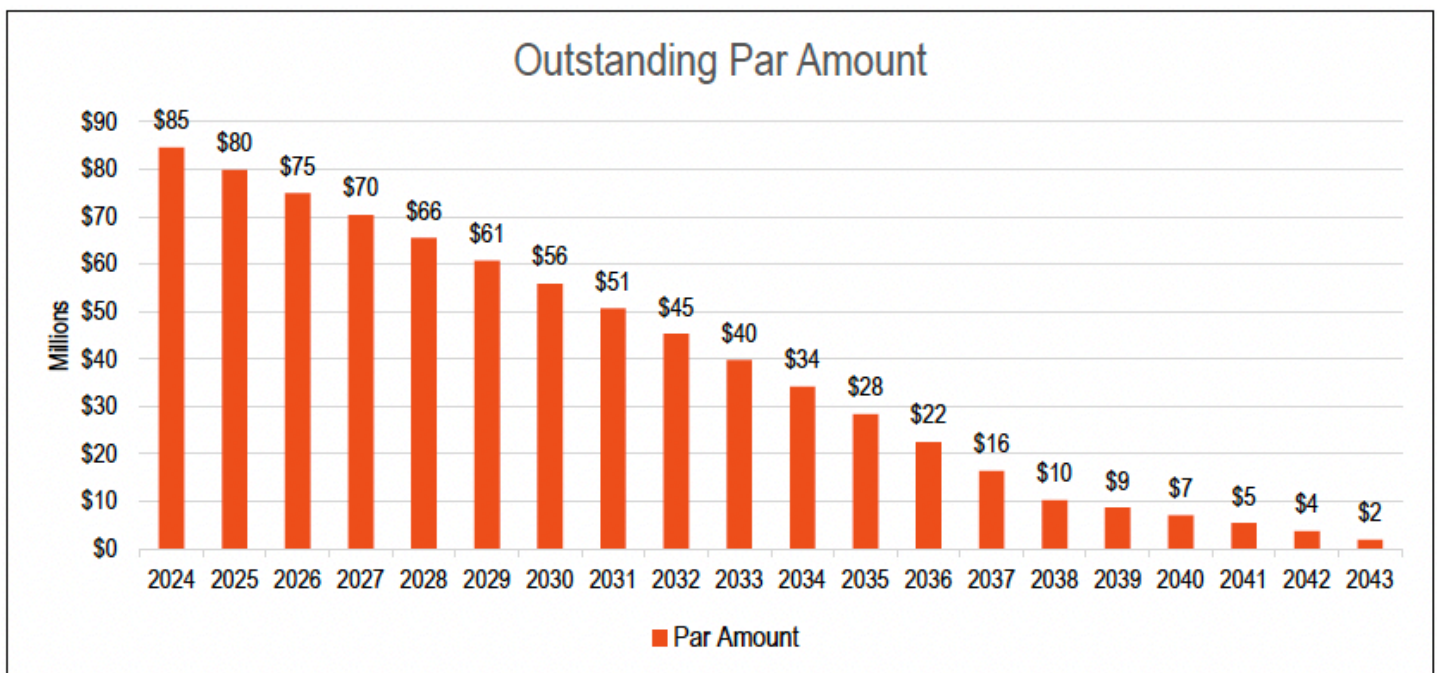
DEBT SERVICE FUND

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.

CML had \$85 million in debt outstanding as of January 1, 2024, 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 reach maturity in 2025, 2027, 2037 and 2043. CML's outstanding debt is currently rated Aa1 by Moody's Investors Service (Moody's). In 2023, Moody's upgraded CML's debt rating from a Aa2 to Aa1 citing CML's strong financial management and stable management team as underlying reasons for the upgrade.

In 2012, CML issued \$92 million of PLF Notes to fund a portion of the 2020 Vision Plan Phase I projects. CML issued \$33 million of Public Library Notes in 2019 to fund a portion of the 2020 Vision Plan Phase II projects. CML also issued Public Library Fund Refunding Notes, which represent debt issued to refinance previous debt at a lower interest rate. CML saves money by reducing payments over the term of the debt.

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 refunded notes. PLF monies are receipted annually in the Debt Service Fund to cover debt repayment. Detailed debt service schedules are included in CML's Comprehensive Annual Financial Report located on [CML's website](#).



CHALLENGES AND OPPORTUNITIES FOR 2024 AND BEYOND

- Providing programs and services to address learning loss and decline in student reading skills due to the pandemic
- Promoting the wide variety of library programs and services available to customers
- Adapting service demands to meet changing customer and community needs
- Committing to diversity, equity and inclusion to foster a workplace and community where everyone belongs and thrives
- 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 community needs
- Investing in staff to meet evolving community demands
- Adapting our collection to provide access to a broad and balanced view of society – its culture, history and diversity of beliefs
- Identifying cost-effective and innovative ways to improve operations
- Continuing to enhance safety and security

COLUMBUS METROPOLITAN LIBRARY FOUNDATION

The Columbus Metropolitan Library Foundation provides financial support for the library's greatest needs and highest priorities through generous gifts from donors.

Every day, CML provides vital services to the central Ohio community, from sparking conversations about social justice to helping young readers build a foundation for lifelong learning. Donor support through the CML Foundation ensures the Library is able to offer free programs and services to all.

FRIENDS OF THE COLUMBUS METROPOLITAN LIBRARY

Friends of the Library manages revenue-generating library amenities that enhance the library experience and maintains a membership program of library lovers who champion grassroots advocacy in support of CML.



DIVERSITY, EQUITY & INCLUSION

“Open to All” is not just a statement etched above Main Library’s entrance since 1907, it is the standard CML holds themselves to as they invite, embrace and honor diversity in all forms. They commit to fostering a workplace and a community where everyone belongs and thrives. CML’s key initiatives include:

- **SPEAK UP/SPEAK OUT SERIES:** Explore great reads on the topic of social justice and racial equity.
- **HERITAGE CELEBRATION MONTHS:** Commitment to celebrating the diversity of the customers and communities we serve.
- **RESOURCES FOR CHILDREN, TEENS, & ADULTS:** Explore great reads and additional resources on the topic of social justice and racial equity.
- **RACIAL EQUITY STEERING COMMITTEE:** Focus on developing and overseeing racial equity plans and priorities across the organization.
- **DIVERSITY, EQUITY & INCLUSION COMMITTEE:** Guide and inform CML’s work to foster a culture that is inclusive, equitable and respectful of the diverse backgrounds of their workforce and communities they serve.

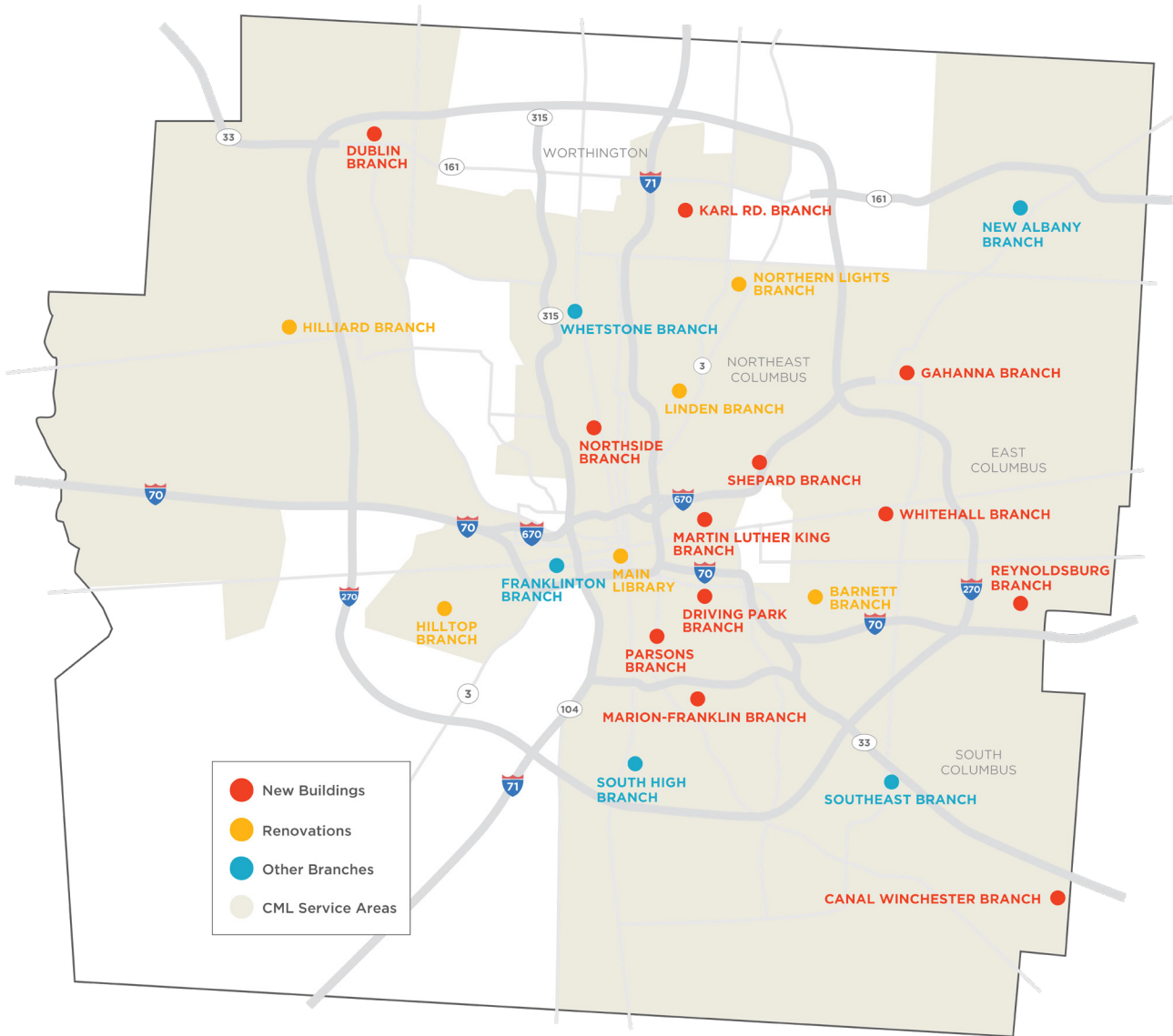
ORGANIZATIONAL CHART

CML’s organization chart is a network of relationships promoting strategic execution of their work while focusing on the customer.



LOCATIONS

CML has 22 branches, Main Library, and an operations center. Phase I of their aspirational building program, aimed at bringing 21st-century libraries to ten communities, was recently completed. Phase II has begun, with the new Karl Road, Hilltop, Gahanna, and Reynoldsburg branches now open, and the Linden and Barnett branches being expanded. Additionally, planning is underway for new branches in Canal Winchester and Marion-Franklin.



Linden Branch
Coming 2025



Barnett Branch
Coming 2025



Canal Winchester Branch
Coming 2025



Marion-Franklin Branch
Coming 2025

Introduction of Opportunity



OVERVIEW

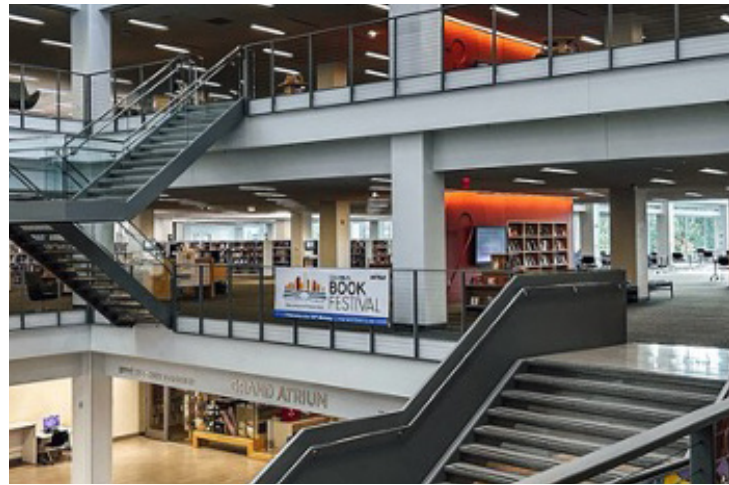
The Chief Executive Officer (CEO) provides strategic leadership for Columbus Metropolitan Library (CML) by partnering with the Board of Trustees and the Executive Leadership Team (ELT) to develop a shared vision for the Library's future. The CEO works to build a comprehensive understanding around the organization's purpose, and develop appropriate strategies to achieve this vision. The CEO is responsible for providing both internal and external leadership to support the library's mission of serving the Columbus and Franklin County community.

The CEO must exhibit authentic leadership, possess exemplary communication skills, embody the Library's values and desired behaviors, and have the ability to lead, mentor and develop staff to foster an engaging culture that consistently delivers timeless value to customers.

Reports to: Columbus Metropolitan Library Board of Trustees

Compensation: Set by Board of Trustees





KEY RESPONSIBILITIES

1. STRATEGIC VISION AND LEADERSHIP

- Provides vision, leadership and inspiration to advance the image, reputation and effectiveness of CML to external and internal audiences and stakeholders.
- Serves as the leader of the ELT – comprised of C-level staff who develop an overall strategy, tactical objectives and short and long-term planning for deployment of resources and service delivery to customers.
- Continually reassesses and proactively develops a strategic plan by incorporating community engagement and input to ensure alignment of the organization’s vision and mission with community expectations.

2. STAFF ENGAGEMENT AND TEAM BUILDING

- Effectively communicates and connects with employees, ensuring the environment and tools are present for their growth and development.
- Maintains focus on high levels of employee engagement and alignment with organizational purpose and values.
- Develops and nurtures the CEO/Board partnership by establishing and maintaining joint responsibility for a strong working relationship, a system for sharing information and adherence to the governance structure established by the Board.



**NATIONAL LIBRARY
OF THE YEAR**
Library Journal
2010



NATIONAL MEDAL
*Institute of Museum
& Library Services*
2011



TOP 5-STAR RATING
Library Journal
(2008 - 2014)



3. LIBRARY EXPERIENCE AND EXPERTISE

- Expertise in library operations and management, preferably within a large urban library system.
- Experience with funding, finance and business acumen specific to libraries.
- Knowledge of the services provided by libraries, including programs and technology that respond to community needs.
- Responsible for administrative oversight of all areas of CML, fostering an achievement-oriented, accountable environment.

4. INNOVATIVE AND ADAPTABLE LEADERSHIP

- Willingness to embrace change and innovation, especially in response to technological advancements and evolving community needs.
- Ability to maintain and foster a culture of innovation within the organization.
- Develops the vision for creation, expansion, renovation and transformation of existing and new facilities. Envisions and brings to market an extensive portfolio of customer programs and services, technology and collections to meet and exceed demands.

5. COMMUNITY ENGAGEMENT AND STAKEHOLDER RELATIONS

- Deep understanding of the political landscape, including advocacy, relationship-building with donors and government officials and managing public relations.
- Public-facing and diplomatic skills to navigate community and political dynamics effectively.
- Ability to build and maintain strong partnerships with community organizations, educational institutions and other stakeholders.
- Active engagement with the community to ensure the library remains a relevant and integral part of it.
- Establishes and maintains positive relationships with key individuals, groups, the CML Foundation, Friends of the Library, businesses, non-profit organizations, civic leaders and professional colleagues who support the work of the library.
- Effective at collaboration and strategic partnership formation.



6. COMMITMENT TO DIVERSITY AND INCLUSION

- Appreciation for diversity in the community and the role of the library in fostering an inclusive environment.
- Strong interpersonal skills to connect with diverse groups and maintain open dialogue.

7. OPERATIONAL EXCELLENCE AND MANAGEMENT SKILLS

- Proven track record of managing large, complex organizations with multiple facets such as HR, finance and fundraising.
- Strong fiscal management skills and the ability to execute sound financial strategies.
- Provides fiscal leadership and planning, in concert with the CFO, based on the Board's directives on all financial matters. Spearheads efforts to develop, secure and strengthen revenue sources and assists in raising additional capital within the private, public and government sectors to enable CML to meet its financial goals.

8. FUTURE-ORIENTED AND INNOVATIVE THINKING

- Understanding and appreciation of emerging trends such as AI and e-books, and the library's role in adapting to these changes.
- Forward-thinking approach to anticipate and address future challenges and opportunities.
- Participates in and demonstrates leadership to local, state, national and global professional organizations through multiple channels that enhance the work, brand and reputation of CML.



DESIRED PERSONA

The ideal CEO is a visionary and strategic leader who is deeply committed to the library's mission of serving the Columbus and Franklin County community. This individual embodies a balance of innovation and tradition, recognizing the importance of both advancing technological solutions and maintaining the timeless value of libraries. They inspire confidence and engagement, driving the Library's mission forward while maintaining a deep connection to the community they serve.

VISIONARY & STRATEGIC THINKER: The CEO is forward-thinking, able to develop and implement long-term strategic plans with a customer focus that align with CML's mission and adapt to future needs. They possess the ability to anticipate challenges and opportunities, providing guidance that ensures the library's growth and relevance in a rapidly changing environment.

COMMUNICATIVE & ENGAGING CONNECTOR: This leader is approachable and maintains strong connections with staff, community members and stakeholders. They are an excellent communicator, capable of inspiring and engaging others through clear, compelling narratives. Their relational skills foster strong partnerships and alliances, ensuring that the library's objectives are understood and supported across various constituencies.

INNOVATIVE & ADAPTIVE CHANGE AGENT: Embracing change and innovation, the CEO drives the library to adopt new technologies and practices that enhance service delivery and user experience. They are adept at maintaining a culture of creativity and adaptability, encouraging the organization to remain agile in response to emerging trends.



EMPOWERING & INCLUSIVE LEADER: The CEO values and empowers staff, recognizing their expertise and fostering an environment where everyone feels included and valued. They champion diversity and inclusion initiatives, ensuring that the library serves and reflects the community's diverse population. Their leadership style promotes open dialogue and continuous improvement.

EFFECTIVE & DIPLOMATIC MANAGER: Possessing strong managerial skills, the CEO navigates the complexities of a large organization with ease. They are politically savvy, able to handle sensitive issues diplomatically and maintain strong relationships with government officials, donors and other key stakeholders. Their business acumen ensures sound financial strategies and operational excellence.

DYNAMIC & AGILE FACILITATOR: This leader responds to changing community needs with agility and dynamic leadership. They are an active listener, capable of identifying challenges and devising effective solutions. Their approach to leadership fosters a positive and productive organizational culture, where employees feel supported and motivated to achieve the library's goals.

ETHICAL & CREDIBLE: The CEO upholds the highest standards of integrity and is seen as a credible and respected figure both within and outside the library community. Their ethical leadership builds trust and confidence among all stakeholders, ensuring that the library's operations and initiatives are conducted with transparency and accountability.

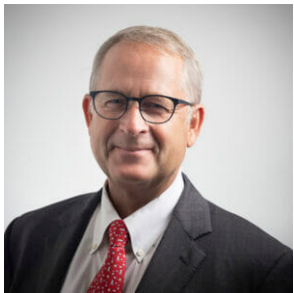
QUALIFICATIONS

- Master's degree (MLS, MA, MBA, or MPA) from an accredited college or university, preferred.
- Extensive knowledge of library philosophy, principles and procedures.
- Minimum of seven years in a large library environment as defined by the American Library Association, preferably in a complex, matrixed organization.
- Technological proficiency in Microsoft Office Suite, library-related software applications and Emerging Artificial Intelligence applications.
- Ability to drive and/or travel for library-related business and events on a local, state, national and international level. Driver's license and personal vehicle required.
- All United States citizens, lawful permanent residents, and any other individual with valid work authorization are eligible for employment at the library.

Board of Trustees

CML's seven-member Board of Trustees is responsible for guiding major decisions about library strategies and operations. This includes everything from capital projects to the customer code of conduct.

MEET THE BOARD



TOM KATZENMEYER
President

President & CEO,
Greater Columbus Arts Council
Appointed by Judges of
Court of Common Pleas
Term: 2018 – 2028



CARLA WILLIAMS-SCOTT
Vice President

Director, Department of
Neighborhoods, City of
Columbus
Appointed by County
Commissioners
Term: 2019 – 2025



DAVID WHITE
Secretary

Senior Vice President of
Technology, RTI International
Appointed by County
Commissioners
Term: 2021 – 2027



SANDY DOYLE-AHERN
Board Member

President, EMH&T
Appointed by Judges of Court
of Common Pleas
Term: 2017 – 2030



TIMOTHY FROMMEYER
Board Member

Executive Vice President
and CFO, Nationwide
Appointed by Judges of
Court of Common Pleas
Term: 2014 – 2026
(Appointed 2nd term)



CATHERINE STRAUSS
Board Member

Managing Partner,
Ice Miller LLP
Appointed by County
Commissioners
Term: 2018 – 2024



TARIQ TAREY
Board Member

Director of Refugee Social
Services, Jewish Family Services
Appointed by County
Commissioners
Term: 2023 – 2029

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.



RESPECT
OPEN TO ALL

INTEGRITY
DO WHAT'S RIGHT



INSPIRATION
ALWAYS IMPROVING



Life in the Columbus Region

THERE'S AN ENERGY AND EXCITEMENT THAT WILL CAPTURE YOUR ATTENTION AS SOON AS YOU ARRIVE.

The second-largest city and fastest-growing metropolitan area in the Midwest, Columbus is a vibrant and diverse place to live and work. Filled with arts, culture, entertainment and an energetic workforce – you're guaranteed to fall in love.



Intel recently announced Central Ohio as the future home of its most advanced semiconductor manufacturing facilities in the world. The project brings a historic \$20 billion capital investment promising 3,000 direct jobs and tens of thousands additional indirect jobs. Intel joins the growing list of Fortune 500 companies in Central Ohio including **Cardinal Health**, **Nationwide**, **American Electric Power**, **Huntington** and more.

The 14th largest city in the US and growing, Columbus has numerous strategic planning efforts underway. A proposed \$2 billion upgrade and new terminal addition to **John Glenn Columbus International Airport (CMH)** will significantly boost capacity and ease customer commutes.

The Columbus Region Relocation Guide

Official relocation guide of the Columbus Region.

Experience Columbus

Explore everything Columbus has to offer. Learn more about arts, entertainment, and nightlife.

The Official Website for the City of Columbus, Ohio

Information from city officials and government agencies.

Columbus School Report Cards

Information about local school districts in the metropolitan area.

Columbus Cost of Living Calculator

Calculate the cost of living in Columbus and compare it to your current hometown.



Columbus is centrally located within a one-day drive or one-hour flight to nearly half the population of the United States and Canada. Destinations within a one-day drive include Atlanta, Charlotte, Chicago, Nashville, New York City, Philadelphia, St. Louis, Washington D.C. and Toronto.

The capital city has rapidly gained a reputation as an up-and-coming culinary destination. The **culinary scene** features top-ranked chefs, award-winning restaurant groups (including **Cameron Mitchell Restaurants**), a rich farm-to-table movement and one-of-a-kind restaurants and bars.

Neighborhoods surrounding downtown are bursting with activities and artists are shaping new areas into dynamic spaces to explore. Whether you seek a bustling urban loft or a quiet suburban home, Columbus has a neighborhood for you. No matter where you live, you won't spend your time commuting, the average downtown commute is less than 25 minutes.

Columbus has over 26 colleges, universities and technical schools, making it the city with the second highest number of college students per capita in the nation. **The Ohio State University**, located just north of downtown and the **Short North Arts District**, leads enrollment with more than 66,000 students.

Columbus City Schools and several outstanding suburban and private school districts are located in Franklin County. The metropolitan area's K-12 education options include schools ranked by U.S. News & World Report as top U.S. high schools.

Process of Candidacy



BeecherHill is retained by and pleased to partner with the Columbus Metropolitan Library, and the search committee, in their search for the next Chief Executive Officer.

We welcome applications, recommendations of outstanding prospects, and confidential inquiries, with preferred contact details, to be directed to our firm. Follow-on conversations and inquiries will be responded to by Cindy Hilsheimer, Mark Ryan, and Becca Aschinger.

Email: CMLCEO@beecherhillsearch.com

The information herein has been copied, compiled, and/or quoted in part from CML documents and/or personal interviews with CML's approval. The information herein is believed to be reliable, but while every effort has been made to ensure the accuracy of the information, original source documents and factual situations govern. Although BeecherHill and CML have done their best to include relevant information, information herein should not be viewed as all-inclusive. Information about compensation, benefits, and other terms and conditions must ultimately come from CML or resources made available by CML. © 2024 BeecherHill. All rights reserved.

CML is a public entity subject to Sunshine Law per Ohio Revised code section 121.22 and the Ohio Public Records Law. All materials submitted to BeecherHill related to the CML CEO search are subject to public records request.

CML's Diversity Statement: Open to all doesn't just apply to our customers, it applies to our hiring practices as well. We put respect at the top of our values and that's how we treat our candidates and employees. At Columbus Metropolitan Library, we are striving to build a workforce that is as diverse as the communities we serve.

Disclaimer: This job description is not exhaustive of all responsibilities, skills, efforts or working conditions associated with this job. Additional job duties are to be performed as needed or assigned. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions of this job, unless doing so will cause undue hardship on the operations of the Library.