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Mission & Vision Statement

It is the mission of Brooklyn Public Library to ensure the preservation and transmission of society’s knowledge, history and culture, and to provide the people of Brooklyn with free and open access to information for education, recreation and reference. It is our vision that Brooklyn Public Library will be a vital center of knowledge for all, accessible 24 hours a day, and will be a leader in traditional and innovative library services which reflect the diverse and dynamic spirit of the people of Brooklyn.
Despite the many challenges this year brought, the public library remained one of the most trusted and democratic institutions in America. Before and after the pandemic transformed our city, Brooklyn Public Library continued to ensure that our patrons—from two-month-olds to nonagenarians—have the resources they need to participate in our society.

This year, BPL librarians, staff, patrons and partners posed important questions about the historical forces that have shaped that society. We observed the 400th anniversary of the arrival of enslaved Africans to Virginia with ‘Til Victory is Won, a teach-in that examined freedom movements and liberation strategies that span centuries. We announced a plan to form the Center for Brooklyn History, which will make the largest archive of Brooklyn history in the world accessible to everyone in our borough. As part of the 28th Amendment project, we distributed 35,000 copies of the U.S. Constitution in English and Spanish and gathered readers to discuss our country’s founding ideals and how we might finally realize them.

Librarians know that if we understand our shared history, we’ll be much better equipped to build a more equitable, more sustainable future. BPL launched environmental education initiatives such as Climate Wednesdays, a monthly series of talks by experts and activists, and the Garden Adventures Club, which empowers school-age children with gardening skills. We hosted the first Healthy Communities Conference, where library staff learned how to deliver effective health programs on everything from nutrition to positive aging.

Of course, the COVID-19 pandemic drastically shifted how we delivered all of our services. In March, we were forced to close our doors for the first time in our 124-year history and adapted, with extraordinary speed and resiliency, into a digital institution. We dramatically expanded our collection of e-materials and began producing thousands of virtual programs from homework help for remote students to personalized job assistance for those who found themselves suddenly unemployed. In an average week, more than 13,000 children tuned into virtual storytimes in English, Spanish, Urdu and Tibetan. Even in the face of unprecedented isolation, with the steadfast support of our donors, trustees, elected officials and volunteers, Brooklyn Public Library carried on doing the work we’ve always done: sustaining our city’s sense of community and continuity; ensuring we remember our past and, together, build a truly democratic future.

Very truly,

Linda E. Johnson

President & CEO

Susan Marcinek

Chair, Board of Trustees
Books & Collections
The collection is the heart of any library system, and this year, Brooklyn Public Library was proud to announce an historic expansion as well as newsworthy additions and celebratory milestones.

In honor of BookMatch’s fifth anniversary, the Library hosted an end-of-summer party fit for the readers’ advisory service. Patrons were invited to Central Library to receive on-the-spot, personalized booklists from expert BookMatch librarians. Plus, the BookMatch Teen team was stationed in Central Library’s Youth Wing to recommend great reads to their peers.

In the fall, the Library celebrated the fifth anniversary of the Brooklyn Public Library Literary Prize. The Library’s young supporters group, the Brooklyn Eagles, established the Prize in 2015 to recognize works that advance BPL’s mission of bringing literature and insight into the changing tastes of library patrons to select the nominees, and the Prize is one of only a few major literary awards bestowed by a public library system.

“I always advise people never to mess with librarians. They are as feisty and formidable as they are brilliant and generous. They are warriors for our public knowledge, nurturers of our imaginations and organizers of our intellect,” said nonfiction award-winner Dr. Tressie McMillan Cottom.

The Brooklyn Public Library Literary Prize was generously underwritten by the Peck Stacpoole Foundation, with additional support from City Point. The winning books—Tressie McMillan Cottom’s Thick: And Other Essays and Miriam Toews’ Women Talking—were honored at BPL’s annual fall fundraising event, the Brooklyn Classic.

This year, the Library expanded its collection with a special focus on the borough’s history. In February, BPL announced that it had digitized nearly 1,000 New York City high school newspaper issues spanning from 1853 to 1994. Several famous Brooklynites appear in the publications, including Shirley Chisholm (Girls High), Bobby Fischer (Erasmus Hall High School), Janet Yellen (Fort Hamilton High School) and Bernie Sanders (James Madison High School). The newspaper archive can be searched by keyword and is accessible to all via the BPL website.

“We are delighted to be able to share this archive with public,” said Natba Guy-Clement, Assistant Director of Collections and Public Service. “In essays, interviews, poems and reporting, students share the news of their school and beyond, covering important events including the assassination of John F. Kennedy and interviewing the most significant figures of the time, including Martin Luther King.”

In February, Brooklyn Public Library and Brooklyn Historical Society announced a plan to combine the institutions to form the Center for Brooklyn History. The Library will serve as the parent institution, taking responsibility for stewarding the Historical Society’s landmark home, holdings and programming, providing access and awareness to a broad public through its 59 library branches in every neighborhood in the borough, 850,000 cardholders and nearly 8 million annual visitors. BPL’s significant Brooklyn Collection will be combined with the archives of Brooklyn Historical Society in its Pierrepont Street building, creating the premier collection of the history of Brooklyn.

“Brooklyn Historical Society and Brooklyn Public Library are both educational institutions dedicated to helping individuals build a sense of self, a sense of place and a sense of community. Together our institutions hold important collections of material, manuscripts, and artifacts, vital to our shared history that we are committed to making accessible to everyone,” said Brooklyn Public Library President and CEO Linda E. Johnson. “I’m thrilled this partnership will provide a new level of care and interpretation of our own collections, and that we will greatly expand access to this combined archive through our far-reaching networks and library branches.”

When the Library closed its physical locations due to COVID-19, staff brainstormed ways to connect Brooklynites with BPL’s digital collection. The Library revamped its website to spotlight BPL’s digital library card, eBooks and audiobooks, subscriptions and online learning resources. BPL also dedicated funding to greatly expand its digital collections; since March 2020, e-checkouts of children’s materials nearly tripled, and e-checkouts of young adult materials increased by 80x. Always forward-thinking, the Library created a collection of COVID-19 stories for its local oral history archive, Our Streets, Our Stories. The testimonies shared by frontline workers and everyday New Yorkers will help future Brooklynites understand how the crisis unfolded at a local level.
Arts & Culture
Whether the events took place in person or online, it was another year chock full of premier cultural programming at Brooklyn Public Library.

The Library hosted the first-ever International Lou Reed Tai Chi Day on August 3. Central Library’s flagship event, created in partnership with musician and performance artist Laurie Anderson and her late husband’s estate, featured classes, demonstrations and meditations in honor of the Brooklyn native’s decades-long practice of tai chi and its principles. Simultaneous celebrations took place in Paris, Warsaw, Berlin, San Francisco and Washington DC.

In the fall, the Library observed the 400th anniversary of the arrival of enslaved Africans to the shores of present-day Jamestown, Virginia, with ‘Til Victory Is Won: 400 Years of Making Revolution and Inventing Utopia. During the five-hour-long teach-in, guest lecturers and panelists, including New York City Public Advocate Jumaane Williams and Nikole Hannah-Jones, Pulitzer Prize-winning reporter for The New York Times and creator of the landmark 1619 Project, examined freedom movements and liberation strategies from the Middle Passage to Black Lives Matter and beyond. In the weeks before and after ‘Til Victory Is Won, BPL branches across the borough held dedicated programs in association with the Library’s observation of the anniversary. The event was co-curated by Brian Tate with cultural advisors from Weeksville Heritage Center; the Center for Black Literature at Medgar Evers College; Kimberly Peeler-Allen, co-founder of Higher Heights, a national organization building the political power and leadership of Black women; Columbia University; Harvard University; and the 400 Years of Inequality Committee.

In February, Central Library was host to two exciting, provocative events. For the fourth year in a row, BPL and the Cultural Services of the French Embassy co-presented A Night of Philosophy and Ideas, an all-night marathon of philosophical debate, performances, screenings and readings by the world’s leading philosophers and intellectuals. The program was made possible with support from The Gladys Krieble Delmas Foundation, Sixpoint Brewery, the Wythe Hotel, Colson Patisserie and WNYC, the Official Media Partner of the BPL Presents season. At the end of the month, the Library welcomed Nobel laureate Joseph Stiglitz and best-selling author Anand Giridharadas for a live recording of Project Syndicate’s Opinion Has It podcast. Their conversation, which took place just before Super Tuesday of the 2020 presidential election, addressed widening inequality in the United States as well as the presidential candidates’ policy proposals.

While patrons rely on BPL for information, resources and services, for many Brooklynites, the Library is also a vital source of connection and entertainment. Thankfully, BPL’s programs and events team was able to quickly pivot to virtual programming when the COVID-19 pandemic shut down New York City. The Library opened its cultural archives and made previously-recorded programs available online, including author talks and Classical Interludes concerts. Live, virtual programs were designed with current events in mind—guided meditation and stress management series, online film screenings, book discussion groups and more were offered to make staying home a little bit easier.
Environmental Awareness
Through education initiatives, art exhibitions and community partnerships, Brooklyn Public Library made it a priority to increase environmental awareness.

Robleto, whose joint exhibition was accompanied by artist talks and ecology workshops. The exhibition was made possible by the Katowitz Radin Endowment and the programming was in partnership with the Prospect Park Alliance and More Art.

A Tree Grows in Brooklyn: An Exploration of Our Plant Life and Green Spaces was created by BPL’s Brooklyn Collection. The exhibition examined plant life and green spaces throughout Brooklyn’s history, and explained how they have always represented pockets of resistance in the borough: the spaces themselves act against encroaching development, and as an invitation to stop, think and pay attention, while the people behind them remind us of the power of community-oriented activism.

This year, the Library invited the public to consider their own role in reducing energy use and combating climate change. Thanks to funding from a Department of Citywide Administrative Services grant, patrons can borrow a free, home energy audit toolkit to help maximize energy efficiency in their homes. By using the kit—which includes a thermal imaging camera and an electricity usage monitor—families can identify ways to reduce energy use and save on monthly utility bills.

Aspiring environmentalists can get involved by joining BPL’s Garden Adventures Club, a program for school-aged children offered by the Inclusive Services department. Through stories, songs and hands-on activities, participants learn how to grow fruits and vegetables, how to create compost, how to prepare a garden for springtime and more. Garden Adventures Club is funded by Coordinated Outreach Library Services aid from the New York State Education Department, administered by the State Library’s Division of Library Development.

Finally, the Library shared that it achieved a 40% reduction in its greenhouse gas emissions, saving 3,500 metric tons of carbon dioxide equivalent (CO2e) since 2006. Under the direction of its energy team, which oversees the Library’s 59 branches, BPL has undertaken a strategic plan to reduce energy use and emissions. The plan involves 45 LED lighting retrofits; the installation of 22 smart building monitor systems which manage lighting, heating and air conditioning; and 30 HVAC upgrades in design or construction. By 2050, BPL aims to be a net zero agency, dramatically reducing energy use while increasing the resiliency of its facilities and the communities it serves.

In celebration of September’s Climate Week NYC, the Library announced a year-long series of lectures and workshops devoted to the environment. Central Library’s Information Commons, in partnership with the volunteer organization 350Brooklyn, launched Climate Wednesdays: Solutions for a Cooler Brooklyn. At the monthly series, environmental experts and activists explored the challenges of the global climate crisis and discussed strategies for effective, equitable, local solutions.

Throughout the year, the Library continued to host the Green Series. The program is dedicated to sharing the voices of innovators in environmental conservation during the construction of the new Greenpoint Library and Environmental Education Center. This year’s Green Series speakers included Josh Fox, the Oscar-nominated, Emmy-winning writer/director of the documentary Gasland, as well as beloved writer and naturalist Terry Tempest Williams. The Green Series is made possible by Whole Foods Market.

In January, the Library unveiled two art exhibitions with an environmental focus. Weaving the wonders of the cosmos with urgent questions around habitable futures, Stars Down to Earth featured work by artists Mary Mattingly and Dario
Community Outreach

#GetCountedNYC
This year, the Library expanded its community outreach programs and discovered new ways to connect with Brooklynites.

In the fall, the Library hosted the Healthy Communities Conference to teach BPL staff how to promote and deliver effective health programming to library visitors. During the two-day training, community health leaders and representatives from the Network of Libraries of Medicine presented on topics including mental health and wellness, positive aging, reproductive and caregiver health, food and nutrition, and consumer health information literacy. The conference was organized by BPL’s Healthy Communities Initiative, which is supported by the National Network of Libraries of Medicine and the National Institutes of Health.

Brooklyn Public Library also enlisted its First Five Years program to deliver storytimes in the borough’s family homeless shelters. The facilitators assist library staff by selecting appropriate books and toys, reading aloud stories and rhymes to children and their caregivers, and promoting various BPL programs that improve children’s literacy. This program is supported by the Hamond Family Foundation and Terry Mansky.

As part of a yearlong partnership with THE CITY, a nonprofit digital news platform, BPL launched The Open Newsroom. The two organizations convened neighborhood meetings at Brighton Beach, Flatbush, Marcy, New Lots, New Utrecht and Red Hook libraries in order to better understand how information finds its way to and through a community and to explore how to make local news more collaborative. In the initial round of meetings, more than 300 attendees explained the local issues that affect them.

In March, the Library announced the 28th Amendment Project, a year-long civic engagement initiative to discuss, debate and propose the next amendment to the United States Constitution, offering Brooklyn’s nearly 2.5 million residents an opportunity to reflect on the fundamental principles on which the country was founded, and how those precedents should be adapted to address modern-day realities and hopes for the future. Working with the ACLU and NYCLU, the Library enlisted artists, writers, journalists and activists to lead town hall meetings throughout the year. When the series of meetings concluded, “framers” composed a written draft that summarized the public sentiments captured in the town halls.

The final crowd-sourced draft was distributed at all 59 BPL branches and posted online ahead of the 2020 presidential election. BPL also partnered with the City of New York to support critical outreach for and education about the 2020 Census. In 2010, only 52% of Brooklyn households responded to the Census, making it one of the hardest-to-count counties in the nation. In order to ensure that every resident, regardless of age, race or immigration status, is fairly and accurately counted, New York’s public libraries received funding from the City, the Charles H. Revson Foundation and FJC - A Foundation of Donor Advised Funds to hire a team of customer service representatives to design all-ages programming to educate the public on the Census, and create a Census awareness and outreach campaign.

In the spring, construction was completed on the Civic Commons, the first public space developed through Central Library’s renovation project and the first expansion of public space at Central Library since the early 1970s. Designed to be a hub for community services, it houses a 40-desktop computer lab, a Passport Services Center and IDNYC office, as well as an office where partner agencies can provide free information on social services, benefits enrollment, legal assistance and government initiatives. In the future, the Civic Commons will host civic events such as local community meetings, informational workshops and voter registration drives thanks to partnerships with Brooklyn Borough President Adams, Brooklyn Voters Alliance, Immigration Justice Corps, the NY State Comptroller’s Office, the DOH Office of Health Insurance Programs, Mester Street, Brooklyn Pride Center and others.

When COVID-19 closed libraries and ended in-person programming, BPL staff remained available to patrons by pivoting to virtual and telephone outreach. The Library’s Census team hosted virtual community forums and online “office hours” with Census Navigators to reach hard-to-count communities and ensure more accurate numbers. The Services for Older Adults team connected senior cardholders with BPL’s online programs by providing one-on-one tech support to Brooklyn participants, which serves approxi mately 900 housebound patrons. The team also made wellness calls to all housebound patrons, letting them know about BPL’s virtual programs and offering to set up weekly phone calls from librarians.

The pandemic had a particularly negative effect on small business owners and freelancers. In response, the Library’s Business & Career Center coordinated an array of helpful online resources and classes, including financial counseling and resume help by phone and email, a LibGuide listing government and nonprofit COVID-19 support, and voter registration drives thanks to partnerships with BPL’s business and career databases, and virtual tax workshops for independent workers. Thanks to continued lead support from Dime Community Bank, the annual PowerUp! Business Plan Competition was successfully transformed into a virtual program—the PowerUp! team set up virtual orientations, accepted online applications and held online classes for participants.

“Our patrons are some of those hit hardest by the order to shelter in place. They are individuals who’ve lost their jobs or entrepreneurs whose businesses are struggling to survive.”

MAUD ANDREWS, MANAGER OF THE BUSINESS & CAREER CENTER

“Our users are some of those hit hardest by the order to shelter in place. They are individuals who’ve lost their jobs or entrepreneurs whose businesses are struggling to survive,” said Maud Andrews, Manager of the Business & Career Center. “B&CC is committed to offering them support, encouragement and assistance in sorting out and responding to the impact COVID-19 has had on the economy and their own financial well-being.”
Youth & Families
When COVID-19 shut down New York City, Brooklyn Public Library became a leading example of what a virtual library can achieve, especially on behalf of children and families.

Alma Schapiro Fund, the Everyone is Welcome Here world language family series funded by Apple Bank, video game tournaments, creative writing and art workshops, cooking classes and much more. By the summer of 2020, BPL’s virtual storytimes were offered in multiple languages (English, Spanish, Urdu and Tibetan/English) and have generated cumulative weekly viewership averages of nearly 11,000.

In order to support Brooklyn’s children and families as they adjusted to remote school, the Library revamped its online resources page to highlight the many virtual education resources available to cardholders. The Library’s free databases and digital resources—live online tutoring for K-12 graders, streaming educational videos, interactive learning tools and more—help students engage in remote or blended learning. As part of a partnership with BPL, CBS2/WLNY and Altice USA generously donated airtime to broadcast a PSA that promoted BPL’s extensive roster of digital programs developed to respond to the COVID-19 crisis.

In addition, Brooklyn Connections developed digital social studies curriculum packets full of primary source documents from the Brooklyn Collection. Through the sources and corresponding guiding questions, students gain new perspectives about Brooklyn’s historical people, places and events. Brooklyn Connections is funded by The Morris and Alma Schapiro Fund, The Hearst Foundation, Epstein Teicher Philanthropies and the Festa Family.

Librarians also revamped popular young adult programming to provide a much-needed outlet for tweens and teens. Brooklyn CookMobile librarians livestreamed their cooking classes to teach teens basic kitchen skills and how to prepare multicultural recipes. During the Write Stuff Wednesdays series, a young adult librarian used Instagram Stories to share poetry and fiction prompts with practicing writers. Mystery lovers were invited to travel back in time to learn local history and unlock Brooklyn’s secrets by playing Retro Detectives, BPL’s virtual breakout puzzles. Major support for Retro Detectives was provided by the New York Life Foundation, the 2020 city-wide sponsor for the Summer Reading Program.

In the spring, BPL launched Library on Call, a new service to connect Brooklynites with free stories and poems via a dedicated phone line. Seven days a week, stories and poems are selected and recorded by librarians from all parts of the borough who specialize in children’s literature and school outreach programs.

“We are thrilled to be able to offer a bedtime story to our young patrons every night and a poem to inspire the whole family,” said Nick Higgins, BPL’s Chief Librarian. “Poems and stories have tremendous power to create space for reflection and joy amid the uncertainty we are all facing.”

On March 12, 2020, Brooklyn Public Library announced it was suspending all public programming in support of the City’s efforts to limit the spread of COVID-19. The very next day, on March 13, a children’s librarian hosted a virtual storytime on BPL’s Facebook page that was attended by 5,200 viewers.

Within the span of a week, all of New York’s non-essential businesses had to close their physical locations, including Brooklyn Public Library. By that time, however, librarians and staff members had already begun the process of moving vital programs and services online. The Library’s robust virtual programming for all ages now includes daily storytimes, Brainy Babies early literacy activities funded by the Robin Hood Foundation, chess lessons funded by The Morris and

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“Poems and stories have tremendous power to create space for reflection and joy amid the uncertainty we are all facing.”

Nick Higgins, Chief Librarian

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### Financial Overview

#### Statements of Financial Position (in thousands)

<table>
<thead>
<tr>
<th>June 30, 2020</th>
<th>June 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
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<tr>
<td>Cash and cash equivalents (including restricted cash of $107 in both years)</td>
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<td>Restricted cash segregated account</td>
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<td>Receivables, net</td>
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<td>Investments</td>
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<td>Prepaid and other assets</td>
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<td>Property and equipment, net</td>
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<td>Liabilities and Net Assets</td>
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<td>Accounts payable, accrued expenses and advances</td>
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<td>Deferred revenue</td>
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<td>Funds received in advance</td>
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<td>Line of credit payable</td>
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<td>Net assets</td>
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<td>Undesignated, available for operations</td>
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<td>Board-designated for building renovation</td>
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<td>With donor restrictions</td>
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<td>Restricted for time and purpose</td>
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<td>Total net assets</td>
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#### Total Expenses (in thousands)

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<th>Fiscal Year 2019</th>
<th>Fiscal Year 2018</th>
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<td>Total Operating Expenses</td>
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<td>Neighborhood Libraries</td>
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<td>Special Programs</td>
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<td>Management and General</td>
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<td>Fundraising</td>
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<td>Total Operating Expenses</td>
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#### Total Revenue & Support (in thousands)

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<th>Fiscal Year 2020</th>
<th>Fiscal Year 2019</th>
<th>Fiscal Year 2018</th>
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<td>City of New York</td>
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<td>State &amp; Federal Government</td>
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<td>Contributions</td>
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<td>Contributed Facilities &amp; Utilities</td>
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<td>Net Investment Income</td>
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<td>Total Revenue &amp; Support</td>
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### Financial Ratios (in thousands)

The accompanying statements of financial position were taken from the audited financial statements as of and for the year ending June 30, 2020, for Brooklyn Public Library. For a complete copy of the audited financial statements, please write to: Finance Department, Brooklyn Public Library, 10 Grand Army Plaza, Brooklyn, NY 11238

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**BROOKLYN PUBLIC LIBRARY**

**ANNUAL REPORT FY ’20**
### Statements of Activities (in thousands)

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<thead>
<tr>
<th>Operating support &amp; revenues</th>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total</th>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total</th>
<th>Without Donor Restrictions</th>
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<td>Purchase discount reimbursement contribution</td>
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<td>Contributed facilities and utilities</td>
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<td>$33,837</td>
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<td>Net investment income</td>
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<td>Special events, net of direct benefit to donors of $15 and $104 in 2020 and 2019, respectively</td>
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<td>$31</td>
<td>$977</td>
<td>$977</td>
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<td>Fines, royalties and other revenue</td>
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<td>Total operating support and revenues</td>
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<td>$1,004</td>
<td>$185,666</td>
<td>$180,163</td>
<td>$(462)</td>
<td>$179,701</td>
<td>$195,850</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Operating expenses

<table>
<thead>
<tr>
<th>Program services</th>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total</th>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total</th>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Library</td>
<td>$30,904</td>
<td>$30,904</td>
<td>$29,269</td>
<td>$29,269</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neighborhood libraries</td>
<td>$113,430</td>
<td>$113,430</td>
<td>$112,422</td>
<td>$112,422</td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Special programs</td>
<td>$15,899</td>
<td>$15,899</td>
<td>$15,658</td>
<td>$15,658</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total program services</td>
<td>$165,233</td>
<td>$165,233</td>
<td>$137,349</td>
<td>$137,349</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting services</th>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total</th>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total</th>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>$14,909</td>
<td>$14,909</td>
<td>$13,230</td>
<td>$13,230</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Fundraising</td>
<td>$4,708</td>
<td>$4,708</td>
<td>$5,103</td>
<td>$5,103</td>
<td>$179,850</td>
<td>$179,850</td>
<td>$181,986</td>
<td>$181,986</td>
<td>$185,666</td>
</tr>
<tr>
<td>Total support services</td>
<td>$19,617</td>
<td>$19,617</td>
<td>$18,333</td>
<td>$18,333</td>
<td>$180,163</td>
<td>$180,163</td>
<td>$195,850</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$179,850</td>
<td>$179,850</td>
<td>$175,682</td>
<td>$175,682</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net assets from operating activities</td>
<td>$4,812</td>
<td>$1,004</td>
<td>$5,816</td>
<td>$4,461</td>
<td>$(462)</td>
<td>$4,019</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Non-operating activities

| Grants              | $1,430                      | $1,430                  | $2,033  | $2,033                      |                         |       |                             |                         |       |
| Grants and capital contributions for improvements | $20,310                     | $20,310                 | $13,315 | $13,315                     |                         |       |                             |                         |       |
| Permanently restricted contributions | $26                        | $26                    | $86     | $86                        |                         |       |                             |                         |       |
| Capital grants expenditures | $(18,009)                  | $(18,009)               | $(11,464) | $(11,464)                   |                         |       |                             |                         |       |
| Loans on disposals of property and equipment | $(656)                      | $(656)                  | $(242)  | $(242)                      |                         |       |                             |                         |       |
| Depreciation and amortization | $(3,861)                   | $(3,861)                | $(4,013) | $(4,013)                    |                         |       |                             |                         |       |
| Investment (losses) gains not designated for current operations | $(1,157)                    | $(1,157)                | $(1,387) | $(1,387)                    |                         |       |                             |                         |       |
| Net assets released from restrictions for capital expenditures | Change in net assets from non-operating activities | $4,253                   | $(2,051) | $(2,201)                   | $1,954                  | $753  |                             |                         |       |
| Change in net assets | $559                        | $3,156                  | $5,280  | $1,492                      | $4,772                  |       |                             |                         |       |
| Net assets – July 1 | $86,885                     | $30,534                 | $116,800 | $116,800                    |                         |       |                             |                         |       |
| Net assets – June 30 | $86,885                     | $33,730                 | $120,615 | $120,615                    |                         |       |                             |                         |       |

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  - The Andrew W. Mellon Foundation

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Kunom North America
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