



Library Board of Trustees

Library Board of Trustees Meeting

Via Zoom

Monday, January 23, 2023, 4:00pm – 5:30pm

Trustees Present

Ailen Arreaza
Peggy Brookhouse
Stacey Brown
Jon Buchan
Joe Helweg, Chair
Gloria Kelley
Dr. Kimmerly Martin
Tracy Montross
Dr. Amy Hawn Nelson
Preethi Srinivasan
Charles Thomas
Dr. Ricky Woods

Absent

Staff Present

Elyse Berrier
Kevin Bittle
Michael Boger
Shelley Book
Barbara Cantisano
David Dillard
Michael Engelbrecht
Harold Escalante
Jenni Gaisbauer
Krystal Green
Jesse Isley
Meryle Leonard
Pamela McCarter
Caitlin Moen
Angie Myers
Emily Nanney
Chantez Neymoss
John O'Connor
Emery Ortiz
Keisha Portis
Amy Richard
Elesha Roupp
Holly Summers Gil
Hilary Swierc
Tony Tallent
Marcellus Turner
Martha Yesowitch

Others Present

Gene Cochrane
Mark Kutny

Joe Helweg opened and welcomed everyone to the Board Meeting at 4:00pm and introduced the Board's newly appointed Trustees including Preethi Srinivasan, Peggy Brookhouse and Stacey Brown. Tracy Montross was thanked for her leadership on the governance committee that led to their appointment.

Absence with Cause

Mr. Helweg requested a motion to approve absence with cause for Charles Thomas. On a motion by Dr. Woods and seconded by Peggy Brookhouse, the Trustees unanimously approved his absence with cause.

Minutes

Mr. Helweg requested a motion to approve the minutes from the Board of Trustees meeting held on January 23, 2023, and on a motion by Tracy Montross and seconded by Ailen Arreaza, the Trustees unanimously approved the November 21, 2022, meeting minutes.

Chair Update

There have been several topics identified as needing deeper dives over the next few months. Those topics include intellectual freedom, business diversity inclusion, budget and vision and goals for the library. Today we will take a deep dive into MT's vision and strategic goals for the library system moving forward. Mr. Helweg then turned the meeting over to MT.

Charles Thomas joined the meeting.

CEO Update

In April of 2021, after 6 months on the job I joined your retreat where I began to identify the work we needed to do as a system. What I am sharing today is the continuation and progress of my observations that are broken down into the vision and the strategic goals. I would like to save the vision for last and go straight to the strategic goals. Some of this work is going to come to fruition over the next 5 and a half months and some will come later but for those items we will at least have set a course for action.

1. Program of Service

Define a program of library service appropriate for a library of our size and reputation in the greater library community across the state and the country. This program of service will chart a course of service inclusive of great collections and materials, knowledgeable and trained staff, educational, recreational and informational programs, informational and reference assistance, Carolina history, technology access, mission-driven partnerships and outreach to serve underrepresented communities and / or communities without immediate access to a CM Library. It will also address staffing needs and growth.

Background

Though still in the last vestiges of a pandemic, we are in a position where we can reinstitute many of our pre-pandemic programs and [services](#), but we must also work to expand the work that we do and increase use for meaningful engagement and impact in the ways our public wants them delivered.

2. Strategic Direction

Craft a proposal that captures a plan / outline for embarking on a 3-year Strategic Direction that represents what we want CML to be to our users and our community. It will include content related to the process / plan itself, library service in the areas of the individual, community and the institution, covering off on communications, community and staff engagement, timeline, delivery, and an estimate of cost to implement.

Background

The Library is currently delivering library services based on Blueprint 2025, a 10-year, customer-based survey / study that identified interests of Charlotte-Mecklenburg residents in the year 2025. In the absence of a strategic direction, it has been used as such a product for the library and for the State Library. It expires in 2025.

3. Human Resources Infrastructure

Create a staffing plan that identifies staffing needs for the Human Resources division which adequately supports and / or supplements recruitment, onboarding and orientation, clerical, training and professional development, equity and diversity, investigative matters and performance management needs of the staff and the organization.

Background

The Library's 2-member HR unit (including the unit head) is supported in its work by the County's HR department and staff. Even so, the human resource and employee relations needs of CML are much greater than supported under this staffing plan and arrangement. As well, the department has had serious challenges recruiting and retaining staffing for these 2 positions.

4. Funding

The Library's future depends on additional funding from both the private and public (community) sector to appropriately support current operations and research and future growth. We will identify additional funding needs and a potential list of diversified funding opportunities to support the work of our libraries and the giving interests of private and public donors and supporters while supporting the current community phase of the CommonSpark giving.

Background

Current library funding is roughly 93% county-based. Additional funding for the library comes from public giving, grants and annual corporate gifts and state and federal support. A strong focus on support for New Main Library (CommonSpark) is our principal goal with the intent of eventually broadening fundraising opportunities to meet other programmatic needs.

5. Budget

The Library's future and future growth depends on increased funding to appropriately fund and support current operations, staffing, programming and resources. We will create a team to articulate unmet needs of the organization and identification of work we are unable to do. We will then transition that work into next year's workplan.

Background

Current library funding is 93% county-based. In many areas, the library is not staffed to fully operationalize the work required of a leading library system. Increasing the library's operations budget is needed to fully deliver a program of service that melds in-house use and outreach that carries library services into our communities and areas of great need.

6. Projects In Motion

Attend to and reconcile currently active projects.

Background

There are several major projects and works in motion that will close this year and some will continue. It will be critical that we formally close any that we can, taking a moment to assess and appreciate the work and address moving forward.

In-Motion Projects

- Close out MeckTech with a review of this project and CML's capacity to conduct such work and fit for our industry
- Close out Communications Audit with implementation of recommendations for improvement
- Continue with building projects of New Main and New University City
- Continued support of CommonSpark Campaign
- Continuous improvement on themes identified in the Employee Climate Survey
- Continue to improve safety and security conditions for both employees and public
- Review Policies and Procedures including 3rd Party use of data
- Continuous development of best practices for use in our libraries
- Continue work with Board on Library Education and Advocacy
- Support board and new trustee onboarding and orientation
- Implement accountability processes for operations and management

Vision

Share and articulate a visionary concept yielding a vision of Charlotte Mecklenburg Library serving, responding and leading as a 21st Century Library for both its customer, community, and the profession. In so doing, our informational assistance to our customers is paralleled by an equally strong commitment to civic and cultural engagement (public commons), growth, support and life fulfillment.

Objective

Charlotte Mecklenburg Library makes a difference in the lives of our users personally, civically and culturally.

Background

Libraries are often seen as institutions of knowledge but libraries of the 21st Century must move beyond just being an institution and lead with a passion for people and helping their communities succeed.

After some board discussion the following items were brought forth by trustees as being of special interest:

- Supporting community arts programs by connecting local artists with employment opportunities
- Partnering with other local organizations to convene people for an amazing speaker series', group meetings etc.
- Actionable steps to offer excellent programs for writing given the recent rise in artificial intelligence in that space
- Maintaining brick and mortar as the funding priority
- Clarity regarding the library's role in the digital space
- Clarity regarding the library's role in welcoming new members to our community
- Implementation of a balanced scorecard, or something similar, that will identify specific tactics and deliverables and track our progress

Committee Reports

Finance Committee

Angie Myers presented the following Budget Adjustments:

FY2023 Budget Adjustments					
Budget Adjustment Number	FY2023 or Multi-Year	Short Description	Budget Category	Revenue Budget Adjustment Amount	Expenditure Budget Adjustment Amount
230101	FY2023	Pineville Collections	Revenue: Foundation Contribution	1,300	
230101	FY2023	Pineville Collections	Expenditure: Library Collections		1,300
Total FY2023 Budget Adjustments				1,300	1,300
Multi-Year Budget Adjustments					
Budget Adjustment Number	FY2023 or Multi-Year	Short Description	Budget Category	Revenue Budget Adjustment Amount	Expenditure Budget Adjustment Amount
230102	Multi-Year	ARPA Digital Divide	Revenue: Mecklenburg County	2,917,635	
230102	Multi-Year	ARPA Digital Divide	Expenditure: Salaries & Benefits		399,808
230102	Multi-Year	ARPA Digital Divide	Expenditure: Library Collections		1,343,627
230102	Multi-Year	ARPA Digital Divide	Expenditure: Facility Related		24,000
230102	Multi-Year	ARPA Digital Divide	Expenditure: Professional Services		300,000
230102	Multi-Year	ARPA Digital Divide	Expenditure: Technology & Equipment		280,200
230102	Multi-Year	ARPA Digital Divide	Expenditure: Programming		60,000
230102	Multi-Year	ARPA Digital Divide	Expenditure: Personnel Related Expenses		50,000
230102	Multi-Year	ARPA Digital Divide	Expenditure: Misc General Operating Expenses		460,000
Total Multi-Year Budget Adjustments				2,917,635	2,917,635
Grand Total Budget Adjustments				2,918,935	2,918,935

After some discussion and on a motion by Joe Helweg, seconded by Charles Thomas, Trustees unanimously approved the budget transfers listed above.

Charles Thomas pointed out that the library's ability to follow through on projects that benefit our community and prove that we are a trusted partner aided our ability to secure these funds.

Budget Update

Angie Myers provided the following update:

- February 3- The library will get budget instructions from the county
- February 20- The library will present a preliminary budget to the county
- The library budget will be in full swing by the time the trustees meet again on February 20
- Library leadership has created this budget prioritization list with estimated costs

Priority	Item	Estimated Amount
1	Compression/Equity Pay Adjustments	\$1M
2	Chief Equity & Inclusion Officer	\$100k
3	HR Coordinator (1 Position)	\$55k
4	Marketing & Communications Specialist (1 Position)	\$65k
5	Outreach Positions (2)	\$130k
6	Data Analyst (1 Position)	\$65k
7	Community Programs Coordinator (1 Position)	\$65k
8	Programming (including Meck Pre-K/Active Reading)	\$250k
9	Library Collections	\$1.8M

- Current requests stand at \$3.5M
- Does not include "business as usual" contractual increases

After some board discussion the following items/questions were brought forth by trustees:

- If the county ~~didn't~~did not fund the Chief Equity & Inclusion Officer last year, what has changed that leads us to believe we will have success this year?
- Concerned that programming and collections is at the bottom of the list
- The positions listed are critical to realize our vision and our goals
- The February meeting will be a great time to move forward the budget discussion based on the feedback from the county and their priorities and also a great opportunity to dive deeper into how the trustees should engage with the BOCC

CIP

The library is feeling positive about the next 5-year CIP process.

Library CEO Report

- Community Read
 - Books
 - The People We Keep
 - The Edge of Anything
 - Font Desk
 - The Big Umbrella
 - Community Read will be held the month of March and you will receive the title book in the mail
- University City
 - On Thursday, March 26 at 6pm there will be a public engagement session at UC on the new UC library so feel free to come out and participate
- Main Library
 - Demolition of Main Library will take place in June of 2023
 - We will put together some speaking points for you in case you are asked about it

At 5:33pm, Joe Helweg adjourned the board meeting.

Respectfully submitted,

Marcellus Turner
CEO