



**Library Board of Trustees**  
**Library Board of Trustees Meeting**  
**Library Administration Center**  
**101 Eastway Drive, Charlotte**  
**Monday, December 18, 2023, 4:00pm – 6:00pm**

**Trustees Present**

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

**Staff Present**

Rachel Bradley  
David Dillard  
Michael Engelbrecht  
Jenni Gaisbauer  
Krystal Green  
Eric Hartman  
Mario Lopez  
John O'Connor  
Caitlin Moen  
Angie Myers  
Emery Ortiz  
Marcellus Turner  
Martha Yesowitch

**Others Present**

Mark Kutny  
Gene Cochrane, Foundation Board Chair

Mr. Charles Thomas opened and welcomed everyone to the Board meeting at 4:00pm. Mr. Thomas acknowledged the Trustees that were joining the meeting virtually.

**Absence with Cause**

Mr. Thomas requested a motion to approve absence with cause for Dr. Ricky Woods. On a motion by Ms. Peggy Brookhouse and seconded by Mr. Joe Helweg, the Trustees unanimously approved the absence with cause.  
Dr. Woods was present later in the meeting.

**Approval of Minutes**

Mr. Thomas requested a motion to approve the Minutes from November 20th. On a motion by Ms. Tracy Montross and seconded by Ms. Brookhouse, the Trustees unanimously approved the minutes.

**Chair Update**

Mr. Thomas provided the following updates:

- Mr. Thomas updated the Trustees regarding the latest draft of the statement about Verse & Vino. A small group of Trustees and Library leadership have been working diligently to gather information and feedback to craft a response statement to the issues that arose from the November 2<sup>nd</sup> event. Mr. Thomas stated he is hopeful that the statement will be finalized by the end of the week and can be released. He also mentioned that the Library is working on informative and educational programming surrounding the issues. Mr. Thomas acknowledged Ms. Tracy Montross

who will be working on a public comment policy and procedures to help improve the openness of the regular Board of Trustees' meetings and provide structure when allowing the public to speak at meetings.

## **Committee Reports**

### **Finance Committee**

Ms. Angie Myers reviewed the FY2024 Budget Adjustments:

- Ms. Myers stated that the University of Maryland provided a programming grant in FY23 for the Teen Loft program. Since not all of the funds were spent, the remaining \$1,000 is being rolled over to FY24. Ms. Garrette Smith, the ImaginOn Manager will ensure that these funds are spent by the end of the current fiscal year.
- Ms. Myers explained that the Knight Foundation provides funding to allow one person from each agency that is a member of the Charlotte Journalism Collaborative to attend the Knight Media Forum in Florida. There was \$260 unspent from FY23 and an additional \$1,321 from FY24 provided to the Library which will allow a staff member the ability to attend the Knight Media Forum in February 2024.
- Ms. Myers informed the Trustees that the Library received additional FY24 ABC funding which will be divided up between the Facility department and the Marketing and Communications department. The Facility department will be receiving \$28,037 to help refresh furniture, and the remaining \$15,000 will be allocated to support the Marketing team with regards to some of their one-time facility projects including the University City and Pineville branch projects.
- Ms. Myers informed the Trustees that the Library received \$111,870 in additional reoccurring State ABC funding which will be allocated to the Collections budget. Historically, the State ABC funding has been spent on Collections and the Library will be continuing that practice this fiscal year.
- Ms. Myers explained the Library received \$7,025 in branch gift funds from the Library Foundation. Typically, these funds are unrestricted. However, there was \$500 that is restricted for personnel related use. The remaining \$6,525 will be allocated to the General Operating budget.
- Ms. Myers explained that Round 3 of the Flight Fund grants have been received from the Library Foundation in the sum of \$14,551. These funds are for 10 staff-led approved programming ideas, two of which are Puppet Palooza and Family Swimming. Ms. Martha Yesowitch also informed the Trustees that one of the projects is a naturalization ceremony being held at a library branch. This project is led by Welcome CLT and in partnership with the United States Citizenship and Immigration Services department. There will be approximately 20 candidates gaining citizenship.

FY2024 Budget Adjustments					
Budget Adjustment Number	FY2024 or Multi-Year	Short Description	Budget Category	Revenue Budget Adjustment Amount	Expenditure Budget Adjustment Amount
241201	FY2024	University of Maryland Grant	Revenue: Reserves	1,000	
241201	FY2024	University of Maryland Grant	Expenditure: Programming		1,000
241202	FY2024	Charlotte Journalism Collaborative/Knight Media Forum Support	Revenue: Reserves	260	
241202	FY2024	Charlotte Journalism Collaborative/Knight Media Forum Support	Revenue: Other Contributions	1,321	
241202	FY2024	Charlotte Journalism Collaborative/Knight Media Forum Support	Expenditure: Personnel Related		1,581
241203	FY2024	Additional ABC Funding	Revenue: ABC Board	43,037	
241203	FY2024	Additional ABC Funding	Expenditure: Facility Related		28,037
241203	FY2024	Additional ABC Funding	Expenditure: Misc. General Operating		15,000
241204	FY2024	Additional State Funding	Revenue: State	111,870	
241204	FY2024	Additional State Funding	Expenditure: Library Collections		111,870
			<b>Total FY2024 Budget Adjustments</b>	<b>157,488</b>	<b>157,488</b>
Multi-Year Budget Adjustments					
Budget Adjustment Number	FY2024 or Multi-Year	Short Description	Budget Category	Revenue Budget Adjustment Amount	Expenditure Budget Adjustment Amount
241205	Multi-Year	Misc Branch Gift Fund Contributions	Revenue: Foundation	7,025	
241205	Multi-Year	Misc Branch Gift Fund Contributions	Expenditure: Misc. General Operating		6,525
241205	Multi-Year	Misc Branch Gift Fund Contributions	Expenditure: Personnel Related		500
241206	Multi-Year	Flight Fund Round 3	Revenue: Foundation Contribution	14,551	
241206	Multi-Year	Flight Fund Round 3	Expenditure: Programming		14,551
			<b>Total Multi-Year Budget Adjustments</b>	<b>21,576</b>	<b>21,576</b>
<b>Grand Total Budget Adjustments</b>				<b>179,064</b>	<b>179,064</b>

**After some discussion, and on a motion from the Finance Committee, the board unanimously approved the budget adjustments.**

#### **Finance Committee Cont.**

Ms. Angie Myers provided updates regarding upcoming FY2025 January Events.

There are two opportunities for the Library to get in front of the Board of County Commissioners as they are working to set their top priorities for the FY25 budget.

- The BoCC will have their FY25 budget retreat on January 26<sup>th</sup> but there is a dry run on January 11<sup>th</sup>. Ms. Caitlin Moen will present to the BoCC our active Capital projects with support from Mr. David Dillard and Mr. Marcellus Turner. The focus of the presentation will be the new University City branch and Main Library and demonstrating the great partnership the Library has with the Board of County Commissioners.
- The second opportunity is the January 17<sup>th</sup> BoCC Budget Public Hearing. At this meeting any member of the public is allowed to sign up and speak for two minutes related the FY25 budget. Ms. Jenni Gaisbauer and Ms. Krystel Green are working to identify two customers who can speak on the Library's behalf regarding senior services, technology services, and the good work of the Library.

#### **Advocacy Committee**

Ms. Montross provided the Trustees with an update on the Advocacy Committee.

- Ms. Montross discussed the importance of the Trustees engaging with the Board of County Commissioners and advocating for the Library. Ms. Montross requested that a calendar invitation goes out to all Trustees as a reminder of the upcoming January 17<sup>th</sup> BoCC Budget Public Hearing.
- Ms. Montross updated the Trustees on the discussion about public comment at meetings and working on how to structure Library Board of Trustees meetings to be open and to allow constructive feedback from the public.
- The ad hoc advocacy committee is largely following the American Library Association's advocacy playbook, which provides a step-by-step guide on how to create an advocacy action plan. The committee is made up of Library Trustees, Foundation Trustees, and Library leadership. The goal of the committee is to follow the roadmap provided by ALA and put in writing, for all Trustees, the expectations of advocacy for the Library and to understand the relationships the Library has with local, state, and federal government. Another goal of the committee is to understand how the Library's current marketing channels are being utilized and how they can be used differently in the future to support Library advocacy. The committee is set to complete the advocacy action plan by June 2024. The plan will be presented to the full Board and the committee will also provide a benchmark of what is happening today and where advocacy for the Library is headed in the future. This will help illustrate to customers the value of the Library and support efforts to make it easier for the government to understand the significance of their investment in the Library.

#### **Employment Climate Survey Update**

Ms. Myers provided an update to the Trustees on the Employment Climate Survey.

##### **FY2023 – ECS WINS**

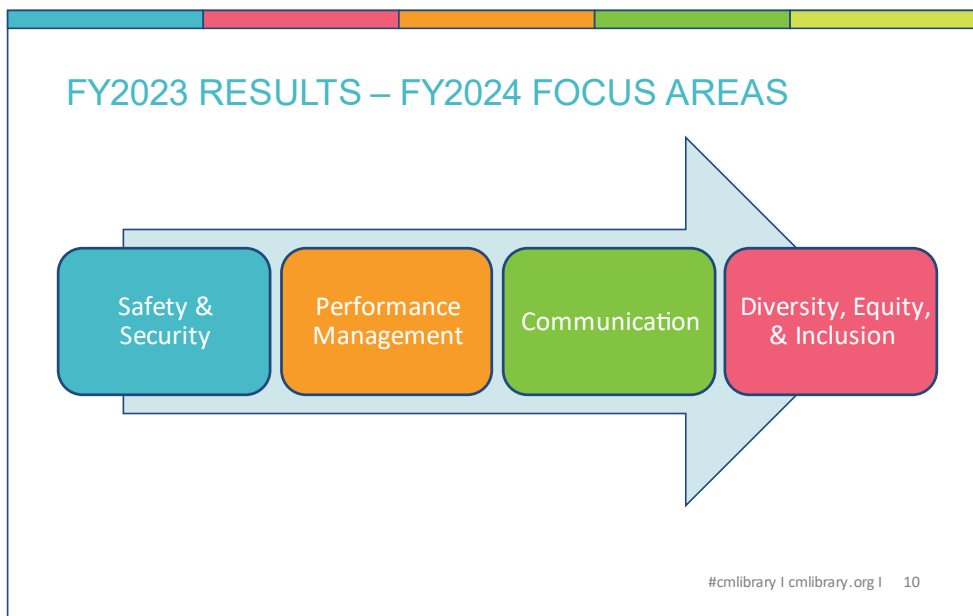
- Participation – the Library achieved an 83% participation rate – which was higher than the County average of 81% and an increase from last year's participation rate of 77%.
- Supervisor support of professional development remains strong at 94%

- Ability to impact outcomes for Black, Indigenous, and People of Color through work at the Library remains strong at 94%
- Supervisor support of work/life balance remains strong at 92%
- Coworkers' willingness to assist each other remains strong at 91%

### **FY2023 – ECS INCREASES TO CELEBRATE**

*\*\* Scores may not be where we want them, but we're celebrating improvements!*

- Feeling good about coming to work ↑3%
- Satisfaction with security presence ↑3%
- Department Head (CEO) communication and valuing of employees ↑5% and ↑3% respectively
- IT solves problems quickly ↑2%
- Reliability of technology software and hardware ↑9%



### **Foundation Update**

Ms. Jenni Gaisbauer provided the following updates:

- Ms. Gaisbauer informed the Trustees that Verse & Vino raised a total of \$635,000 and had around 1320 attendees. It was the largest and most successful event in 10 years.
- Ms. Gaisbauer stated that Giving Tuesday on November 28<sup>th</sup> raised \$31,881 with 294 donors. This total amount does not include the grant match of \$10,000 from a Foundation Trustee.
- Ms. Gaisbauer explained the Foundation's year-end giving tactics which include, Direct mail solicitation to current, past and prospective donors and Carnegie Circle members, follow-up mailed letter and email reminder to previous donors including Carnegie Circle members who have not yet given this year, a holiday email greeting from Foundation staff to all (Dec. 22), an end of year email series leading up to Dec. 31 (Dec. 27 and 31), and "The Update" eblast to all (Dec. 29).
- Ms. Gaisbauer gave a shout out to Ms. Montross and Mr. Thomas. The Foundation has a chance to get another State gift for Main Library for potentially \$5,000,000 with the help of Ms. Montross and her contacts.

- Ms. Gaisbauer also informed the Trustees that herself, Ms. Caitlin Moen, and MT are working on a City ask for the Main Library campaign.

### **CEO Report**

Mr. Marcellus Turner provided the following updates:

- MT reminded the Trustees that the Library creates a holiday card that they can send out via email if they would like. The holiday card will be emailed out to local and state officials and various community members. MT informed the Trustees about the holiday hours of the Library. The Library will be closed December 24<sup>th</sup> through December 27<sup>th</sup> and then on January 1<sup>st</sup> for the new year holiday. MT informed the Trustees about the University City groundbreaking event that will be held on January 16<sup>th</sup>. A formal invitation will be sent out later in the week.



- MT provided the Board with hiring updates. He informed the Trustees that the two candidates that moved forward from the first round of Chief EDI Officer interviews unfortunately did not negotiate to an acceptable salary for both parties. MT will be conducting a second round of phone screenings with 9 candidates in early January from the pool of applicants that applied after the first round of interviews began.

### **Zoom Call with Strategic Direction Consultant**

Ms. Emery Ortiz informed the board that SLT held a retreat on December 8<sup>th</sup> and did a current analysis regarding strategic direction and evaluated how everyone felt about it. SLT identified the top two needs to focus on during the strategic direction planning process as staffing and funding. Following those two needs were identifying opportunities, partnerships, and community alignment with the work that the City and County are doing. SLT noted that engagement and excitement around the Library and its programming were areas of improvement, but that the biggest strengths were the Library staff and the Board of Trustees.

Ms. Ortiz introduced Karen Dash, the Strategic Direction consultant who gave a presentation on the estimated timeline of the process for creating a new strategic direction and led a discussion with the Trustees.

Ms. Dash introduced herself and her work partner, Camilla Meek.

	
<b>Karen Dash, MPA President</b>	<b>Camilla Meek, MBA Senior Analyst</b>
<ul style="list-style-type: none"><li>• 20+ years in library, government, nonprofit, educational, and corporate settings</li><li>• Developed 2022 NC Public Library Standards, 2016 Regional Library Feasibility Study, 8 Library Strategic Plans, Other Library Analytics</li><li>• Cross-sectoral Best Practices expertise</li><li>• American Express Chairman's Award for Quality (2x)</li></ul>	<ul style="list-style-type: none"><li>• Wealth of analytical expertise and technical/software skills</li><li>• Served on Durham County Public Library Board of Trustees 2019- Jan 2023</li><li>• Updated library bylaws and policies</li><li>• Contributing to programming, equity and inclusion planning</li><li>• Developed local museum passes plan</li></ul>
<small>Project Manager, Lead Consultant, Client Liaison, Principal Author of Documentation</small>	<small>Environmental Scan &amp; Community Engagement Research &amp; Analysis</small>

#### **Our Collaborative, Community-Driven Process**

- Phase I: Discovery and Analysis – December through late January
- Phase II: Community Engagement—December through early March
- Phase III: Community Need Assessment/Engagement Analysis—February through March
- Phase IV: Development of Strategic plan and supporting materials/tools—March 2024

#### **Discussion Points for the Board's Consideration**

- Are there any community values you wish to see reflected in the new Strategic Direction?
- CML is proud of our commitment to principles of Equity, Diversity, and Inclusion. How can this be further reflected in our Strategic Direction and work?
- What would we like the library to be known for?
- How should our strategic direction support our mission to “Improve lives and build community?”
- What are the top two external library audiences for whom we can improve our services?

The Trustees engaged in a productive discussion regarding the five questions presented by Ms. Dash and provided valuable feedback that will help shape the development of a new strategic direction for the Library.

**After some Board discussion, Charles Thomas adjourned the board meeting at 6:00pm.**

Respectfully submitted,

Marcellus Turner  
CEO