



Library Board of Trustees

**Library Board of Trustees Meeting
Main Library, Dowd Learning Studio
Monday, March 16, 2015, 12:00 Noon**

Trustees Present

Molly Griffin, Chair
Charles Bowman
Eric Freedman
Rob Harrington
Gloria Kelley
Joan Martin
Leland Park
Bob Sink
Charles Thomas
Ed Williams

Staff Present

Cordelia Anderson
Frank Blair
Shelley Book
Jessica Davis
Dana Eure
Jenni Gaisbauer
Leonora Kaufmann
Lee Keesler
Susan McDonald
Angie Myers
Linda Raymond
David Singleton

Others Present

Sean Hogue (Financial Consultant)
Leslie Johnson (Assistant County
Manager)
Mark Kutny (Legal)
Mark Hahn (Director of Asset and
Facilities Management, Mecklenburg
County)

Trustees Absent (with cause)

Jennifer Appleby

MINUTES

Molly Griffin called the meeting to order at 12:00 PM.

Ms. Griffin welcomed and introduced Mark Hahn, Director of Asset and Facilities Management for Mecklenburg County.

Ms. Griffin requested a motion to approve absence with cause for Trustee Jennifer Appleby. On a motion by Charles Bowman and seconded by Joan Martin, the Trustees unanimously approved absence with cause for Jennifer Appleby.

Ms. Griffin requested a motion to approve minutes from two Board of Trustees meetings held on January 12, 2015 and February 23, 2015 and from the Board of Trustees Retreat held on February 23, 2015. On a motion by Charles Bowman, seconded by Bob Sink, the Trustees unanimously approved all three sets of minutes.

Committee Activity Report:

Finance Committee: Rob Harrington recommended the Library continue to use Cherry Bekaert as Financial Auditors for one more year. The Library is updating its financial policies and procedures and the future process for auditor selection will be included and communicated as part of that review.

On a motion by the Finance Committee and seconded by Bob Sink, the Trustees unanimously approved the use of Cherry Bekaert to perform the Library's financial audits for 2015.

Angie Myers presented the FY 2016 budget update. Talking points included:

- Work began on the budget in November
- Priorities include (1) digital strategy, (2) reinvention of Main Library, (3) business platform investments, (4) "Blueprint" process and (5) community-wide initiatives
- Meeting is planned with County Finance and Budget for March 17
- The deadline to submit our budget to the County is April 7
- The County Manager will present her recommended budget to Board of County Commissioners on May 28
- A final recommended Library budget will be presented to the Board of Trustees for its approval June 22

Lee Keesler thanked Leslie Johnson for inviting us to present the Library's Digital Strategy update to the Board of County Commissioners in February.

Infrastructure Committee: Bob Sink reported that the Infrastructure Committee is 99 pages into a 150-page document that will be delivered to the Architect and is now at a point where it needs to determine what method of construction will be used.

There are two widely used methods. The first is the Competitive Bid method. It is often referred to as Design-Bid-Build and this method is the one with which most owners are familiar. It is a linear process where one task follows completion of another with no overlap. Plans and specifications are completed by the architect, then bids are requested. Contractors bid the project exactly as it is designed with the lowest responsible, responsive, bidder awarded the work. The design team is selected separately and reports directly to the Owner.

The second option is the Construction-Manager-At-Risk (CM@Risk) method. This approach allows the owner to interview and select a construction firm based upon qualifications early in the design phase. During the design phase, the construction manager works with the design team to provide construction methodology recommendations, constructability reviews, cost estimates and schedules. A Guaranteed Maximum Price (GMP) is provided by the CM@Risk to the Owner near the end of the design phase. The CM@Risk manages the bidding process. The final overhead is the sum of the CM@Risk's fee, overhead and contingencies, plus the subcontractor's bids. Any unused contingency at the end of the project reverts back to the owner. The design team is selected separately and reports to the owner.

The North Carolina Legislature approved revisions requiring the comparison of the advantages and disadvantages of these two methods and concluded that the Construction Manager At Risk is superior.

Bob Sink also explained that a policy was also being put forth to the Board for approval of the Construction Manager Selection Policy and highlights included:

- appointment of a committee
- appointment of a Trustee as Chair
- decisions will be made by a simple majority
- approval by the Board of Trustees

Bob Sink asked Mark Hahn to fill in if there were any gaps in his description of the Construction-Manager-At-Risk method and Mr. Hahn stated that Mr. Sink had explained it correctly.

On a recommendation by the Infrastructure Committee, the Board unanimously approved the use of the Construction-Manager-At-Risk model as the project delivery method for the Morrison renovation and approved the Construction Manager Selection Policy.

Molly Griffin appointed Bob Sink as the Chair of the Selection Committee for the Construction Manager At Risk.

Mr. Sink stated that he believes the Library should set high goals for sub-contractor's use of minority and women owned businesses. Mr. Sink's recommendation was to set these goals at the next Board of Trustee meeting scheduled for May 18, 2015.

Mr. Hahn recommended that the Library's policy closely mirror Mecklenburg County's policy which encourages the use of minority-owned, women-owned and small business enterprises (MWSBE) and provides fair and reasonable opportunity to participate in business opportunities with the County. He also explained that there is a total goal of using MWSBE 21% of the time but there is more of a breakdown for individual goals that can be shared with this group if interested.

Lee Keesler stated he would like to align more with the County but that he would also like to see us stretch ourselves to reach higher goals.

Frank Blair updated the group on several parking lot refurbishments getting ready to take place throughout the Library system. He thanked the County for investing \$90,000 in 4 Library parking lots that needed work. Libraries receiving repairs are West Boulevard, North County, South County and Main Library. These repairs will require some library closures.

CEO Report:

Mid-Year Progress Report: Mr. Keesler updated the group on the progress of the North Tryon Master Plan. Current conceptual goals include: working, making, learning, living, playing and engaging. Mr. Keesler presented several images that represent the essence of what the group is trying to capture. Major points include an orientation of perimeter buildings inward toward our block and a more neighborhood like feel.

Mr. Keesler then asked Dennis Rash to speak to the Board regarding how the Main Library Reinvention Advisory Committee (MLRAC) is progressing.

Mr. Rash commented that it is helpful to check-in on where the North Tryon group is headed in regards to space use and design. Mr. Rash noted that in most of the concepts shown the Library seems to have a smaller footprint than we do currently and there is no obvious parking. He also stated he understands these are just renderings and ideas, not a plan of action.

Mr. Rash stated that as the MLRAC has gone through the process it has noted that currently the Main Library serves an administration function, a repository function and a research function. As we consider how to make Main Library more people-centric than book-centric, he believes the book repository function could be moved to an alternate location. Other ideas discussed were:

- N. Tryon's intellectual capital base being located at Main Library
- Main Library positioned as ImaginOn for adults
- More space for small group work
- Main Library as a town center
- Main Library as a student union
- Food and beverage amenity
- Indoor/Outdoor space
- Better natural lighting

Mr. Rash commented that the MLRAC recommends looking at the feasibility of (1) a renovation and (2) a complete tear-down and re-build. Before any determination can be made on either approach, we must talk to our major funder, Mecklenburg County and to our Board of Trustees.

After some discussion by the Board on how the Library should be positioned, both among partners and physically on the block, the Board agreed that Dennis Rash and the MLRAC should move forward with discussions with Mecklenburg County regarding funding and discussions with Rodgers Builders regarding cost estimates on both renovation and re-build.

Library Foundation Update: Jenni Gaisbauer reported that Wells Fargo will be the presenting sponsor for Verse & Vino this year and both PNC and Bank of America have re-signed as sponsors.

Ms. Gaisbauer announced that the Foundation Board would be nominating Jim Woodward as Chair and Linda Lockman-Brooks as Vice-Chair for the 2015-2016 term.

Ms. Gaisbauer asked for the Board of Trustees to approve the following four new Foundation Board Members:

- Paige Rosell of Charlotte Society Magazine
- Crawford Pounds of PWC
- Ann Caulkins of The Charlotte Observer
- Lauren Woodruff of Bank of America

Ms. Gaisbauer acknowledged that the Foundation Board of Directors is lacking the diversity she believes it needs and will work hard to ensure the final two Board positions are filled with candidates that bring diversity. After some discussion by Rob Harrington and Ms. Gaisbauer about how to attract more diverse candidates and the importance of the Foundation Board being inclusive, and a reflection of our changing community, the Board went to a vote.

On a motion by Joan Martin and seconded by Charles Bowman, the Board unanimously approved the four new Foundation Board of Directors.

Financial Report

Angie Myers reviewed the Financial Report as of February 28, 2015. The following items were highlighted:

- Fines are trending below budget
- We expect fines to continue to fall as the Library moves to more digital content

Budget Adjustments: Ms. Myers reported seven budget adjustments:

- LSTA EZ Edge Technology Grant
- Davidson desk renovation
- Reserves appropriation
- Turning Pages Book Club
- Summer Film Series
- Shared programming at ImaginOn
- ImaginOn summer exhibit
- Library share of Wells Fargo Theater sound board

On a motion by Rob Harrington, seconded by Charles Thomas, the Board unanimously approved the seven requested budget adjustments.

Ms. Griffin asked the Trustees for a motion to adjourn the meeting. On a motion by Charles Bowman, seconded by Charles Thomas, the meeting was adjourned at 1:30 p.m.