

CHARLOTTE MECKLENBURG
LIBRARY

Library Board of Trustees
Library Board of Trustees Meeting
ImaginOn: The Joe & Joan Martin Center
300 East Seventh Street Charlotte, NC 28208
Monday, February 12, 2024, 4:00pm – 6:00pm

Trustees Present

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

Trustees Absent

Ailen Arreaza

Staff Present

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

Others Present

Mark Kutny
Gene Cochrane – CMLF 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 Ms. Ailen Arreaza, Mr. Joe Helweg, and Ms. Tracy Montross. On a motion by Dr. Kimmerly Martin and seconded by Ms. Preethi Srinivasan, the Trustees unanimously approved the absence with cause.

Ms. Montross and Mr. Helweg were present later in the meeting.

Approval of Minutes

Mr. Thomas requested a motion to approve the Minutes from January 22nd. On a motion by Ms. Srinivasan and seconded by Ms. Peggy Brookhouse, the Trustees unanimously approved the minutes.

Chair Update

Mr. Thomas reminded the Trustees that at the January 22nd Board meeting, the Trustees voted to approve the public comment process policy and to create an agenda item at each monthly meeting for the public to speak if they have signed

up no later than 5 days prior to the meeting. Mr. Thomas noted that no member of the public signed up to speak at this meeting.

CEO Report

Mr. Marcellus Turner provided the following updates:

- MT provided an update on the FY2025 Annual Board of County Commissioners Retreat that was held on January 24th – 26th. This retreat allows the BoCC to hear about the upcoming fiscal year budget. Ms. Caitlin Moen gave a great presentation regarding the current and upcoming CIP Projects with assistance from Mr. David Dillard. MT informed the Trustees that there was good engagement from the County Commissioners and a notable comment regarding the importance of collections for the library.
- MT explained that in conjunction with the County’s EDI Office all Mecklenburg County employees, including the Library, receive Advancing Racial Equity Training. These classes are coming back to be available to any new employees or employees that could not attend the last round of classes. The Library had approximately 97% of staff trained as of two years ago and the final goal is to have 100% of staff complete this training.
- MT informed the Trustees that the EDI Officer recruitment has ended. Four candidates were brought in for interviews after phone screenings. One candidate has been selected by the interview panel and County HR will begin the offer process.
- MT updated the Trustees about the February *Around the World: Book of You* event that took place on February 9th at Plaza Midwood and was a wellness and writing activities for adult-aged audiences. The event was well attended and had great engagement. There was a challenge to raise \$2500 for the campaign. There will be two more upcoming programs for adult-aged audiences this year, one at the Myers Park branch and another at the SouthPark branch.
- MT explained to the Trustees that while the Library is working through conversations around intellectual freedom with invested partners and community members, he wanted to acknowledge the difference between intellectual freedom and Freedom of Speech. Intellectual freedom is about access to information and freedom of speech is what people say or do not say as it is their right to express any opinions without censorship or restraint. He noted that while some of our complaints are confusing the two, it is important that we recognize that our work is around intellectual freedom and not freedom of speech which is what most of the comments are centered on and the concerns being brought forward.

Library Director Report


Ms. Caitlin Moen provided the following updates:

- Ms. Moen shared with the Trustees a Story of Impact from a staff member at ImaginOn. They shared that a young patron brought back a stack of Play-Aways from the Wings of Fire Series by Tui T. Sutherland and told the person at the desk that when he lived in the shelter the library van came and he got Wings of Fire to listen to and now he loves the series.
- Ms. Moen updated the Trustees about StoryCorps, an independent nonprofit, that is dedicated to preserving and sharing the stories of the American experience. They are partnering with WFAE 90.7 to bring the StoryCorps Airstream trailer recording booth to Charlotte to collect oral histories. They previously came to Charlotte in 2008 and were parked in front of Main Library. This year they will be visiting at the end of April and parking in front of ImaginOn. StoryCorps will be here in Charlotte for approximately two or three weeks. The Library will be working with StoryCorps to promote the project throughout the community.



- Ms. Moen updated the Trustees about America’s Semiquincentennial anniversary. There is a committee convening for Mecklenburg County that is working on planning events for the 250th anniversary celebration. The Library’s representation on that committee is John O’Connor and Shelia Bumgarner. The Kickoff event is at Independence Park on April 20th from 10:00am until 2:00pm. There will be more events throughout 2025 and into 2026 to commemorate America’s anniversary.

America 250 North Carolina



Mission:
To empower and support Mecklenburg County organizations to tell inclusive history through in person and online programming, partnerships, and education that is aligned with the North Carolina and U.S. Semiquincentennial initiatives.

Kickoff Event:
Independence Park
Saturday, April 20, 2024 ~ 10 am to 2 pm







#cmllibrary | cmllibrary.org | 9

FY25 Budget Update

County FY2025 Budget Kick Off

- Revenue estimates are lower than prior years (possibly the last 5 years)
- Employee compensation is still a top priority (last year alone cost \$21M)
- Expectation should be that **there may be no new funding** to support requests
- Current projections:
 - \$36.2M to go around
 - Known/must fund expenses \$5M
 - \$31.2M remaining for ALL of CMS, CPCC, County departments, agencies/community organizations (Last year ~\$44.5M)
- \$31.2 is less than the TOTAL that CMS received last year

FY 2024 – BOCC Priorities

Board Budget Priorities	
 Early Childhood Development: Expand services that promote healthy early childhood development and education from ages birth to five.	Racial Disparities: Ensure that investments by the County focus on closing racial and ethnic gaps so that race does not predict one's success, while also improving outcomes for all. Race will be interwoven into the Board Priorities through policies, practices, and procedures that seek to analyze and eliminate the root causes of racial disparities with the hope that all people in Mecklenburg County will have an equitable opportunity to thrive in the community. <i>Cross-cutting</i>
 Educational Attainment: Align allocations to strategies and targets with proven results to improve college and career readiness outcomes for all students.	
 Environmental Stewardship: Preserve and protect the County's environmental resources.	
 Health Access: Improve access to physical and behavioral healthcare for County residents of all ages and promote healthy behaviors.	
 Housing Insecurity: Reduce the number of residents experiencing homelessness and advance stable affordable housing options for all County residents.	
 Workforce Development: Support initiatives that connect job seekers with employment opportunities.	

FY2025 Final Budget Requests

- Reduced to 6 Items

<p>Access, Service, & Awareness*</p> <p><small>*All align to BOCC Priorities</small></p>	<ul style="list-style-type: none"> • University City Staff (+ One-Time Collections) • Main Library Manager • Collections • Marketing & Communications Assistant
<p>Sustainability/ Risk Management**</p> <p><small>**All align to Enterprise Risk Management – Talent Management Theme</small></p>	<ul style="list-style-type: none"> • HR Manager • Training (Learning & Development) \$

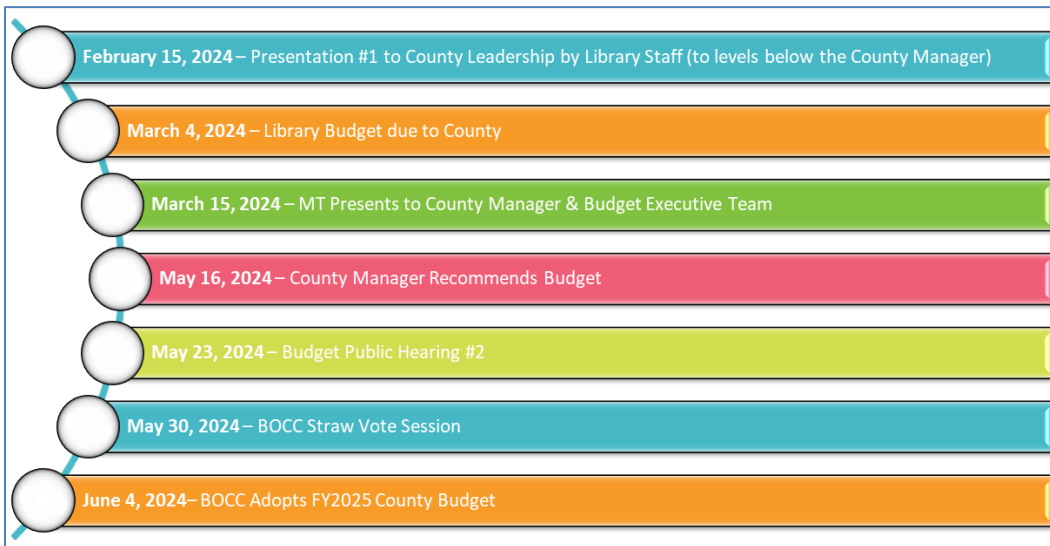
FY 2025 Revised Budget Requests – Detailed Overview

Library Leadership Priority List		Amount (\$2.9M)	Comments
Priority 1	University City Staff (6.5 Positions)	\$235k 6 months	45% increase in square footage; 1-story to 2-story building; 18% increase in staff requested
Priority 2	Main Library Manager (1 Position)	\$73k 6 months	Lead all planning efforts, relationship building, and staff preparations for opening.
Priority 3	Library Collections (\$\$\$)	2.3M	Industry standard of 5.75/capita; collection budgets strained by increase in community growth, material costs, and digital pricing models.
Priority 4	HR Manager (1 Position)	\$108k 9 months	Next position in 3 year plan to get HR division closer to approaching industry standard and mitigate risk to the organization in areas with Library responsibility (including employee relations, learning and development,
Priority 5	Training Investment (\$\$\$)	\$160k	Investment to move to a budget built around \$700 per FT employee. These funds would benefit all staff through enterprise-wide training programs and increased opportunities for industry and job-related conferences.
Priority 6	Marketing & Communications Assistant (1 Position)	\$72k 9 months	This role is needed to provide crucial support for promoting Library products and services and protecting the Library brand. This role involves professional graphic design responsibilities that include brand development and preservation. The marketing team has remained unchanged in size and structure for over a decade while the Library has grown substantially in budget, physical branches, outreach efforts including the Mobile Library, programs, partnerships, print and digital resources, and other critical areas.

FY 2025 Potential Budget – NOT requesting

- Outreach Positions (2)
- Community Partnerships
- Administrative Support
- Security Enhancements/Staff
- Programming \$
- Other Main Library Positions
- Software Additions
- Educational Partnerships Specialist
- Community & Culture Lead Librarian
- Additional operating budget for Chief Diversity, Equity & Inclusion Officer

FY 2025 Budget – Important Dates



Committee Reports

Advocacy Committee

Ms. Tracy Montross provided the following updates:

- Ms. Montross informed the Trustees that the committee has now set up monthly meetings from December through June and will hear from different speakers and will gather more information about the Communications and Marketing assets the Library utilizes.
- The 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.

Deep Dive - Marketing, Communications & Digital Experiences

Krystal Green, Chief, Marketing and Communications

Who is CML Marketing, Communications & Digital Experiences

Chief Marketing Officer

- Krystal Green

Library Communications Specialists

- Darrell Anderson – Marketing

- Mario Lopez – Internal Communications
- Tommy Scott – Public Relations & Digital Content

Digital Experiences

- Keisha Portis – Digital Experiences Director
- Kayla Gibson – Web Administrator

Graphic Artist – Temporary Support

- Julia Boyce

Ex Officio Team Member

- Maggie Bean – Marketing Director, Charlotte Mecklenburg Library Foundation

What We Do

- Tell the story, draw the picture
- Uphold and strengthen the brand
- PR, flyers, digital boards, posters, signage, social media, speeches, events, bookmarks, internal communications, coach, giveaways, video, explain, groundbreaking, corral, strategize...

Marketing, Communications & Digital Experiences Vision

- External
 - CML is seen as valuable to the community
- Internal
 - Staff has the information they need to do their jobs and see themselves as CML ambassadors to customers and the general public

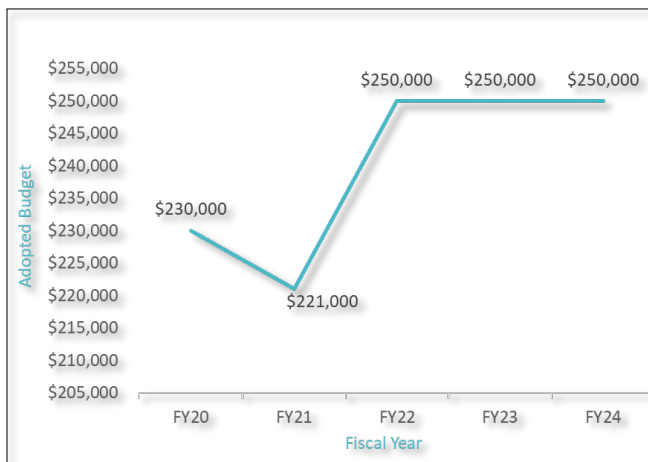
CML is Seen as Valuable to the Community

- Educate and empower the public
- Public uses our resources, collections, and programs
- Those who don't use CML become users or understand and support what we do for the community.

Marketing, Communications & Digital Experiences Budget

FY2024 Budget - Adopted

- County Funds: \$250,000
- Federal/State Funds: \$60,000 (Not guaranteed every fiscal year)
- Library/Other Funds: \$40,000 (Not guaranteed every fiscal year)



FY2024 Spending Plan

- Software & Creative Services: \$120,650
 - Software: \$63,050
 - Outsourcing: \$55,500
 - Miscellaneous: \$2,100
- Paid Advertising: \$90,850
 - Printing Services: \$28,000
 - Print: \$16,650
 - Broadcast: \$15,350
 - Digital/Internet: \$10,500
 - Merchandise/Swag: \$10,000
 - Non-Traditional: \$10,000
 - Social Media: \$350
- Miscellaneous: \$26,000
 - Branch Support: \$10,000
 - Internal Communications: \$5,750
 - Training: \$5,000
 - E-Commerce Store: \$3,500
 - Award Submissions: \$1,000
 - Dues/Memberships: \$250
 - Miscellaneous: \$500
- Contingency: \$12,500
 - New Main Library Demo: \$9,400

Snapshot of Our Customers

- Audiophiles – Enjoy listening to books and browsing materials
- Bedtime Stories – Frequent library users with children
- Bright Futures – Teens, use CML as a destination
- Dependables – Older, loyal CML enthusiast
- Digitarians – Live on the go, reading on their phone in between kids’ classes, work, and travel
- Double Features – Borrow DVDs and CDs, may lack good internet and streaming opportunities
- Inactives – Lifestyle and options from other providers can be key factors in lapsed use
- New Cardholders – Assigned cluster after 12 weeks of being a customer
- Occasionals – Life, transportation, and busy schedules can get in the way of using CML often
- Page Turners – Enjoy finding new content through online catalog and browsing at CML
- Rising Stars – Children, parent encouraging independence with their own library card
- Staying Connected – Use CML computers
- Transitionals – Strong preference to physical or digital media

Opportunities



Occasionals

51% of total active cardholders over last 12 months

Age: 32
Average Visits to CML: 2-3 times/year
Primary Use: Infrequent library use
Secondary Use: Adult print, children's materials, eBooks and eAudiobooks, public computers
Behaviors:

- Life, transportation, and busy schedules can get in the way of using CML often
- Tend to borrow print materials after a long absence



Digitarians

21% of total active cardholders over last 12 months

Age: 41
Average Visits to CML: Monthly
Primary Use: Downloading and streaming eBooks, eAudio, eVideo
Secondary Use: Online learning and resources, programs, print books
Behaviors:

- Live on the go, reading on their phone in between kids' classes, work, and travel



Inactives

~83,000 inactives who haven't used CML in past 12 months, but used in past 4 years

Age: 46
Average Visits to CML: <once a year
Primary Use: Have not used the library in more than a year
Secondary Use: Adult print, children's materials, eBooks and eAudiobooks, online resources, public computers
Behaviors:

- Lifestyle and options from other providers can be key factors in lapsed use
- Lack of personal use does not indicate lack of library support

Marketing

- Community Read

COMMUNITY read
MARCH 2024

Food brings people closer together.
So do stories about food.

PRESENTED BY
NATIONAL ENDOWMENT FOR THE HUMANITIES
FOUNDATION

Charlotte-Mecklenburg LIBRARY
cmlibrary.org/communityread

This Year's Specials

SIGNATURE TITLE
Buttermilk Graffiti
by Edward Lee

TEEN TITLE
Somewhere Between Bitter and Sweet
by Laekan Zea Kemp

ELEMENTARY TITLE
Measuring Up
by Lily Lamotte

PICTURE BOOK TITLE
Thank You, Omu
by Oge Mora

Menu

SIGNATURE TITLE
Buttermilk Graffiti
A Chef's Journey to Discover America's New Melting-Pot Cuisine
by Edward Lee \$41.59 LEE

TEEN TITLE
Somewhere Between Bitter and Sweet
by Laekan Zea Kemp YA KEMP

For the kids

ELEMENTARY TITLE
Measuring Up
by Lily Lamotte \$74.15 LAMOTTE

PICTURE BOOK TITLE
Thank You, Omu
by Oge Mora E MORA

- Library Card Sign-Up Month

i can
Charlotte-Mecklenburg LIBRARY

8,032
NEW LIBRARY CARDHOLDERS GAINED IN SEPTEMBER 2023
vs 8,169 new cardholders in September 2022

Congrats on a successful Library Card Sign-up Month!

You don't have a library card?
We're not judging you. (Ok, maybe just a little!)

A library card gives you access to millions of books, songs, movies and more for FREE!
Stop by any Charlotte-Mecklenburg Library branch and get your card today.

September is Library Card Sign-up Month
Visit cmlibrary.org/getacard

Charlotte-Mecklenburg LIBRARY

- EpicFest & Summer Break

JOIN US 11.04.23 AT IMAGINON

EPICFEST
A LITERARY FESTIVAL FOR KIDS OF ALL AGES

FEATURING NATIONALLY RECOGNIZED AUTHORS AND ILLUSTRATORS FOR CHILDREN AND YOUNG ADULTS.

FAMILY FESTIVAL: for all ages | 10 a.m. - 3 p.m.
SPECIAL PERFORMANCE: *Schoolhouse Rock Live!*
Performance by Children's Theatre | 12 p.m. - 1 p.m.
DANCE PERFORMANCE: *Dance-a-Story*
with the Charlotte Ballet | 1 p.m. - 1:30 p.m.

PRESENTED TO THE COMMUNITY BY
Charlotte-Mecklenburg LIBRARY
FOUNDATION
Charlotte-Mecklenburg LIBRARY
cmlibrary.org/epicfest

Enjoy SUMMER BREAK
with Charlotte-Mecklenburg Library
June 1 - July 31

summer BREAK
READ • LEARN • EXPLORE

FOR ALL AGES!

Fill your summer with adventure!
Track your reading time and activities online, and earn incentives along the way.

Sign up at cmlibrary.beanstack.org





Charlotte-Mecklenburg LIBRARY | SUPPORT FROM [Logos] FOUNDATION

- Staff Day & Wizard Night at Charlotte Knights Game




- Social Media

Social Media

			
	@cmlibrary		@cmlibrary
Followers			
2022– 21,042 2023– 22,706 2024– 22,774(Jan)	2022– 8,510 2023– 9,995 2024– 10,177(Jan)	2022– 5,609 2023– 6,092 2024– 6,131(Jan)	2022– 11,321 2023– 11,241 2024– 11,252(Jan)

2022 Total Impressions – 1.52 million
 2023 Total Impressions – 1.96 million
 29.2% increase from 2022



#cmlibrary | cmlibrary.org

Public Relations: Working with the Media



"Charlotte Mecklenburg Library" or "CMLibrary" has been mentioned **645 times** in the media since July 1, 2023.

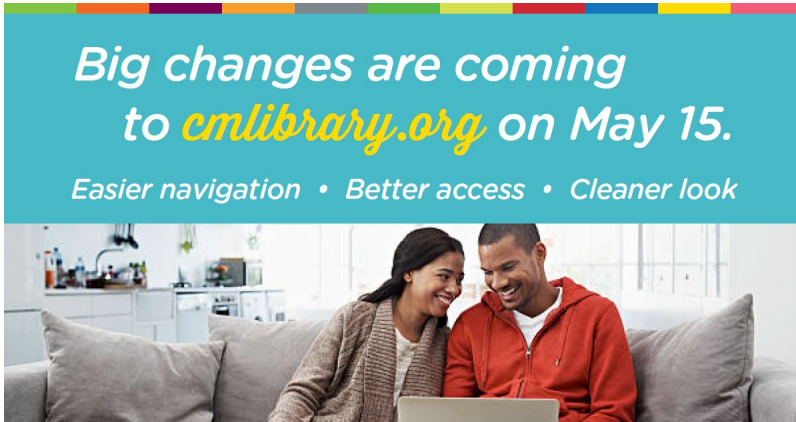


Total readership of **856 million**

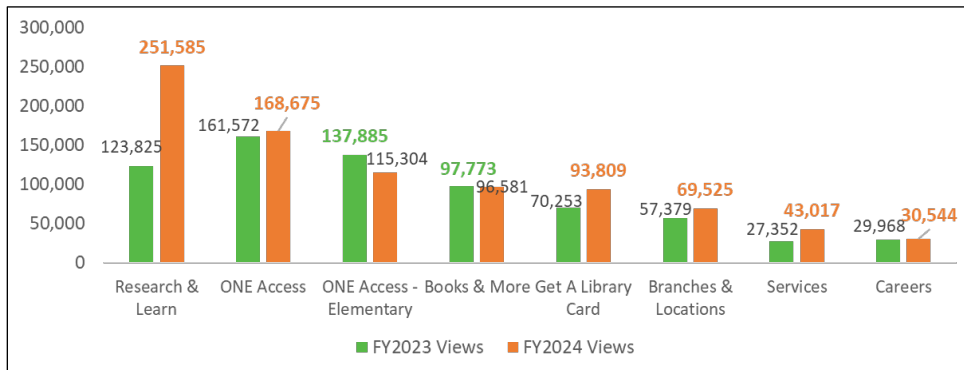
#cmlibrary | cmlibrary.org

Digital Experiences

- **Cmlibrary.org**
 - Beanstack
 - FOREWORDnet
 - Library Card Application
- **Mobile App**
 - Niche Academy
 - Web Hosting
- **Search engine optimization increased greatly**



Web Views



FOREWORDnet: CML's Intranet


- Beginning stage of a complete renovation of this website and additional software
- Staff heavily involved via focus groups and systemwide survey
- Overhaul will include:
 - Auditing and organizing content
 - Building a forms solution
 - Developing workflows for policies and procedures
- GOAL: Staff has easy access to accurate information they need/want

Internal Communications

- Information that is shared within the organization and among all CML staff
- Conducted internal communications audit in 2022
 - Three major takeaways from the audit were:

- Transparency
- Visibility
- Inclusivity
- Developed Internal Communications Team
- Renovating FOREWORDnet
- Conducting regular town halls throughout year
- Publishing profile stories of individual staff members and highlighting achievements, i.e. Summer Break, Welcome CLT, etc.
- Announcing upcoming events to employees first

Crisis Communications



Crisis Communications

crisis /ˈkɹɪsɪs/: an unstable or crucial time or state of affairs in which a decisive change is impending

Any event or period that will **lead to an unstable and dangerous situation** affecting an individual, group, or all of society. Crises are **negative changes** in the human or environmental affairs, especially when they **occur abruptly, with little or no warning** .
--Wikipedia

CML should revise its plan to include:

- Clear command structure
- Crisis team with defined roles and responsibilities
- Action steps for various crisis scenarios

#cmlibrary | cmlibrary.org

The Future is Near

- Data to tell our story
 - Researching our customers
- Rebrand
 - Last rebrand was a decade ago
 - CML must continue to evolve
- Improving communications with staff
 - FOREWORDnet
- Update crisis communications plan

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

Respectfully submitted,

Marcellus Turner
CEO