

CHARLOTTE MECKLENBURG
LIBRARY

Library Board of Trustees Meeting
Monday, August 12, 2025
Pineville Library
9:00am - 4:00pm

Trustees Present In-person

Peggy Brookhouse
Dr. Stacey Brown, Vice-Chair
Jon Buchan
Dr. Amy Hawn Nelson, Chair
Joe Helweg
Dr. Kimmerly Martin
Tracy Montross
Preethi Srinivasan
Charles Thomas

Staff Present

Michael Boger
Rachel Bradley
David Dillard
Jenni Gaisbauer
Krystal Green
Emery McTindal
Caitlin Moen
Angie Myers

Others Present

Jonas Hedin (Coleman Lew Canny Bowen)
Michale Nail (Mecklenburg County Security Director)
Shana Plott (Coleman Lew Canny Bowen)
Michael Schoonmaker (Security Program Manager)
Starla Tanner (Consultant)
Statson Tyrrell (Security Program Manager)

Trustees Absent

Ailen Arreaza
Dr. Ricky Woods

Welcome by Branch Manager

Mr. Cameron Smith, Branch Manager at Pineville Library welcomed everyone to the branch.

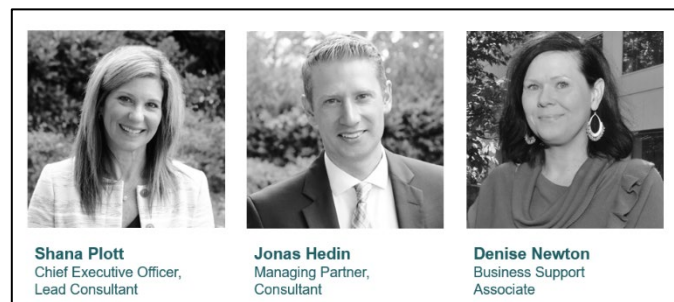
Public Comment

No member of the public signed up to speak during this meeting's public comment section.

CEO Search Update

Dr. Hawn Nelson introduced Ms. Shana Plott and Mr. Jonas Hedin from Coleman Lew Canny Bowen who are the consulting firm contracted to conduct the CEO search on behalf of the Board of Trustees. Ms. Plott and Mr. Hedin provided an update regarding the search for the next CEO.

Search Team



Overview of Coleman Lew Canny Bowen

- Over 70 years of Service
- With offices in Charlotte and New York, Coleman Lew Canny Bowen (CLCB) is a retained executive search firm that has served clients since 1954.
- A boutique firm with deep experience
- With deep expertise in the nonprofit, governmental, and public-private partnerships sectors, we employ a balanced and through search process tailor-made to guide boards and search committees in recruiting exceptional leaders
- Local expertise
- With a national practice, our team has the local knowledge and track record of recruiting top executives to the greater Charlotte areas
- Association of Executive Search Consultants
- AESC members adhere to the strict ethical principles set forth in its Professional Practice Guidelines and Code of Ethics. We have few, if any, off-limits issues, no parallel processing issues, and no conflict-of-interest-issues

Process & Estimated Timeline



Committee Gallery Walk Activity

Chair, Dr. Hawn Nelson and Vice-Chair Dr. Stacey Brown led an activity with the trustees to discuss each Board committee's goals for FY2026. Trustees gathered around the room with their other committee members and discussed the FY26 established goals and brainstormed additional goals. Trustees then presented the goals to the full Board.

Advocacy Discussion

Ms. Angie Myers, Ms. Caitlin Moen, Ms. Emery McTindal, Ms. Starla Tanner, and Dr. Hawn Nelson facilitated a discussion regarding advocacy for the Library.

- **Fiscal Year 2025**
 - 346,601 active cardholders
 - 4.5% growth
 - 9.4 million items circulated
 - 8.6% growth
 - 98.6% customer satisfaction
 - 540,334 attended programs
 - 13% growth
 - 2.6 million library visitors
 - 15.2% growth
- University City opened February 7th
 - 2,816 visitors for Grand Opening



- 40% increase in program attendance
- MiLa began visits in May 2025, reaching 249 customers in the first two months, primarily through partnerships like Refugee Support Services



Fiscal Year 2026

Ms. McTindal reviewed the operating priorities for the Library for FY2026.

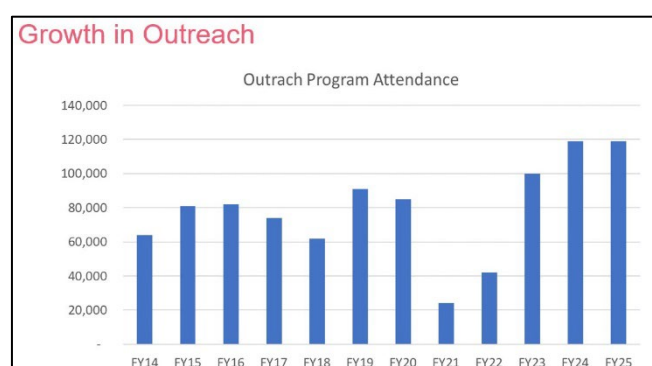
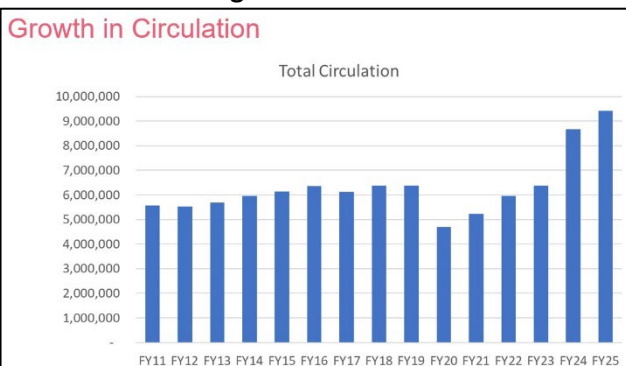
FY2026 CML Operating Priorities

Area of Focus/SBP GOAL 1: Main Library	Area of Focus/SBP GOAL 2: Prepare & Excel	Area of Focus/SBP GOAL 3: Access & Welcome	Area of Focus/SBP GOAL 4: Learn & Engage
Deliver Charlotte Mecklenburg Library's flagship library as a public commons in Uptown Charlotte, a destination for local, regional, and national engagement.	Strengthen internal resources and capacity to support planned growth and ensure the sustainable impact of Charlotte Mecklenburg Library.	Ensure the Library provides a welcoming environment and access to all it has to offer for every member of the community.	Create opportunities for engagement and growth, learning new skills and pursuing passions to build a stronger and more connected community.
Charlotte Mecklenburg Library – Enterprise Wide FY2026 Objectives			
Maintain trajectory of Main Library planning and preparation for opening in FY 2027. Identify and advocate for necessary resources through the budget process.	Support the Board of Trustees through CEO recruitment, establishment of the Advocacy Committee, and advancement of other key priorities. Advance Sugar Creek, West Boulevard, and ImaginOn facility projects in collaboration with internal teams, County partners, and community stakeholders, while projecting and advocating for resource needs.	Integrate new County-provided security guard services and technologies in collaboration with Mecklenburg County, enhancing safety through staff training, facility improvements, and resource coordination.	Engage local, regional, and national audiences to champion intellectual freedom and respond to relevant legislative and policy developments in public libraries everywhere, and in Mecklenburg County specifically, including responsive action regarding all legislative and policy impacts.

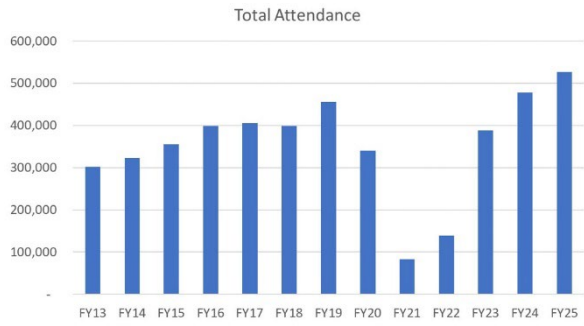
Fiscal Year 2027

Ms. Myers presented a look forward at fiscal year 2027.

Growth & Staffing Cliff

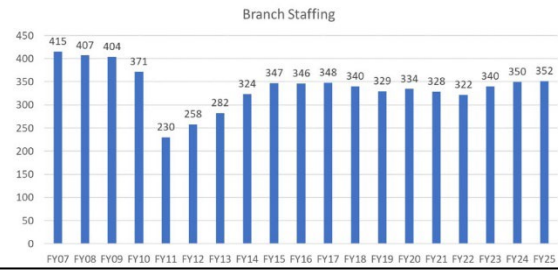


Growth in Program Attendance



Branch Headcount FY2006 - FY2025

Fiscal Years	FTE
FY07 to FY11	-185 (-45%)
FY07 to FY25	-63 (-15%)



Budget Ask - 3-Year Staffing (Reminder)

Initial Ask (Feb 2025) - Staff

FY2026 (50 Positions)

Category	Positions	FY2026 \$	Annual \$
New Main	30	237k	1.8M
New Main-Specialty	5	178k	482k
RSCR	7	140k	534k
Staffing Study FT	19	723k	1.5M
LPT Conv	-10	119k	119k
Support	4	338k	452k
Total	50	1.7M	4.9M

FY2027 (28 Positions)

Category	Positions	FY2027 \$	Annual \$
New Main-Specialty	2	153k	204k
Staffing Study FT	24	1.2M	1.6M
Support	2	124k	166k
Total	28	1.4M	1.9M

FY2028 (4 Positions)

Category	Positions	FY2028 \$	Annual \$
Staffing Study FT	2	146k	195k
Support	2	138k	189k
Total	4	284k	381k

FY26 Budget Impact

FY2026 Ask (50 Positions)

Category	Positions	FY2026 \$	Annual \$
New Main	30	237k	1.8M
New Main-Specialty	5	178k	482k
RSCR	7	140k	534k
Staffing Study FT	19	723k	1.5M
LPT Conv	-10	119k	119k
Support	4	338k	452k
Total	50	1.7M	4.9M

FY2026 Approved (15 Positions)

Category	Positions	FY2026 \$	Annual \$
New Main	1	241k	241k
Branch Staffing	14	478k	478k
Total	15	718k	718k
LPT Conversion	(+12 FT; -29LPT)	0k	0k

Fiscal Year 2027 - Budget Impact (Staff & Collection Cliff \$7.5M)

- FY 2027 & FY2028 Positions (67)
 - \$6.5M
- FY 2027 Collections
 - \$1.05M

Federal & State Legislation Update

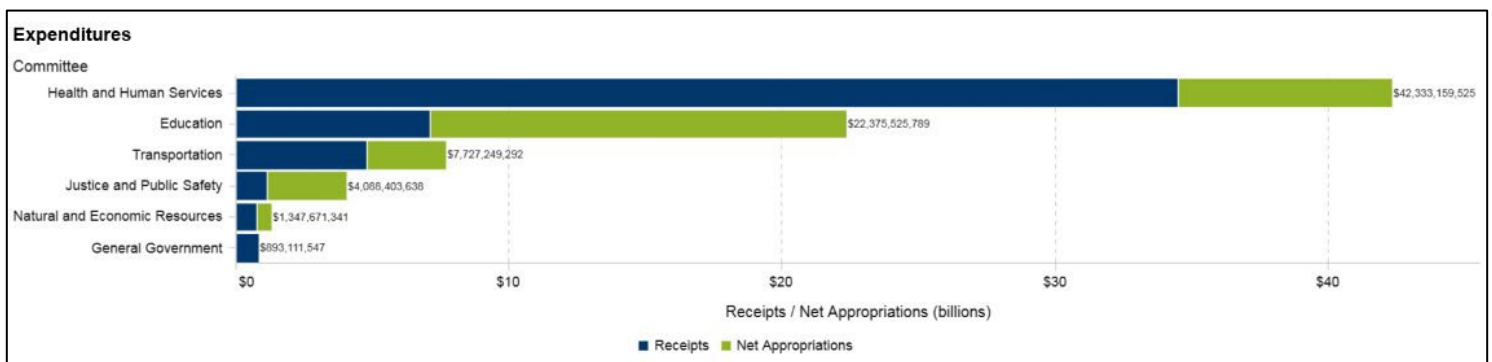
Ms. Starla Tanner provided a Federal and State legislative update to the Trustees.

- Library and Museum Funding**

Log Number	Institution	Fiscal Year	Program	Federal Funds	Funding Office	City	State
MH-255783-OMS-24	Harvey B. Gantt Center for African-American Arts + Culture	2024	Museum Grants for African American History and Culture	\$100,000	Office of Museum Services	Charlotte	NC
MH-252999-OMS-23	Harvey B. Gantt Center for African-American Arts + Culture	2023	Museum Grants for African American History and Culture	\$100,000	Office of Museum Services	Charlotte	NC
ARPML-250961-OMLS-22	Discovery Place	2022	American Rescue Plan for Museums and Libraries	\$50,000	Other Initiatives	Charlotte	NC
ARPML-250676-OMLS-22	Mint Museum of Art	2022	American Rescue Plan for Museums and Libraries	\$40,000	Other Initiatives	Charlotte	NC
CAGML-248107-OMLS-20	Public Library of Charlotte & Mecklenburg County	2020	CARES Act Grants for Museums and Libraries	\$492,000	Other Initiatives	Charlotte	NC
RE-246342-OLS-20	Johnson C. Smith University	2020	Laura Bush 21st Century Librarian Program	\$249,843	Office of Library Services	Charlotte	NC
MH-245487-OMS-20	Johnson C. Smith University	2020	Museum Grants for African American History and Culture	\$50,000	Office of Museum Services	Charlotte	NC

- Impactful Policy/Regulatory Issues to Watch at Federal Level:
 - Bans
 - Education
 - Immigration
 - Housing Security
 - Healthcare Access
 - Funding Conditions
- Federal Delegation and 119th Congress
 - House Representative Alma S. Adams, Senator Ted Budd, and Senator Thom Tillis
 - August Recess – The NC House and Senate reconvene on August 26th
 - Ms. Tanner reminded the Trustees of the upcoming elections, pending court cases, and pressing issues that could eventually affect the Library.

State Update



- State Legislative Power Dynamics
 - Republican-Controlled General Assembly
 - Senate: 30 R – 20 D (veto-proof)
 - House: 71 R – 49 D (1 vote shy of override)
 - Leaders: Sen. Phil Berger & Speaker Destin Hall
 - Secured overrides of 8 out of 14 Stein vetoes in 2025 (as of Aug. 1, 2025)
 - Governor Josh Stein (Democrat)
 - Issued 14 vetoes so far this session (as of Aug. 1, 2025)
 - Proposes budgets; can call special sessions
 - Controls executive agencies & appointments
 - Facing disaster relief needs and legislative efforts to take power
- State Budget Negotiations Include Discussions of:
 - Fiscal Cliff
 - Tax Plans
 - Teacher Pay
 - Mini Budget
- State Budget Implications
 - Elimination / Reduction of Taxes
 - Lower State Revenue
 - Reduced State Funding for Services
 - Heavier Burden on Local Budgets
 - Reduced Local Funding for Services / Increase in Local Taxes
- Legislative Watch List
 - Funding and Compliance
 - Bans, DEI, Rights
 - Auditing, Disclosure and Reporting

Advocacy Approach

- Local / Internal Strategy
 - Staff Advocacy Committee and attend stakeholder convenings
 - Guide messaging, talking points, and collateral development
 - Assist with local elected officials and executive staff engagement
- State Strategy
 - Track legislative and regulatory issues
 - Cultivate relationships with delegation members and state officials
 - Elevate visibility and participation in state advocacy events
 - Facilitate active participation with NCLA and NCPLDA
- Federal Strategy
 - Track legislative and regulatory issues
 - Cultivate strategic relationships with delegation members and staff
 - Strengthen engagement and visibility around policy and funding
 - Increase collaborative advocacy with national stakeholders

Local Update

Ms. Myers provided an update to Trustees regarding the new County Manager Mike Bryant's vision for the County.

- County Manager Bryant
 - Attended 60+ Community Meetings
 - Gathered Departmental and enterprise-wide insights
 - Upcoming Events - Commissioner Ride-alongs, All Hands visits, November Community Collaboration Meeting
- Strengths of the County
 - Strong community commitment and delivery
 - Financially sound
 - Employees proud and engaged, despite internal / organizational tensions
- Opportunities for the County
 - Rebuild performance and accountability
 - Improve internal communication
 - Enhance decision-making agility
 - ROI clarity on large investments
- Risks
 - Legislative uncertainty
 - Economic volatility (e.g., tariffs)
 - Talent gaps and succession concerns
 - Fraud risk and internal operational gaps
- Organizational Reset Plan
 - Focus
 - Culture, Accountability, Fiscal Discipline
 - Prioritization
 - "We can't be everything to everyone"
 - Strong commitment to measurable outcomes
 - Fraud risk and internal operational gaps
- 6 Focus Areas
 - Culture
 - Succession Planning
 - Performance Management
 - Budget Discipline
 - Decision Making
 - Cabinet Meeting Refresh
- Balanced Scorecard 2.0
 - Readopt Balance Scorecard as guiding framework for strategy:
 - Customer
 - Financial
 - Internal Processes
 - Learning & Growth
- Performance Management and Program Review Redesign
 - From 1,700+ metrics → Focused KPIs
 - Alignment: County → Department → Individual

- Annual work plans drive accountability
- Assess the County's 251 services assessed for:
 - Alignment with BOCC Goals
 - Duplication & Efficiency
 - Mandates & Outcomes
- Will be used to identify savings and efficiencies in the County's budget

Advocacy Activity

Ms. Krystal Green led an elevator speech activity with the Trustees to practice important Library advocacy talking points.

Safety & Security in Libraries

- Mr. Michael Nail, Mecklenburg County Security Director, Mr. Statson Tyrell, Security Program Manager, and Mr. Michael Schoonmaker, Security Program Manager reviewed the safety and security services the County provides to the Library.
- Mr. Schoonmaker informed the Trustees about the Mecklenburg County Security Operations Center which is accessible to County and Library staff 24/7 and covers security escorts, security incidents / questions, dispatch, medical emergencies, fire emergencies. The Security Operations Center monitors the security cameras throughout County properties and is alerted if 911 is called from any landline within a County building including library branches.
- Mr. Tyrell informed the trustees about the Everbridge Mobile Application (MeckSecAlert)
 - SOS - Single button push (duress button) provides immediate communication and GPS location to SOC with cellphone camera video and microphone monitoring when activated
 - Check in - Field workers can start a timer to automatically get SOC to contact them if they miss a check-in
 - 911 – Direct dial to 911
 - Security - Direct dial to the Security Operations Center
 - Comms – Displays recent communication received
- New Security Contract

Identified Issues / Challenges	Contract Remedies
Supervision / Quality Control	• Dedicated library supervisor / patrol responsible for libraries. Mobile, but operating out of the LAC • Increased supervisor minimum requirements (changed from 1 to 6 years security / supervisory and related experience). Require documentation to ensure qualifications are met
Vendor Management of Services	• Addition of a dedicated Account Manager for each contract • Mandate scheduled monthly vendor meetings with local management and senior level quarterly business reviews (QBRs) • Updated violations for KPI non-compliance
Auditing and Reporting Requirements	• Defined reporting requirements (e.g., turnover, new security guards, incidents, use of force, inspections, etc.)
Security Guard Qualifications	• Vendor proposals must include company hourly billing rates, security guard hourly wage rates, and description of security guard benefits packages to determine market position • Increased security guard minimum requirements (min. Experience changed from 1 year to 3 years, minimum age from 19 to 21 years). Require documentation to ensure qualifications are met
Security Guard Training	• Required documentation of security guard initial and ongoing training • Mandated training subjects for annual security guard training, including CPR / AED certifications

- Libraries with Assigned Security Guards
 - Allegra Westbrooks Regional Library
 - Hickory Grove Library
 - ImaginOn
 - Independence Regional Library
 - Plaza Midwood Library
 - South Boulevard Library
 - Steele Creek Library
 - Sugar Creek Library
 - University City Regional Library
 - West Boulevard Library

Safety and Security – Library Management

Ms. Moen reviewed important components to the Library's management of safety and security.

- **Library Use Guidelines:** Public policies governing behaviors
- **Progressive Disciplinary Policy:** Staff policy in Safety & Security Handbook, Categorizes offenses in A-E categories with consequences and escalation for each category Separate progressions for youth and adults
- **Ban:** To prohibit, forbid, or bar a person(s) from the Charlotte Mecklenburg Library and surrounding property
- **Ban Appeal:** The process to appeal and overturn a ban to resume access to library programs, services, or spaces
- **Incident Reporting:** Internal database managed by Mecklenburg County Categorizes incidents by type (theft, disorderly conduct, trespass, etc.)

Ms. Myers reviewed the responses from branch managers that were gathered through a survey about safety and security.

- "The safety of staff and customers who utilize...services, programs, and facility is a constant concern for me."
- "Very concerned about who is lingering outside when we pull up to the building in the morning. We are also concerned about odd behavior by different patrons during the day. We have regular patrons who have issues with mental illness and drug/alcohol addictions that cause us to be on alert all day."
- "Safety! It's a concern that weighs heavily on all of us. I often think about what could happen if an incident occurred when I wasn't onsite to intervene, or if the rover response was delayed. The thought of one of my team members getting hurt under those circumstances is deeply troubling..."
- "The state of the world and the incidents that occur at libraries because of it. Week by week we see an increase in incidents relating to mental health issues, homelessness, drugs, and lack of finances. The trauma from these incidents has long-lasting repercussions that affect staff in their personal lives."

Safety & Security Incident Reports

- FY2025: 857
- FY2024: 883
- Types of Incidents
 - *2/3rds behavioral in nature*
 - Violent / Sexual Behavioral: 11%
 - Other Behavioral: 53%
 - Non-Behavioral: 36%

Safety and Security Incidents Activity

Ms. Myers facilitated an activity with the Trustees involving reviewing several incidents and discussing underlying contributing factors and strengthen the Library's approach to future issues.

Current Library Wrap-Around Services

Ms. Martha Yesowitch gave a presentation about the Library's wrap-around services.

- The Foundation
 - History of UNCC partnership – The Library partners with UNCC to utilize MSW Practicum students as interns who help provide research and social work services to improve the Library's ability to assist the community.
 - Informed the Trustees about the important role of social workers in libraries
 - Discussed the shift to relational librarianship vs. transactional librarianship
- Current Services
 - MSW Practicum Students from UNCC (New cohort starts mid-August)
 - Three Buckets of Student Work
 - Direct service triage/referral
 - Teen programming: SEL (social-emotional learning) through arts & gaming
 - Remote learner creating support modules
- Novant Partnership
 - Serves 5 branches
 - Services include:
 - Mobile medical units (immunizations, screenings)
 - Community Health Workers
 - Education programs
 - Tabling on community-sourced topics
- Other Mobile Units
 - Project Outpour(showers)
 - Vision to Learn (eye exams)
 - Hope Street Food Pantry
 - Blood Drives
 - Mobile Mammography (upcoming)
- Other Social Service Partnerships
 - City of Charlotte's 311
 - Mental Health America
 - Meck County Public Health
 - Legal Advocacy
 - Coordinated Entry
 - A Roof Above
- Where We Could Go
 - Using Current Resources
 - MSW students providing triage/referral
 - Tabling opportunities for partners on a consistent basis
 - Office space available for one-on-one conversations as needed
 - Space for mobile unit visits
 - With Enhanced Partnerships
 - Partner with agency social workers using Library as service outpost
 - MSW students have access to professional mentorship
 - Health (mental and physical) screenings available on consistent rotating basis
 - Consistent office hours from service providers

- Needs Met Through Funding
 - Additional funding would allow for:
 - The Library to hire staff with specific skillsets to enhance service
 - The Library could hire a staff social worker to oversee MSW interns and maintain social support partnerships

Wrap up

Dr. Hawn Nelson and Dr. Brown thanked the Trustees and leadership staff for attending the retreat actively participating in the activities and discussions. Dr. Hawn Nelson encouraged Trustees to attend committee meetings and observe the work of the committees they are not members of to gain more knowledge. Dr. Hawn Nelson acknowledged that today's discussions are just the start and there is more work to be done.

After some Board discussion, Dr. Hawn Nelson adjourned the board meeting at 4:00pm.

Respectfully submitted,
Angie Myers
Interim CEO