



Library Board of Trustees
Library Board of Trustees Meeting
Via Zoom
Monday, February 20, 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
Charles Thomas
Dr. Ricky Woods

Absent

Preethi Srinivasan

Staff Present

Karen Beach
Elyse Berrier
Shelley Book
David Dillard
Michael Engelbrecht
Harold Escalante
Jenni Gaisbauer
Meryle Leonard
Pamela McCarter
Caitlin Moen
Angie Myers
Chantez Neymoss
John O'Connor
Emery Ortiz
Keisha Portis
Amy Richard
Elesha Roupp
Holly Summers Gil
Kim Sykes Joseph
Marcellus Turner
Martha Yesowitch

Others Present

Gene Cochrane
Mark Kutny
Jai Winston

Joe Helweg opened and welcomed everyone to the Board Meeting at 4:00pm.

Absence with Cause

Mr. Helweg requested a motion to approve absence with cause for Preethi Srinivasan. On a motion by Charles Thomas and seconded by Tracy Montross, the Trustees unanimously approved her absence with cause.

Minutes

Mr. Helweg requested a motion to approve the minutes from the Board of Trustees meeting held on February 20, 2023, and on a motion by Charles Thomas and seconded by Tracy Montross, the Trustees unanimously approved the February 20, 2023, meeting minutes.

Chair Update

Joe Helweg provided the following updates:

- Board meeting dates for the 2nd half of 2023 will be as follows:
 - July 17, 2023 at Hickory Grove
 - August 2023 will be a retreat at a date yet to be set
 - September 18, 2023 via Zoom
 - October 23, 2023 at South Boulevard
 - November 20, 2023 via Zoom
 - December 18, 2023 at the LAC
- Board Retreat
 - You will receive a poll from Shelley Book with possible dates at times
 - Agenda items will include:
 - 21st Century Library
 - Program of Service
 - New Strategic Plan

After some discussion the library will provide the board talking points for both the topics of intellectual freedom and the process the library has established to deal with disturbances and protests should either arise.

Dr. Amy Hawn Nelson provided the story of impact where she is a NC Department of Health and Human Services data office consultant. She was in a meeting where a new staff member on the team was looking for good resources and settled on LinkedIn Learning as a tool to use for all staff across NC. The Data Manager stated that it was shame they were not all residents of Mecklenburg County because if they were, they would have access to this tool for free. Several members of the group then stated that they pay an annual fee to the Mecklenburg County library since they don't live here to still have access to our resources.

Committee Reports

Customer and Community Impact Committee

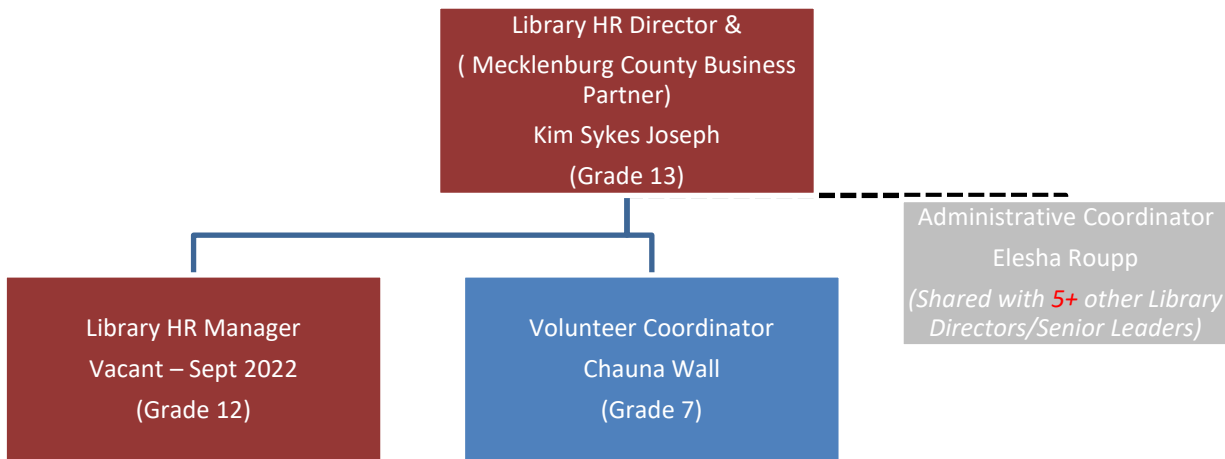
Human Resources Needs Presentation

Mecklenburg County ILA/MOU

- Library Responsibilities
 - Employee relations
 - Internal communications
 - Job descriptions
 - Leadership/Strategy/Planning
 - Legal
 - New employee orientation
 - Performance management
- County Responsibility
 - Benefits administration
 - Employee services center
 - Classification and compensation
 - MyHR/PeopleSoft System
 - Talent Acquisition/Recruiting

- Joint Responsibility and estimate of library/county workload share
 - Compliance (90/10)
 - ADA (100/0)
 - Learning and development (90/10)
 - Leave of absence (10/90)
 - Personnel file management (50/50)
 - Policies and procedures (85/15)

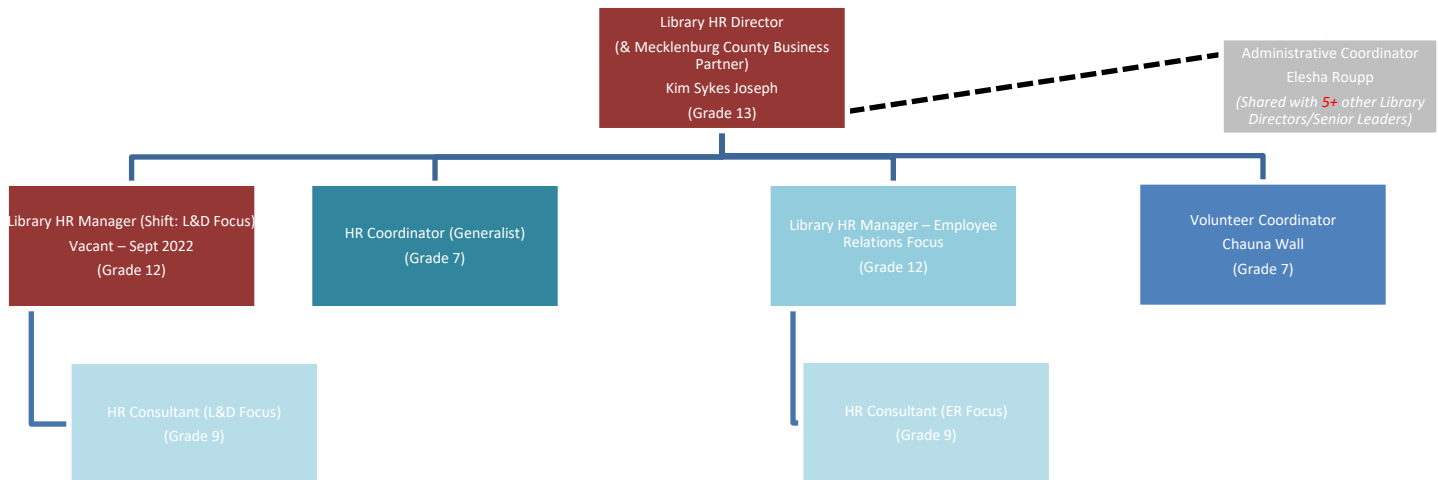
HR Current State 2023



- Due to high turnover (HR Director & HR Manager position) - often functioning as a department of one for up to 500 employees.
- Employees who have left have all cited workload as reasons for leaving.
- Employees are frustrated when they can't get quick responses to their questions or problems.
- Limited capacity for the HR team to provide the best customer experience when their bandwidth is stretched to the maximum.
- Current structure has little to no succession planning or even day-to-day back-up functions in place – this is not sustainable.
- CFO, Volunteer Coordinator, & Admin Coordinator currently filling in to assist with capacity.

Desired Future State

- FY2024-FY2026 Growth Plan to 6 FTE's (Getting closer to 2.57 ratio recommended as an average by SHRM would be 11.5 HR Employees)
- Future state department of 6 acknowledges ~50% support provided by Mecklenburg County.



Timeline

- FY2024 HR Coordinator (1)
- FY2025 HR Manager (1)
- FY2026 HR Consultants (2)

Future State- Duty Alignment

- HR Director
 - Mecklenburg County partnership
 - Library HR strategy, policies and procedures
 - Budget management
 - Internal communications
 - Legal consultations, complex situations, investigations, mediations
 - ADA/Compliance/LOA/WC
- HR Coordinator
 - Mecklenburg county partnership
 - First contact for HR
 - Administrative support such as record keeping, file management, HRIS entry, employment verifications and COP
 - Assist with internal communications
 - Assist with new employee orientation
 - Assist with talent acquisition
- HR Manager & Consultant- Learning & Development
 - Mecklenburg county partnership
 - New employee onboarding
 - Performance management
 - General learning and development
 - Manager & supervisor training
 - Leadership development

- Bilingual premium
- Change management
- Special projects
- HR Manager & Consultant- Employee Relations Focus
 - Mecklenburg County partnership
 - New employee onboarding
 - Performance management (ongoing assistance with coaching, progressive discipline)
 - Employee relations
 - Employee climate survey
 - Succession planning
 - Change management
 - Special projects

Risk of Doing Nothing- Organization Risk Increases

- Current focus of staff:
 - Policies and procedures
 - Talent acquisition and onboarding
 - Benefits
 - Employee relations
 - Compliance
 - Daily fires
- Areas not getting done and/or areas of increased risk
 - Performance management
 - Leadership development, particularly supervisory and management training which continues to lead to increase in employee relations issues
 - Strategy
 - General learning and development- library specific training
 - Internal communications
 - County relationship not optimized
 - Loss of institutional knowledge, risk of continued turnover

After some board discussion regarding the history of Human Resources department at the library, increase in workload the board thanked the Library staff for the information and they job they do every day.

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
230201	FY2023	Summer Break Support	Revenue: Foundation Contribution	8,500	
230201	FY2023	Summer Break Support	Expenditure: Programming		8,500
Total FY2023 Budget Adjustments				8,500	8,500
Multi-Year Budget Adjustments					
Budget Adjustment Number	FY2023 or Multi-Year	Short Description	Budget Category	Revenue Budget Adjustment Amount	Expenditure Budget Adjustment Amount
230202	Multi-Year	Flight Fund Grants	Revenue: Foundation Contribution	12,100	
230202	Multi-Year	Flight Fund Grants	Expenditure: Programming		12,100
Total Multi-Year Budget Adjustments				12,100	12,100
Budget Transfers					
Budget Transfer Number	FY2023 or Multi-Year	Short Description	Budget Category	Budget Transfer Impact - Revenue	Budget Transfer Impact - Expenditure
N/A	FY2023	Budget clarification from January (ARPA funds should be noted as Federal, not Mecklenburg County - even though awarded by Mecklenburg County).	Revenue: Federal	2,917,635	
N/A	FY2023	Budget clarification from January (ARPA funds should be noted as Federal, not Mecklenburg County - even though awarded by Mecklenburg County)	Revenue: Mecklenburg County	(2,917,635)	
Grand Total Budget Adjustments				20,600	20,600

After some discission and on a motion by Tracy Montross, seconded by Dr. Ricky Woods, the Trustees unanimously approved the budget transfers listed above.

Financial Update

Angie Myers provided the following update:

- Projection data is based on 7 months of activity
- Expense and revenue projections in total are coming in at 99%
- FY2023 Audit planning will begin soon and the contract will be brought to the Board of Trustees for approval in either March or April.

After some discussion Jenni Gaisbauer agreed to provide more detailed breakout of the Foundation's revenues and expenses at the next Board meeting.

Budget Update

Angie Myers provided the following update:

- This budget breakout was presented at the Board's February meeting
- All of these budget items tie directly back to items on our strategic plan which funnel up to a BOCC priority
- Library leadership has created this budget prioritization list with estimated costs
- Current requests stand at \$3.4M
- We are looking for Trustee feedback on the ranking

Priority	Item	Amount
1	Compression Study Impact (ERM)	\$900k
2	HR Coordinator (BOCC/ERM)	\$68k
3	Chief Equity & Inclusion Officer (BOCC/ERM)	\$130k
4	Marketing & Communications Assistant (ERM)	\$68k
5	(2) Outreach Specialists (BOCC/ERM)	\$135k
6	Programming (Including Meck Pre-K/Active Reading) (BOCC/ERM)	\$250K
7	Library Business Analyst (ERM)	\$75k
8	Community Programs Coordinator (BOCC/ERM)	\$68k
9	Library Collections (BOCC/ERM)	\$1.7M

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

- Concerns about the optics of having collections at the bottom of the list
- A lot of the concerns around equity come from Human Resources camp so filling the HR positions are critical
- Concerned about filling a C-Suite position such as the Chief Equity & Inclusion Officer
- Concerned about going back to the county to fill the Chief Equity & Inclusion Officer after not getting it funded last year
- Encouragement to consider asking for the 2 HR positions this budget cycle

Angie Myers stated that the leadership team will take all of the boards feedback into consideration and see what adjustments can be made and will keep everyone apprised of the process.

Governance Committee

Tracy Montross deferred the CEO evaluation schedule to the March meeting due to time constraints and provided the following updates:

- Action Item: Approval of the new FY2023 Committee Assignments

BOARD COMMITTEES	SCOPE OF RESPONSIBILITIES	CHAIR	MEMBERS	STAFF LEAD
Executive	Make decisions on behalf of the Board of Trustees as needed	Joe Helweg	Tracy Montross Dr. Amy Hawn Nelson Charles Thomas	Marcellus Turner
CML Foundation Board*	Consult, advise and oversee fundraising and awareness strategies and activities of the Library Foundation that support the Library	Gene Cochrane	Joe Helweg Marcellus Turner	Jenni Gaisbauer
Customer & Community Impact	Review, consult, advise and oversee the Library's programming and service offerings to ensure they improve lives and build a stronger community. Oversee prioritized actions in support of CML's Racial Equity Framework and Implementation Plan.	Dr. Amy Hawn Nelson	Ailen Arreaza Stacey Brown Ashley Hardee, Ex Officio	Caitlin Moen (Pamela McCarter – DE&I Staff Support)
Finance	Consult, advise and oversee Library financial practices, transactions, decisions, and funding sources and trends.	Charles Thomas	Preeethi Srinivasan Peggy Brookhouse	Angie Myers
Governance	Recommend Library Trustee candidates based on regular review of the Board's and organization's current and future governance needs.	Tracy Montross	Joe Helweg Charles Thomas	Marcellus Turner
ImaginOn Management	Oversee management and activities at ImaginOn jointly with our partner, Children's Theater of Charlotte	Kimmery Martin	N/A (contract calls for one representative from CMLBOT)	Jenni Gaisbauer
Real Estate	Consult, advise and oversee Library real estate strategies, planning, practices, transactions, and decisions	Ailen Arreaza	Dr. Ricky Woods Jon Buchan George Sistrunk, Ex Officio Walker Morris, Ex Officio	David Dillard

On a motion by Joe Helweg, seconded by Charles Thomas the board unanimously approved the new Committee Assignments.

- **Action Item: Approval of the Honorary Advisory Board Charter and 2023 nomination of Ed Williams to the Honorary Advisory Board.**

On a motion by Jon Buchan, seconded by Charles Thomas the board unanimously approved the Honorary Advisory Board Charter and the nomination of Ed Williams to the board.

Library CEO Report

Marcellus Turner provided the following updates on Carnegie Circle:

- Annual donor event for Carnegie Circle members
- NoViolet Bulawayo and her recent book, Glory
- Monday, March 27
- At ImaginOn in the Wells Fargo Playhouse
- Reception- 6pm to 7pm
- Program- 7pm to 8pm
- Book signing immediately following program

At 5:30pm, Joe Helweg adjourned the board meeting.

Respectfully submitted,

Marcellus Turner
CEO