RECOMMENDATIONS FOR THE
FUTURE OF THE LIBRARY TASK FORCE

Presented by
Future of the Library Task Force Design Team

October 20, 2010

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Executive Summary

The Charlotte Mecklenburg Library of three years ago no longer exists. The Library's total budget, 90 percent of which is funded by the County, has been reduced by 37 percent in the past two years. A new model is needed for future sustainability.

The Future of the Library Task Force was proposed during the Mecklenburg County fiscal year 2011 (FY11) budget cycle in spring 2010. At its budget straw vote, the Mecklenburg Board of County Commissioners made its Library funding for FY11 contingent on the creation of a Task Force to consider the Library's future.

Jim Woodward, Chancellor Emeritus, UNC Charlotte was appointed chair of the Task Force. This 16-member group is charged with gathering information, consulting with residents, and reporting ideas and recommendations for a sustainable future for the Charlotte Mecklenburg Library.

This report recommends a process for the Task Force to fulfill its charge. The process, detailed in a design map and timeline on page 13, will include a series of meetings to evaluate the following areas:
- Scope, cost and relative importance of various Library services
- Organizational structure and system for delivering Library services
- Governance of the Library system
- Funding model for supporting Library services

The recommended process prioritizes ongoing, open communication with residents, including civic engagement activities such as town hall-style meetings, surveys and other opportunities for input. Several other factors critical to success have been identified:
- The final Task Force report should contain two or three comprehensive, integrated and actionable strategic alternatives for a sustainable future for the Charlotte Mecklenburg Library.
- The Task Force must examine three time horizons:
  - Short Term: FY12
  - Intermediate Term: FY13-14
  - Long Term: Direction for FY15 and beyond
- Task Force members should take personal responsibility for a successful outcome and show loyalty to the process.
- Racial, economic and industry sector barriers should be overcome to engender trusting, functional relationships based on understanding, respect and a shared sense of purpose.

- Task Force members should value one another's diverse experience, skill sets and perspectives throughout the process.
- Consensus-minded decision-making should shape the Task Force's direction.
- Subject specialists in the areas of library science, human resources, legal, finance, technology and fundraising should support the Task Force at appropriate planning intervals.
- Residents must be informed of the realities facing both the Library and the County while their input is sought.

The Design Team fully expects that the recommendations in its report will evolve over the course of the Task Force process that includes a very challenging timeframe. Drawing on the expertise of internal and external experts, as well as the input of informed Mecklenburg County residents, the Task Force will offer its final report in spring 2011.

Background

The Future of the Library Task Force was first proposed during the FY11 Mecklenburg County budget cycle in spring 2010, when stakeholders began discussing the need to create a stable funding platform for the Charlotte Mecklenburg Library. At its budget straw vote, the Mecklenburg Board of County Commissioners made its library funding for FY11 contingent on the creation of a Task Force.

In July, the Library received a $75,000 grant from the Community Catalyst Fund of the Foundation For The Carolinas to fund the Task Force. The Catalyst Fund, as well as Mecklenburg County and the Charlotte Mecklenburg Library, provided additional funds to bring the Task Force's total budget to $225,000. Grant funds will be used to defray expenses beyond what is donated or provided by Library and County staff.

Jim Woodward, Chancellor Emeritus, UNC Charlotte, was appointed chair of the Task Force.

In response to the directive from the Board of County Commissioners to form a Task Force, a Design Team was appointed by the Mecklenburg County Manager, the Director of Libraries and the Chair of the Task Force to provide assistance for the efficient and effective design, organization, operation and support of the Task Force and its work. Beth Hardin, Vice Chancellor for Business Affairs, UNC Charlotte, was appointed chair of the Design Team. Vandever Batten was engaged to facilitate the work of the Design Team and its process. In addition, Joey Lemons was hired to provide assistance to the Design Team.

Design Team Members:
- Frank Blair, Charlotte Mecklenburg Library
- Beth Hardin, Community Volunteer
- Rodney Harris, Mecklenburg County
- Sean Hogue, Charlotte Mecklenburg Library
- Leslie Johnson, Mecklenburg County
- Marye Pat Kelly, Community Volunteer
- Julia Lanham, Charlotte Mecklenburg Library
- Janet Payne, Mecklenburg County
- Dennis Rash, Community Volunteer

The Design Team's responsibilities included the following:
- Suggest refinements to the charge and/or specific questions or lines of inquiry
- Conduct the application and nomination process for Task Force membership
- Identify types and potential providers of support for Task Force's work
- Begin identifying the nature and sources of information to be provided to the Task Force

- Create a process for gathering, organizing and preserving information for the Task Force
- Propose a budget for anticipated logistical and other needs
- Propose key success factors and Task Force deliverables
- Create a proactive communications strategy
- Suggest ways to gather public input, such as surveys, focus groups or public hearings

The Design Team conducted its first meeting on August 23, 2010. After that initial meeting, the Design Team decided that a core group of members would meet regularly to complete the deliverables. That core committee – Beth Hardin, Sean Hogue, Leslie Johnson and Marye Pat Kelly – met twice a week from early September until mid-October and were supported by Lauren Batten and Frances Thompson of Vandever Batten.

Task Force Application, Selection Process and Membership

The goal of the Task Force application process was to design a form that Mecklenburg County residents could submit for consideration for Task Force membership. The Design Team developed an online process designed to gather data on applicants' skill sets relevant to Task Force needs as well as demographic data. Each applicant completed two brief narratives: one on professional or volunteer experience pertinent to the work of the Task Force and another on why he or she wanted to serve.

The application was posted on the Charlotte Mecklenburg Library, Mecklenburg County and Vandever Batten websites, and printed application forms were available at each branch Library. Applicants were invited to submit completed applications by fax or mail. A communication plan was developed and implemented to heighten awareness of the application process across the county.

The 87 applications were filed digitally into a master database. At the conclusion of the application process, Vandever Batten screened applicants to confirm eligibility. The resulting pool of applicants reflected the county's diversity in geography, gender, ethnicity and age.

This list was forwarded to Jim Woodward for final selection. During that process, he consulted the following constituents:
- Robin Branstrom: Chair, Charlotte Mecklenburg Library Board of Trustees
- Michael Marsicano: President and CEO, Foundation For The Carolinas
- Jennifer Roberts: Chair, Mecklenburg County Board of County Commission

The Task Force has 17 members, including Chair Jim Woodward. Appointments were made by the Mecklenburg County Manager, Director of Libraries, City of Charlotte Manager, mayors and managers of the northern Mecklenburg towns (Cornelius, Davidson, Huntersville), and mayors and managers of the southern Mecklenburg towns (Matthews, Mint Hill, Pineville).

Members of the Task Force

Jim Woodward	Chancellor Emeritus, UNC Charlotte
Jeff Armstrong	Managing Partner, Eitel and Armstrong
Robert Bisanar	Attorney, Ogletree Deakins
Alan Blumenthal	Chairman of the Board, Radiator Specialty Company
Pamela Davies	President, Queens University of Charlotte
Michael DeVaul	Senior Vice President of Organizational Advancement, YMCA of Greater Charlotte
Geneal Gregory	Community Volunteer
W.A. Heath Jr.	Managing Partner, Heath Partners
Carol Hull	Vice President, Process Design Consultant for Technology and Operations, Bank of America
Leonora Kaufmann	Former Director of Library and Information Resources, Carolinas Healthcare System and Charlotte Area Health Education Centers
Gloria Kelley	Dean of Library Services, Central Piedmont Community College
Bill Millett	President, Scopeview Strategic Advantage
Bernie Simmons	Retired television broadcaster
Scott Stone	Vice President, Merrick and Company
Julie Szeker	Attorney, Johnston Allison & Hord
Connie Wessner	Commissioner, Town of Davidson Board of Commissioners
Ed Williams	Retired Editor of the Editorial Pages, *Charlotte Observer*

The complete application information sheet and application form are found in Appendix D.

Task Force Recommendations

The Task Force Design Team believes that the Task Force charge is accurate and reflects the goals of the process. These recommendations were developed to support and guide the Task Force in its efforts.

Task Force Charge and Scope of Work

The Task Force is charged with the following:
- Request, receive and review information and ideas
- Engage in constructive discussion and deliberation
- Report resulting suggestions, options, considerations and/or recommendations for a sustainable public library system

The Task Force should evaluate the following basic areas:
- Scope, cost and relative importance of various library services
- Organizational structure and system for delivering library services
- Governance of the library system
- Funding model for supporting library services

Task Force Budget

The estimated Task Force budget of $225,000 was developed to address the following needs:
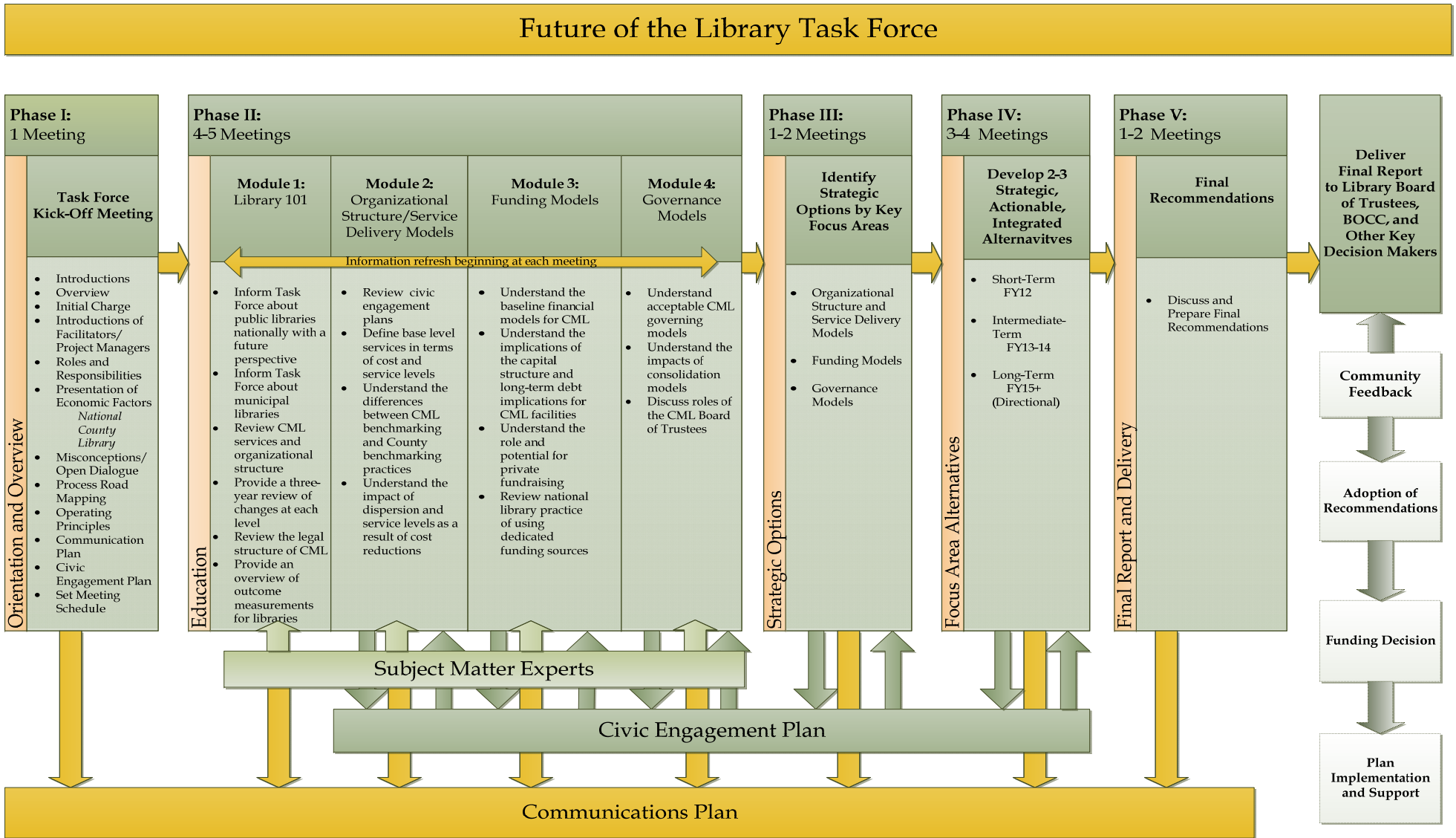- Project Management: A project manager will work with the Chair to coordinate all meeting logistics, notes, meeting minutes, consultant travel and other support as identified by the Task Force. The project manager will be involved in oversight of all levels of the effort and will be responsible for creating, updating and monitoring the goals and action steps. The project manager will collaborate with the Process Facilitator in writing the final report.
- Process Design and Facilitation: A consultant with extensive experience in the creation of new or transformative business models will be responsible for designing a fair and balanced process for the Task Force to receive, discuss and evaluate all data and input. Through group consensus, the facilitator will help the Task Force develop strategic and actionable alternatives for consideration within short, intermediate and long-term horizons.
- Civic Engagement: Multiple strategies will be utilized to allow residents to express their opinions and provide input on the Charlotte Mecklenburg Library and its organizational and service models.
- Communication: A contingency will cover any communication expenses not covered by the Charlotte Mecklenburg Library or County budgets.
- Meeting Expenses: The budget will include facility rental, food, printing, audio/visual equipment costs.

- <u>Content Area Consultants</u>: Library specialists, as well as legal and financial experts, may be called as consultants.
- <u>Contingency</u>: A line item will cover unexpected expenses.

In creating the budget, several assumptions were made:
- The Task Force will meet 10-12 times between October 20, 2010, and February 28, 2011.
- Each meeting will last three to five hours.
- The meeting location will be accessible, affordable and have convenient parking.
- Civic engagement opportunities will include a community survey, two to three town-hall style meetings and an onsite Charlotte Mecklenburg Library feedback/online survey.

Task Force Process Flow Diagram

Future of the Library Task Force

Phase I:
1 Meeting

Phase II:
4–5 Meetings

Phase III:
1–2 Meetings

Phase IV:
3–4 Meetings

Phase V:
1–2 Meetings

Deliver Final Report to Library Board of Trustees, BOCC, and Other Key Decision Makers

Task Force Kick-Off Meeting

Module 1: Library 101

Module 2: Organizational Structure/Service Delivery Models

Module 3: Funding Models

Module 4: Governance Models

Identify Strategic Options by Key Focus Areas

Develop 2-3 Strategic, Actionable, Integrated Alternavitves

Final Recommendations

Information refresh beginning at each meeting

Orientation and Overview

- Introductions
- Overview
- Initial Charge
- Introductions of Facilitators/ Project Managers
- Roles and Responsibilities
- Presentation of Economic Factors
  National
  County
  Library
- Misconceptions/ Open Dialogue
- Process Road Mapping
- Operating Principles
- Communication Plan
- Civic Engagement Plan Set Meeting Schedule

Education

- Inform Task Force about public libraries nationally with a future perspective
- Inform Task Force about municipal libraries
- Review CML services and organizational structure
- Provide a three-year review of changes at each level
- Review the legal structure of CML
- Provide an overview of outcome measurements for libraries

- Review civic engagement plans
- Define base level services in terms of cost and service levels
- Understand the differences between CML benchmarking and County benchmarking practices
- Understand the impact of dispersion and service levels as a result of cost reductions

- Understand the baseline financial models for CML
- Understand the implications of the capital structure and long-term debt implications for CML facilities
- Understand the role and potential for private fundraising
- Review national library practice of using dedicated funding sources

- Understand acceptable CML governing models
- Understand the impacts of consolidation models
- Discuss roles of the CML Board of Trustees

Strategic Options

- Organizational Structure and Service Delivery Models
- Funding Models
- Governance Models

Focus Area Alternatives

- Short-Term FY12
- Intermediate-Term FY13-14
- Long-Term FY15+ (Directional)

Final Report and Delivery

- Discuss and Prepare Final Recommendations

Subject Matter Experts

Civic Engagement Plan

Communications Plan

Community Feedback

Adoption of Recommendations

Funding Decision

Plan Implementation and Support

<u>Orientation</u>

The first meeting of the Task Force will have the following objectives:
- Introduce Task Force members and key project facilitators
- Review the Design Team Report
- Review and understand the Task Force charge and operating guidelines
- Understand current economic factors at all levels

Meeting Agenda Draft

I. Introduction and Overview
- Welcomes
- Introductions
- Design Team Recommendations
- Overview of Task Force
  - Task Force Charge
  - Process Facilitator/Project Manager
  - Roles and Responsibilities

II. Overview of Library Operations and Finances
- County
- Library

III. Process Planning and Discussion
- Communication and Civic Engagement
- Operating Principles
- Meeting Schedule

Module Overview

Module 1: Library 101

Summary:
The Task Force will study municipal public libraries nationally before it begins its in-depth study of the Charlotte Mecklenburg Library system. A national library specialist will be engaged to provide context for the Task Force about the public library environment today as well as future considerations. The Charlotte Mecklenburg Library's organizational and legal structure will be reviewed. Outcome measurement methodologies for libraries will be reviewed.

Learning Objectives:
- Understand the universe of public libraries
- Understand the ways in which public libraries are categorized and measured, including size and quality standards
- Understand outcome measurement methodologies that are used by public libraries
- Understand national library trends and responses to the economic downturn
- Understand the Charlotte Mecklenburg Library legal, organizational and service delivery structures

Key Resources:
- National library science expert
- Charlotte Mecklenburg Library legal resource: Bob Stephens, Library attorney
- Charlotte Mecklenburg Library services resource: David Singleton, Director of Library Experiences

Issues for Consideration:
- National library services benchmarking will help the Task Force understand best-in-class service models
- Benchmarks based on comparable communities will help define the scope of service models

Module 2: Organizational Structure and Service Delivery Model

Summary:
This module will begin the in-depth study of the Charlotte Mecklenburg Library organization and service delivery system within the context of current economic realities. The Task Force will understand both capital and operating expense budgets as well as what it costs to operate at a base level of services. The impact of cost reductions on dispersion and levels of services will be examined. Data on Library utilization will be shared. At this session, the relatively significant issue of what kind of library this community wants and can afford will be reviewed and discussed.   The civic engagement consultant will review the methodology for receiving citizen input.

Learning Objectives:
- Review the types and structure of civic engagement that the Task Force will be conducting
- Understand the role of Task Force members in the civic engagement activity
- Understand the base level of Library services
- Understand the array of services offered by the Library
- Understand the difference between types of libraries and their cost structure:
    - Main
    - Regional
    - Neighborhood
- Understand the impact on dispersion and service levels of different funding levels
- Understand the differences between the Library's and County's benchmarking practices

Binding Constraints:
- Limitations set by the State Charter

Key Resources:
- Mecklenburg County resource on outcome measurement: Leslie Johnson, Planning and Evaluation Director
- Charlotte Mecklenburg Library services resource: David Singleton, Director of Library Experiences
- Civic engagement activity: civic engagement consultant
- National library science expert
- Charlotte Mecklenburg Library budget resource: Sean Hogue, Vertere Capital Advisors
- National library human resources specialist

Issues for Consideration:

Citizen Engagement
- Determine County residents' preferences for services and delivery. Timely civic input is critical to discerning appropriate organizational and service delivery models.
- Civic engagement must allow people to inform the Task Force process while also educating residents about the financial realities facing the County and Library system.
- The Task Force needs to explore cost structure in advance of receiving residents' preferences.

Library Model
- Define the community expectation of base-level services and describe it in terms of cost and service levels
- A long-term model for transformation must be considered in concept in order to inform short-term action that does not preclude long-term potential.

Service Delivery Model and Measurement
- Understand community demand for services during different times, days, locations and the corresponding operational costs
- Review consolidation modeling being explored by the Library-County Consolidation Steering Committee
- Review service models before the County budget cuts and after cost reductions were made
- Consider geographic dispersion and the mix of neighborhood/regional branches
- Weigh physical vs. non-physical service delivery against Web-based services

Module 3: Funding Model

Summary:
The Task Force will examine base Library financial models. County budget staff will explain the capital structure and the long-term debt scenario for Library facilities. Philanthropic counsel will explore the role and potential for private fundraising as a funding option for the longer term. The Task Force also will explore the national practice of using dedicated funding sources.

Learning Objectives:
- Understand why funding needs to be predictable, stable, adequate and sustainable
- Understand Library financial models, capital costs, operating models and the relationship of how additional revenues adjust the model
- Understand the cost to run the Charlotte Mecklenburg Library branches and system. Understand the relationship between service levels, hours and operating revenues.
- Understand the Library's funding history
- Understand the role and potential for private fundraising with individuals, corporations and foundations
- Learn how other public libraries are financed through the use of a dedicated funding source

FAQ's:

Q. Can the Library replace its lost revenue with private fundraising? National data indicates a limited role for private fundraising. Private support can come in the form of annual operating support, endowment, grants and contracts. It is usually directed toward program enhancement rather than core operating expenses.

Q. Should the Library consider a plan to be spun out into a fully self-supporting 501 (c)(3) or could the Library funding be spun off to another public sector hosting entity such as CMS? No, data does not indicate that this type of structural change would reduce expenses or increase funding potential.

Q. Can a Library endowment solve the budget crisis? The development of an endowment is a long-term process; it would require at least 5-10 years before its principal could provide meaningful income.

Q. Can the Library charge new fees to bring in revenue? As a Carnegie library, the Charlotte Mecklenburg Library is not allowed to charge for most of its services. Adjusted revenues at the margins, such as fees or charging for services, would not be meaningful.

Q. Can volunteer assistance relieve the budget pressure significantly? Volunteer power is not a sustainable, long-term funding solution. It is certainly a positive way for an individual to support the Library but volunteering is not a strategic solution.

Binding Constraints:
- Long-term debt and capital lease obligations will be difficult to shed in a five-year time period

Key Resources:
- Charlotte Mecklenburg Library budget resource: Sean Hogue, Vertere Capital Advisors and Chuck Mallas, Chief Financial Officer
- Mecklenburg County budget resource: Hyong Yi, Management and Budget Director
- Bond finance and dedicated funding legal expert(s)
- Philanthropic counsel
- Charlotte-Mecklenburg Library fundraising resource: Karen Beach, Director for Community Experiences

Issues for Consideration:

Library Budget
- Today's Library budget stands at approximately $25 million; of that, approximately $5 million is a one-time appropriation. The Task Force should determine what the Library can do with a $20 million operating budget.
- 75 percent of the Library's budget is personnel-related.
- If the Library operates on an approximately $20 million budget for FY12, there will be additional layoffs.
- Additional layoffs will incur additional costs in the short-term for unemployment expenses. There is a risk of insolvency without adequately funding unemployment expense in FY12.
- Additional budget cuts by the County are possible in FY11 and FY12.
- The Library needs to identify the right-sized model rather than continuing to fund an unsustainable model.
- The Task Force must look at both capital (long-term) and operating (short-term) expenses.
- Reaching beyond a base funding situation will likely depend on long-term, private, fundraising strategies.
- The Task Force should assess the merit and feasibility of funding a national-class library.

Economic Forecast
- The Task Force should recognize that the environment most likely will not correct in two to three years.

County Debt Management
- The Task Force should understand Mecklenburg County's debt management strategy.
- The Task Force should discuss the Library's ability to repurpose or reduce its facilities in light of its long-term capital commitments.
- Long-term capital assets should offset long-term liabilities.

Private Support
- The degree to which the Library could secure significant private support from individuals, foundations and corporations should be explored. It is a long-term discussion that could require organizational and governance modifications in the near term.

Dedicated Funding Source
- Financing libraries with a dedicated funding source is an accepted though infrequent practice nationally.

Module 4: Governance

Summary:

The Task Force will learn about different governance models for public libraries across the nation that might be applicable to Charlotte-Mecklenburg. The findings from the Library-County Consolidation Steering Committee will be reviewed. The appropriate role of the Library Board of Trustees will be discussed, both within the current governance structure and within a possibly consolidated structure.

Learning Objectives:
- Understand the Board of Trustees' charge whether or not the Library is independent
- Understand dedicated funding sources and determine whether or not they are options for Charlotte-Mecklenburg
- Explore the issues of governance and accountability
- Understand the complexity of the reporting structure for a quasi-governmental structure
- Understand what fiscal controls are currently in place

FAQ's:

Q. If the Library becomes a County department, will that fix the financial problem? Such a structural change would have minimal impact at the margins on the Library budget and produce minimal efficiencies. Consolidation of services might save 10-15 percent of some variable and fixed costs of the Library.

Binding Constraints:
- The lengthy and public record of uncertainty has exacerbated the normal employee morale problems that occur in a layoff environment

Key Resources:
- Legal: Marvin Bethune, County Attorney, and Bob Stephens, Library Attorney
- National library specialist
- Library-County Consolidation Steering Committee: Senior County and Library staff

Issues for Consideration:

Governing Models
- Consolidation of the Library into the County is one option under discussion.
- The appropriate level of control over funding allocations by the County needs to be determined.

- If the Library is consolidated into the County, its philanthropic potential is greatly reduced.

Role of Library Board of Trustees
- The Task Force needs to examine the role of the Library Board under current and consolidated models.
- Clarify the structure, size and purpose of the Library Board and ensure that it names candidates who contribute core competencies that align with its primary role and responsibilities

Accountability
- The success of the Library Task Force's recommendations is ultimately dependent upon the County's and Library's commitment to strengthening their partnership.
- A mutually-agreed performance management system is needed.

Misconceptions

Misconception: The Charlotte Mecklenburg Library today is stable in its current form.

The Library has unstable funding and offers an uncertain future to its workforce. The library is operating in budget FY11 (7/1/10 – 6/30/11) with one-time additional operating funds of approximately $5 million dollars, which represents 20 percent of its current operating budget. The one-time funding allowed the library to retain approximately 100 frontline employees to operate 20 locations. Since April 2010, over 180 employees have been laid off while other staff members have voluntarily elected to move on to other opportunities, resulting in a significant loss of organizational talent. If funding is not replaced for FY12, additional layoffs will occur and the library will not be able to operate at all current locations.

Misconception: There is a quick fix.

There is no quick fix to the operating model of the library. Approximately ninety percent of its operating budget comes from one source, Mecklenburg County. All other revenue categories, including fines and fees, donations, state contributions, Alcoholic Beverage Control contributions, etc., represent less than 10 percent of the operating budget. Given the nature and the size of the budget reductions, it is unrealistic to assume that modifying other revenue streams will have a significant impact in the short to intermediate term. In the short term, the only variables that can be addressed are the expense side of the equation and/or the funding from Mecklenburg County.

Misconception: Philanthropy fills the government funding gap.

National data indicates a limited role for private fundraising. Private support can come in the form of annual operating support, endowment, grants and contracts. Restricted grants are typically directed toward program enhancement rather than core operating expenses and are driven toward specific goals set by the donor.

Endowments can be a meaningful source of revenue and should be considered for the long-term replacement of revenues. However, given the size of an endowment needed to replace the short-term operating revenues, it is an unrealistic option. It would require an endowment of $125 million to generate the $5 million replacement for the one-time FY11 funding.

Misconception: There are funding replacement alternatives.

As a Carnegie library, the Charlotte Mecklenburg Library is generally a free distributor of information and ideas. The Library can generate small amounts of operating income by charging fines and fees for incremental service; however, changing the operating model of the library from free service to pay-for-service would require a change in the State Charter and would make no change to the operating model in the short-term.

Changing the fine and fee structure may adjust revenue on the margin; however, replacing the lost revenues from the budget cuts would require an increase in fine and fee revenue from approximately four percent of total revenue to approximately 26 percent of total revenue (or an increase of 650%). This level of increase is not a probable outcome and should not be considered.

Misconception: Outsourcing alone will fill the $5 million funding gap completely.

Outsourcing non-core functions or services may reduce the cost structure of the Library at the margin. Outsourcing may potentially save 10-15 percent of some of the fixed and variable costs. However, the largest expense of the library system – 75 percent of the cost structure – is employees. Outsourcing will not address the budget shortfall materially but savings at the margins should certainly be explored by a Steering Committee.

Misconception: Volunteers can fill staffing needs long-term.

Volunteers are a valuable addition to the Library. They have ameliorated the workload created by the employee reductions over the past year. Volunteers have been used for sorting, stocking, re-shelving books and reading to children, which has freed up time for librarians to serve more patrons. In the short run, volunteers have allowed the Library to operate more hours at locations than would have been possible without them. However, there are limitations to the use of volunteers. If the budget gap is not filled at the end of the current fiscal year, then there will be additional staff layoffs. Volunteers will not be able to maintain a system of libraries if additional layoffs occur. Additionally, volunteers are not uniformly available to serve all branches.

Critical Success Factors

General
- The Task Force report should contain two to three comprehensive, integrated and actionable strategic alternatives for a sustainable future for the Charlotte Mecklenburg Library.
- The Task Force should examine three time horizons:
  - Short Term: FY12 (7/1/11 – 6/30/12)
  - Intermediate Term: FY13-14 (7/1/12 – 6/30/14)
  - Long Term: Direction for FY15 and beyond
- The Task Force should consider long-term, mission-driven options for the Library before shaping short-term solutions.
- A proactive and strategic communication plan shared by both the Library and County is critical both internally and externally.
- Residents should be informed during civic engagement activities of the very real financial constraints facing the Library, the County and the region.
- Civic engagement activities should capture actionable input and provide a positive and worthwhile process for residents' involvement.

Group Dynamics
- The Task Force should be unified around a common goal defined early in the process.
- Equal power should be granted to each participant at the table.
- Individuals should take personal responsibility for a successful outcome and show loyalty to the process.
- Racial, economic and industry barriers should be overcome to engender trusting, functional relationships based on understanding, respect and a shared purpose.
- Participants should expect challenging moments in the process and personally rise to the occasion to overcome them.

Operating Principles
- Task Force members should value one another's diverse experience, skill sets and perspectives throughout the process.
- Consensus-minded decision-making should shape the Task Force's direction.
- Subject specialists in the areas of library science, human resources, law, finance, technology and fundraising should support the Task Force at appropriate planning intervals.

Civic Engagement

The Task Force process must include a civic engagement strategy that meets two key objectives:
- Informing residents of the realities facing the Library and the County
- Providing residents multiple avenues for offering input to the Task Force on their preferences and opinions on the Charlotte Mecklenburg Library system and its services

The budget includes funding for three types of activities:
- A county-wide survey on the Library
- Two or three town hall-style meetings
- Onsite Library feedback and/or an online survey

Communication Plan Overview

A proactive communications effort is needed to ensure widespread public awareness of the Task Force's work and opportunities for public involvement in the process beyond Task Force membership. To this end, the County's Public Service & Information Department (PSI) and the Library's Marketing and Communications staff have developed a communications plan.

The goals of the plan include informing key audiences about several central points, including the following:
- Charge and recommendations of the Task Force
- Process used by the Task Force and its consultants
- Opportunities for public input
- Schedule for the Task Force's work and recommendations, among others

This approach is intended to leverage the existing public information resources of the two organizations. Details of the Communication Plan are provided in Appendix C.

Consultant Team

The Lee Institute

The Lee Institute will serve as project manager for the Task Force. Established in 1997 as a non-profit organization, its mission is to serve and strengthen the community through the collective power of public engagement, civic leadership and collaboration. The Lee Institute is known for developing individualized responses and strategic results to meet the needs of clients, by focusing on process design, facilitation, public engagement and strategic positioning. The Lee Institute is based in Charlotte, North Carolina, and serves clients throughout the southeast.

Cyndee Patterson is President of the nonprofit organization that owns and operates the historic Duke Mansion and The Lee Institute. She brings a wealth of experience in both public and nonprofit sectors as a consultant, board member and City Council member. Cyndee has led numerous projects at The Lee Institute for the past eleven years; clients include United Agenda for Children, Crisis Assistance Ministry and Centralina Council of Governments.

La Piana Associates, Inc.

La Piana Associates will serve as the process design and facilitation consultant. Founded in 1998 with start-up capital from three major foundations, La Piana is a management consulting firm that helps nonprofits and their donors address the strategic challenges they face. La Piana has its headquarters in California and works with clients across the country. It helps clients improve their leadership, management, governance, and market position through consulting services in the following areas:
- Strategic restructuring
- Strategy
- Nonprofit business planning
- Organizational assessment and development
- Governance

Vance Yoshida, MBA, will serve as the lead consultant for La Piana. He brings extensive experience in the nonprofit sector to his role as a Senior Manager. Before joining the firm, Vance was the Director of External Relations and Development at the Pangaea Global AIDS Foundation, where he developed and implemented strategies for fund raising, development, communications, marketing and outreach for this startup global HIV/AIDS organization.

MarketWise

Marketwise will design and conduct the telephone survey and the web survey.
Founded in 1987, MarketWise is a full-service custom marketing research firm in Charlotte. It provides actionable marked intelligence to aid clients in making key business decisions through qualitative and quantitative research services.

Conclusion

The Future of the Library Task Force faces a formidable challenge, but its work is crucial to putting the Charlotte Mecklenburg Library on solid footing in the immediate and distant future. Facing a significantly smaller budget in FY11 and uncertain funding in the coming years, the Library urgently needs a path to a sustainable model of funding and governance.

The Task Force's success – and the Library's future – will hinge on members' willingness and ability to make difficult decisions with a cooperative spirit. Those decisions will need the unified support of the County and the Library to keep this valuable community asset viable. Communication will play a central role, both in keeping citizens informed and in allowing them to inform the Task Force's process and outcomes. It is a leadership proposition at a critical juncture in the life of our community.

Appendix A

Task Force Initial Charge (Redlined Version)

Future of the Library Task Force

July 21, 2010
Amended September 9, 2010

The decision makers of the Library and the County wish to have the analysis and advice of an independent Task Force with a defined focus, but without a predetermined outcome, concerning the future structure, governance, operation and financing of a sustainable public library system.

The Task Force shall be comprised of thoughtful and creative persons with experience and skills relevant to the defined purpose and shall provide opportunity for significant public involvement.

Charge

Subject to refinement during the organizational phase described below, the charge of the Task Force shall be to (i) request, receive and review information and ideas, (ii) engage in constructive discussion and deliberation and (iii) report resulting suggestions, options, considerations and/or recommendations for a sustainable public library system.

Basic areas of inquiry should include:

- The scope, cost and relative importance of various library services
- The system for delivering library services
- The organizational structure and governance of the library system
- The funding model for supporting library services

Composition

The Chair of the Task Force has been appointed by the Chair of the Library Board of Trustees and the Chair of the Board of County Commissioners.

The Task Force shall have no fewer than 12 nor more than 16 members, in addition to its Chair.

Persons wishing to apply for membership or to nominate persons for membership on the Task Force shall be given an opportunity to do so, which shall include an application form made available by the County and the Library.

The members of the Task Force shall be appointed as follows:

- The County Manager may appoint one member.
- The Director of Libraries may appoint one member.
- The City Manager may appoint one member.
- The mayors and managers of the three north-county municipalities (Cornelius, Davidson, and Huntersville) in the County may, by consensus, appoint one member. The mayors and managers of the three south-county municipalities (Matthews, Mint Hill, and Pineville) in the County may, by consensus, appoint one member.

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- All of the other members shall be appointed by the Chair of the Task Force, in consultation with Jennifer Roberts, Chair of County Commission, Robin Branstrom, Library Board Chair and Michael Marsicano, CEO, Foundation For The Carolinas.

It will be important for the Task Force to include members who have experience in the strategic analysis and planning of organizations, persons who have been engaged in philanthropy and persons who have experience in educational institutions, including libraries.

<div align="center">Additional Public Involvement</div>

As part of its work, the Task Force shall provide opportunities for additional public input and involvement, which may include surveys, focus groups, social media and/or public hearings.

<div align="center">Design Team</div>

The County Manager, the Director of Libraries and the Chair of the Task Force Chair shall each appoint three persons to serve as members of a Design Team to provide assistance, as necessary or appropriate, for the efficient and effective design, organization, operation and support of the Task Force and its work. The Design Team may be assisted by support personnel provided by or through the County or the Library.

<div align="center">Organization and Design Phase</div>

During the organization and design phase, the Design Team will be responsible for actions that include the following:

- Suggest refinements to the charge and/or specific questions or lines of inquiry
- Conduct the application and nomination process for Task Force membership
- Identify types and potential providers of support for the work of the Task Force
- Begin identifying the nature and sources of information to be provided to the Task Force
- Create a process for gathering, organizing and preserving information for the Task Force
- Propose a budget for anticipated logistical and other needs
- Propose key success factors and Task Force deliverables
- Create a proactive communications strategy
- Develop suggestions for surveys, focus groups, public hearings and other public input vehicles

During the organization and design phase members of the Task Force shall be appointed.

<div align="center">Implementation Phase</div>

During the implementation phase, the Task Force, with assistance from dedicated project management (which may include professional management and facilitation services), shall undertake the work described in its charge, including the following:

- Act on the recommendations and proposals from the Design Team

- Request, obtain and review such additional information as may be appropriate
- Conduct meetings of the Task Force
- Seek such consensus as may be possible based on the work of the Task Force
- Deliver a written report of the Task Force

<u>Target Dates</u>

The target dates for (i) the establishment of the Task Force, (ii) the design and preparation for the work of the Task Force, and (iii) the performance of the Task Force work are as follows:

08/01/10	Appoint Design Team members and confirm appointment of Task Force Chair
10/8/10	Complete the appointment of Task Force members
10/20/10	Complete organization and design phase and convene first meeting of the Task Force
02/28/11	Complete and deliver a written report of the work of the Task Force

<u>Financial Support</u>

The Library has submitted an application to the Community Catalyst Fund of the Foundation for the Carolinas for a Collaboration and Strategic Restructuring Grant in the amount of $75,000, with an increase to $100,000 for good cause shown.

If approved, the proceeds of the grant will be used to defray the reasonable and appropriate expenses of the Task Force, including the costs of (i) gathering, organizing and presenting information, (ii) compensating or reimbursing consultants, administrators, facilitators and/or other professionals, and (iii) providing appropriate logistical support, in each case beyond what is to be provided through the staffs of the Library and County or donated to the Task Force.

The plan for the work of the Task Force and the budget for expenses to be paid for with funds from the grant shall be subject to approval by the appropriate staff of the Foundation for the Carolinas.

If the grant is not approved, or to the extent that grant is not sufficient to cover the costs of the Task Force, the Library and the County will work together to revise the scope of the Task Force support or identify other sources of financial support.

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Appendix B

Future of the Library Statement of Work for the Task Force

Background: *(Describe the environment that has led to the need for a task force to explore and recommend other options.)*
The decision makers of the Library and the County wish to have the analysis and advice of an independent Task Force with a defined focus, but without a predetermined outcome, concerning the future structure, governance, operation and financing of a sustainable public library system.
Scope: *(Describe the scope/boundaries for a sustainable library model – what is included and what is not. Also note boundaries/non negotiable. Changes to the original scope definition must be documented and approved by the Principals).*
The charge of the Task Force shall be to (i) request, receive, and review information and ideas, (ii) engage in constructive discussion and deliberation and (iii) report resulting suggestions, options, considerations and/or recommendations for a sustainable public library system.   Focus areas should include with 2-3 options for each time alternative with associated risks and advantages of each: • The service delivery model/organizational structure   • The funding model   • The governance model   *To be presented in three phases, short-term (FY12); intermediate-term (FY13-14); long-term (FY15+)*   *Constraints*   • State Charter parameters   • Carnegie Grant constraints   • Bond covenants   • Capital raise (not a short-term option)   • Negative option - $5.5m contingency is lost   • Real estate long-term leases   • See Design Team Report for complete list
Misconceptions: *(See design team report for full details)*
• The Charlotte Mecklenburg Library today is stable in its current form.   • There is a quick fix.   • Fundraising can provide a quick fix.   • Philanthropy fills the government funding gap.   • There are funding replacement alternatives.   • Outsourcing alone will fill the $5mm funding gap.
Goals/Objectives: *(Specifically describe the goal of the project and how it supports a successful sustainable model for the future. The objectives should be specific, measurable, achievable, realistic)*
Acceptance of an organizational structure/service delivery model, funding model and governance structure for the public library system for short, intermediate and long-term viability. The funding model will be adequate, predictable and sustaining, the services will meet public needs and metrics identified.

Critical Success Factors and Operating Principles:
(List project deliverable characteristics necessary for success. Also describe any dependencies external to the project that are necessary for success, relative to other projects, budget, etc.)

General
- The Task Force report should contain 2-3 comprehensive, integrated and actionable strategic alternatives for a sustainable future for the Charlotte Mecklenburg Library.
- The Task Force will examine three time horizons:
  - Short Term: FY12 (7/1/11 - 6/30/12)
  - Intermediate Term: FY13-14 (7/1/12 – 6/30/14)
  - Long Term: Direction for FY15 and beyond
- The Task Force should consider long-term, mission-driven options for the Library before shaping short-term solutions.
- A pro-active and strategic communication plan shared by both the Library and County is critical both internally and externally.
- The citizenry should be informed during the civic engagement activities of the very real financial constraints facing the Library, the County and the region.
- Civic engagement activities should capture actionable input and provide a truly productive engagement process.

Group Dynamics
- The Task Force should be unified around a common goal defined early in the process.
- Equal power should be granted to every participant around the table.
- Individuals should take personal responsibility for a successful outcome and show loyalty to the process.
- Racial, economic and industry sector barriers should be overcome to engender trusting, functional relationships based on understanding, respect and a shared sense of purpose.
- Participants should expect challenging moments in the process and personally rise to the occasion to overcome them.

Operating Principles
- Diversity of experience, skill sets and perspectives should permeate every aspect of the planning process and its outcomes.
- Consensus-minded decision-making should shape the Task Force's direction.
- Subject specialists in the areas of library science, human resources, legal, finance, technology and fundraising should support the Task Force at appropriate planning intervals.

Approach:
(Describe the high-level approach that will be taken by the Task Force.)

The Task Force will approach the work with assistance from a dedicated project manager, and process facilitation resources as well as input from community outreach.
- Meetings
  - Operating principles will be observed.
  - Meetings as necessary to complete deliverables (estimate 12 meetings, 3-5 hours each)
  - Meetings will be open.
  - Pre-reading will be required.
  - Principals will receive updates.
  - Written recommendations will meet the prescribed deadline and format.

- The Design Team will provide materials for the Orientation and Education meetings to be supplemented with additional information form subject matter experts.

- Request, obtain and review such additional information as may be appropriate, including invitations to subject matter experts as needed for the task force
- Develop Civic Outreach Plan, implement and consider feedback for final recommendations
- Develop and implement Communication Plan
- A meeting location will be chosen that is accessible, has convenient parking and has a reasonable rental rate.
- Civic engagement activity will include a community survey, three town hall style meetings and an onsite CML feedback/on line survey.

Phases of the Task Force Work

- **Phase I – Orientation:** Overview, The Charge, Economic Factors, Constraints, Misconceptions, Process Road Map, Operating Principles, Communication Plan, Civic Engagement Plan

- **Phase II – Education:** Library 101 (National, Municipal, Local); CMPL services and organizational model, 3-year look back, legal structure, funding models, benchmarking and metrics, and governance

- **Phase III – Options:** Identify strategic options by key focus areas, funding and governance for each

- **Phase IV – Actionable Integrated Alternatives:** Develop 2-3 strategic options for each time period (short/intermediate/future direction) covering identified three areas (organizational structure/service delivery, funding & governance)

- **Phase V – Recommendation:** Deliver final report to the Board of Mecklenburg County Commissioners, Library Board of Trustees and other key decision makers

Task Force Participants :

- Jim Woodward: Chancellor Emeritus, University of North Carolina at Charlotte
- Jeff Armstrong: Managing Partner, Eitel and Armstrong
- Robert M. Bisanar: Attorney, Ogletree Deakins
- Alan Blumenthal: Chairman of the Board, Radiator Specialty Company
- Pamela Davies: President, Queens University of Charlotte
- Michael A. DeVaul: Senior Vice President, Organizational Advancement, YMCA of Greater Charlotte
- Geneal Gregory: Community Volunteer
- W.A. Heath, Jr.: Managing Partner, Heath Partners
- Carol Hull: Vice President, Process Design Consultant on Technology & Operations, Bank of America
- Leonora Kaufmann: Director, Library and Information Resources, Carolinas Healthcare System
- Gloria A. Kelley: Dean of Library Services, Central Piedmont Community College
- Bill Millett: President, Scopeview Strategic Advantage
- Julie Szeker: Attorney, Johnston Allison & Hord
- Bernie Simmons: Retired TV Broadcaster
- Scott D. Stone: Vice President, Merrick and Company
- Connie Wessner: Town of Davidson Board of Commissioners
- Ed Williams: Retired Editor of Editorial Pages, Charlotte Observer

Additional Resources:
(List other skills or expertise needed from an extended team, as well as materials, facilities, and/or equipment needed for the project)

- Process Facilitation & Project Management (Budget to be scoped and secured by the design team)
- Subject matter experts
- Library Research to be provided by Design Team or secured by Task Force Project Manager
- Human Resources
- Legal
- Finance

Project Timing:
(Provide estimated timeline for project with expected completion date.)

- Launch Task Force October 20, 2010
- Community Outreach 11/15 through 12/15
- Task Force Recommendations due March 2, 1011

Budget Information: *Current funding is County, Branch Revenue and Small grants*
(Provide as much cost information as possible regarding one-time expenses for the Task Force;

- **Project Management**: Working with the Chair to coordinate all meeting logistics, notes, meeting minutes, consultant travel and other support as identified by the Task Force. Project Manager to be involved in oversight of all levels of the effort and will be responsible for creating, updating and monitoring the goals and action steps.
- **Process Design and Facilitation:** Consultant with extensive experience in the creation of new or transformative business models will have the responsibility to design a fair and balanced process for the Task Force to receive, discuss and evaluate all date and input and through group consensus arrive at a set of strategic alternatives for consideration.
- **Civic Engagement:** Planning and execution of multiple strategies for allowing citizens to express their opinions and provide input on the CML and its organizational and service models
- **Communication:** Contingency to cover any communications expenses not covered by the CML or County budgets
- **Meeting Expenses:** Facility rental, food, printing, audio/visual
- **Content Area Consultants:** Budget for the following: Library specialist(s), legal, finance, economic and philanthropy experts
- **Contingency:** Line item to cover unexpected expenses

Risks & Contingencies:
(Document any risks anticipated. Project Manager and Process Facilitator will need to provide any plans that address specifically stated risks)

General
- Consider long-term, mission-driven options for the Library before shaping short-term solutions
- Inform the citizenry during civic engagement to gain buy-in from all stake holders
- Make a short-term change that does not limit long-term options
- Solvency with the absence of the one-time funding

Funding Risks
- Additional funding cuts by the county
- Not identifying the right-sized model and continuing to fund an unsustainable model
- Not modeling a system based on a stable and predictable funding amount

Future of the Library Task Force Communication Plan

Overview

The Future of the Library Task Force, made up of 17 citizen volunteers from Mecklenburg County, will meet from October 2010 to February 2011 before making recommendations to the Mecklenburg Board of County Commissioners and the Library Board of Trustees regarding options for the future of the Charlotte Mecklenburg Library. The Task Force will meet regularly, with assistance from professional facilitators, to develop its proposals. The charge of the Task Force is to (i) request, receive and review information and ideas, (ii) engage in constructive discussion and deliberation and (iii) report resulting suggestions, options, considerations and/or recommendations for a sustainable public library system.

Key Assumptions

This Communication Plan is designed to support the work and charge of the Design Team and the Task Force. The Plan is predicated on the following:

- Management of the Communication Plan will be a joint project of the Mecklenburg County Public Service & Information Department (PSI) and Charlotte Mecklenburg Library Marketing & Communication Office (LMC).
- Communication oversight will be provided by Mecklenburg County PSI Director Danny Diehl and Library Marketing & Communications Deputy Director Cordelia Anderson, working closely with the Task Force Chair Jim Woodward, who will be the spokesperson for the process.
- Task Force meetings will be open to the public and news media.
- All information pertaining to the Task Force and its work will be part of the public record.
- Meetings will be held at a site that can accommodate the full Task Force, presenters and members of the public, including media.
- The Task Force plan will have a civic engagement component that includes a survey and town hall-style meetings. These will provide opportunities for information sharing, data gathering, consultation and feedback among Mecklenburg County residents, the Task Force and other stakeholders.
- The Task Force will prepare and present a final report and recommendations to the Board of County Commissioners and Library Board of Trustees after the completion of its work.

Situation Analysis

When this plan was created, the Task Force Design Team had just finished taking applications for Task Force membership. There were 87 applications from across Mecklenburg County for 16 places. The applicant pool reflected the county's

geographic, ethnic, racial, gender, background/experience and age diversity. All the applicants were willing to give considerable amounts of their time to be part of a process to find a sustainable solution for the Charlotte Mecklenburg Library.

Also at this time, media and other audiences showed a heightened interest in the work of the Task Force. Through informal research, the Design Team identified several common misconceptions among key audiences, which are included in the overall Design Team report. These findings helped inform the key messages and objectives of the communication plan.

Goal of Communication Plan:
 The Task Force will have the communication support it needs to accomplish its charge.

Key Audiences
- Residents of Mecklenburg County
- Library customers
- Library supporters
- Library stakeholders
- Library Board of Trustees
- Library staff
- Business leaders
- Community leaders
- Elected officials – County, City, Towns
- County staff
- News media
- Design Team
- Task Force
- Process consultants
- Subject matter experts (brought in to consult with Task Force)

Communication Objectives
This Communication Plan will promote awareness and understanding of the following key facts:
- The key participants in the process, including Task Force members and the ultimate decision-makers (Board of County Commissioners and Library Board of Trustees)
- The Task Force's charge
- The schedule for the Task Force's work and recommendations, including the times and locations of meetings and civic engagement opportunities
- The reason for the Task Force and how it affects the community
- The process and methods used by the Task Force and its consultants

Key Messages

- **What is the Future of the Library Task Force?** The Task Force is a group of 17 volunteers who are charged with providing recommendations to the Library Board of Trustees and the Mecklenburg Board of County Commissioners to ensure a sustainable future for the Charlotte Mecklenburg Library. Though the Task Force is supported by the Library and County, it is a separate entity.

- **When did this process begin, and when will it end?** It was first proposed in spring 2010, when stakeholders began discussing the need to create a stable funding platform for the Library. At its budget straw vote, the Mecklenburg Board of County Commissioners made the creation of a task force a condition for library funding for FY2011. The Task Force will meet from October 20, 2010 – February 28, 2011.

- **Who appointed the Task Force?** The Task Force was appointed as follows: one member by the County Manager; one member by the Director of Libraries; one member by the City Manager; one member by the three north-county municipalities (Cornelius, Davidson and Huntersville); one member by the three south-county municipalities (Matthews, Mint Hill and Pineville); and the rest by the Chair of the Task Force, in consultation with other funding stakeholders, from applications received through the public application process.

- **Why does the Library need a Task Force?** The Library of three years ago is gone; a new model is needed for future sustainability. Declining revenues and other economic factors have led to reduced funding for libraries in recent years. The Library's total budget, 90 percent of which is funded by the County, has been reduced by 37% in the past two years. The Task Force will look at these challenges and others and make recommendations to ensure a sustainable future for the Charlotte Mecklenburg Library.

- **Where and when will meetings take place?** We will send out meeting notifications prior to each meeting with locations and times. Meetings will be open to the public and media. The inaugural meeting is October 20. The Task Force will complete its meetings by February 28, 2011.

- **How can people get involved?** The Task Force process will be open and inclusive, with opportunities for civic engagement

Strategies

- Create an identity for the Task Force, establishing Jim Woodward as spokesperson
- Provide audiences with opportunities for involvement in the process
- Dispel common misconceptions about the Library

- Inform audiences about the Task Force and opportunities for civic engagement via targeted and mass communication practices, primarily using existing communications channels managed by PSI and LMC
- Communicate important facts, such as County and Library budget constraints/limitations and other key messages, to key audiences
- Place special emphasis on communicating opportunities for civic engagement and how it will shape the Task Force's recommendations
- Develop a Communication Plan for the release of the Task Force's final report and recommendations expected in spring 2011

Tactics

Phase 1: Design Team
- PSI/LMC will create and manage a website where information regarding the Task Force resides, including membership, latest news and meeting information. This will be housed on the County's server and maintained and updated throughout the process.
- PSI/LMC will provide ongoing media relations support for the work of the Design Team and its report. This includes press releases, follow-ups, interviews, etc.
- PSI/LMC will provide, as needed, other direct communications including but not limited to County/Library web content, video programming, possible direct mailing (e.g., utility bill inserts), email bulletins, social media messaging, advertising (paid & earned) and internal (employee) communications

Phase 2: Task Force
- Task Force Chairman Jim Woodward will serve as the official spokesperson of the process. PSI/LMC will work with the Task Force to establish regular news media briefings and statements on the work and progress of the Task Force. This does not preclude any member of the Task Force from speaking with or responding to news media inquiries.
- PSI/LMC will continue to manage a website where information regarding the Task Force resides, including membership, latest news and meeting information. This will be housed on the County's server and maintained and updated throughout the process.
- PSI/LMC will provide ongoing media relations support for the work of the Task Force. This includes press releases, follow-ups, interviews, etc.
- PSI/LMC will provide, as needed, other direct communications including but not limited to County/Library web content, video programming, possible direct mailing (e.g., utility bill inserts), email bulletins, social media messaging, advertising (paid & earned) and internal (employee) communications.
- The Task Force will meet at a time and place convenient for the news media and public to view the proceedings.

- Meeting agenda, minutes and other pertinent information will be posted on the Task Force website.
- PSI can provide video services: live, streaming video of the Task Force or town hall meetings, or videos that tell the story of the Task Force. Videos can be posted on Task Force website.
- PSI will create video packages that could be used by the news media and/or televised on the Government Channel and/or other outlets.
- LMC will create easy-to-understand "infographics" to help convey key messages to audiences.
- PSI/LMC and Task Force may develop a presentation for key stakeholder audiences that provides an overview of important facts leading up to the creation of the Task Force.

Measurement & Evaluation

PSI/LMC will determine measurements to evaluate the effectiveness of communicating the key messages to the target audiences. These may include a stand-alone survey or "piggyback" questions within another survey; content analysis or circulation audience of media coverage; website and email statistics; or other methods. A report of these measurements will be shared with the Task Force on a regular basis during the execution of the plan and at the end of the plan for evaluation purposes. This information will also serve as research for the creation of the communication plan for the release of the Task Force's final report and recommendations.

Appendix D

Application and Information Sheet

Charlotte Mecklenburg Library

FUTURE OF THE LIBRARY TASK FORCE
APPLICATION PROCESS INFORMATION

The Future of the Library Task Force will develop strategic alternatives to ensure a sustainable future for the Charlotte Mecklenburg Library (www.cmlibrary.org). These alternatives will address:

- Scope, cost and relative importance of various library services
- Systems for delivering library services
- Organizational structures and governance of the library system
- Funding models for supporting library services

Task Force members will:

- Work effectively as a member of a group, in a public setting, and under tight deadlines
- Gather, analyze, and synthesize significant amounts of quantitative and qualitative data, over relatively brief periods
- Bring specific knowledge relevant to the project such as finance, human resources, legal, market research, multi-site service operations, municipal administration, organizational restructuring, public/private partnerships and public relations.

Members of the Task Force will be residents of Mecklenburg County.

The Task Force will begin its work in October and deliver its final report by February 28, 2011. Because of the scope of this study and its limited time frame, Task Force members will be expected to make a significant commitment of time weekly to the project (minimum 5 hours/week). The first meeting of the Task Force is scheduled for Wednesday, October 20, 2010 from 2:00 - 5:00 p.m..

Please complete and return the application by e-mail by clicking "Submit" on the form, or by mail to Vandever Batten, Attention: Future of the Library Task Force, 119 E. 7th St., Suite 2C, Charlotte, NC 2820 or by fax: (704) 376-4567. One additional biographical document may be included.

You will receive confirmation of the receipt of your application form within 7 days of receipt of the form. Task Force members will be selected by October 8, 2010, at which time all nominees will be notified using the contact information provided. If you have questions, please contact Frances Thompson, fthompson@vandeverbatten.com, or (704) 376-3456.

FUTURE OF THE LIBRARY TASK FORCE APPLICATION

This Application is due no later than 5:00 p.m. on Wednesday Sept. 22, 2010

Charlotte Mecklenburg Library

[Reset Form]

Note: Please refer to "Application Process Information", for assistance in completing the application form.

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Work Phone: _____ Home Phone: _____ Cell Phone: _____

E-mail: _____

Nominated by: _____ Telephone of nominator: _____

E-mail of nominator: _____

Age: _____ Gender: Male: ○ Female: ○

Are you of Hispanic Origin?

○ No, Not of Hispanic, Latino, or Spanish origin

○ Yes, Mexican, Mexican American, Chicano

○ Yes, Puerto Rican

○ Yes, Cuban

○ Yes, another Hispanic, Latino, or Spanish origin

What race do you consider yourself?

○ White

○ Black, African American, or Negro

○ American Indian or Alaskan Native

○ Asian Indian

○ Chinese

○ Filipino

○ Japanese

○ Korean

○ Vietnamese

○ Native Hawaiian

○ Guamanian or Chamorro

○ Samoan

○ Other Asian

○ Other Pacific Islander

○ Other Race

Are you a Mecklenburg County resident?

○ Yes

○ No

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Are you or a member of your household a Charlotte Mecklenburg Library user?

○ Yes

○ No

Do you or an immediate family member have a financial interest or business relationship with Mecklenburg County or the Charlotte Mecklenburg Library?

○ Yes

○ No

If yes, please explain briefly below.

Please indicate the years of professional or volunteer experience in the following skill sets.

Finance	○ 0-5 years	○ 6-10 years	○ 10+ years	○ None
Human Resources	○ 0-5 years	○ 6-10 years	○ 10+ years	○ None
Legal	○ 0-5 years	○ 6-10 years	○ 10+ years	○ None
Market Research	○ 0-5 years	○ 6-10 years	○ 10+ years	○ None
Multi-Site Service Operation	○ 0-5 years	○ 6-10 years	○ 10+ years	○ None
Municipal Administration	○ 0-5 years	○ 6-10 years	○ 10+ years	○ None
Organizational Restructuring	○ 0-5 years	○ 6-10 years	○ 10+ years	○ None
Public/Private Partnerships	○ 0-5 years	○ 6-10 years	○ 10+ years	○ None
Public Relations	○ 0-5 years	○ 6-10 years	○ 10+ years	○ None

Please describe your professional or volunteer experiences and skills pertinent to the anticipated work of the Task Force. If you have more than one skill set listed above, please enumerate below.

Why do you want to serve on the Future of the Library Task Force?

Submit by E-mail

Print Form

Please Note: Adobe Version 8.0 or higher is required. You can download the latest version of Adobe Reader at www.adobe.com.

Appendix E

Future of the Library Task Force Estimated Budget

Operating	Resource Description	Line Item Budget	Category Budget
Design Team Support			$ 17,000
		$ 17,000	
Project Management			$ 65,000
	Lee Institute	$ 65,000	
Process Facilitation			$ 70,000
	La Piana	$ 70,000	
Task Force Support/Logistics			$ 7,000
	Meetings	$ 2,500	
	Miscellaneous	$ 3,500	
	Final Report	$ 1,000	
Public Participation/Civic Engagement			$ 43,000
	Survey	$ 24,000	
	Town Hall Meetings	$ 15,000	
	Online Survey/Feedback	$ 4,000	
Technical Resources			$ 15,000
	Legal	$ 5,000	
	Library Specialist(s)	$ 10,000	
Contingency			$ 8,000
		$ 8,000	
Total Expenses			
			$ 225,000