



Charlotte Mecklenburg Library

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REPORT



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# Letter from CEO and Director of Libraries

It is with great delight that we share the Charlotte Mecklenburg Library's Fiscal Year 2012 Annual Report. The year has been one of repositioning the library; refocusing library services; and rebuilding for the future. In this report, you'll read about our national achievements, including a national award for our strategic approach to programming and international recognition for our collaboration with Mecklenburg County. We are immensely proud of these accolades, but the most exciting news we have to report this year is what we've accomplished locally.

Our internal operations last year became more productive and efficient through strategies such as technology upgrades and aligned resources with our partners at Mecklenburg County. Despite a budget that reflects the still-struggling economy, Library services to residents were expanded and enhanced, in part thanks to an additional \$2 million from Mecklenburg County that allowed us to expand hours at our regional libraries. These additional hours are critical, as we strive to foster literacy, educational success and workforce preparedness in our County's 1 million residents. In Fiscal Year 2012, we delivered on our mission with terrific results, such as more than 5.5 million items checked out, nearly 2 million questions answered by our library staff, more than 440,000 attending library programs, and more than 4,000 people using the Library's Job Help Center.

You'll read more great accomplishments like these in this Annual Report, and you'll learn more about how we were able to achieve our successes. The recurring theme is this: collaboration. In working with Mecklenburg County, the Task Force, our Board, other community partners and volunteers, we have garnered results that we could not have achieved alone. And we would be remiss if we did not extend special recognition to staff, our most valued resource, both those behind the scenes and those interacting with our customers. Their dedication, expertise and resourcefulness are the hallmark of the Charlotte Mecklenburg Library and what brings our mission to life.

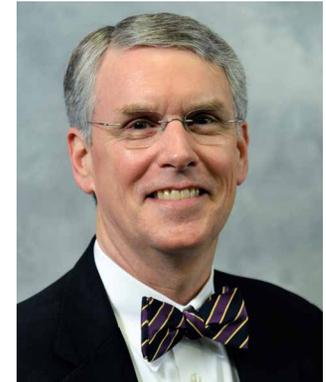
Thank you for your continued support.



**J. Vick Phillips**  
CEO



**David W. Singleton**  
Director of Libraries



**Vick Phillips**



**David W. Singleton**

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# Letter from Incoming CEO

It's a high honor to be asked by the Board of Trustees to help write the next chapter for the Charlotte Mecklenburg Library. The opportunity to work with a devoted board, a talented leadership team, and more than 300 passionate library professionals to guide one of our community's oldest and most beloved institutions is a privilege.

On a personal level, I am energized to resume a relationship that began 50 years ago at the Library's Myers Park branch with story hours and beginning biographies. My late mother, who loved the Library and introduced me to its treasures, would be pleased with my new duties, as would my great-great grandmother, who served as Charlotte's head librarian in the 1890s.

The year ahead for the Library promises to be a busy one as we build on momentum from the achievement of important milestones set by the Future of the Library Task Force; the restoration of a portion of public funding previously lost; and the resumption of Sunday hours at our regional libraries. Working with our partners at Mecklenburg County, we will affirm a vision for the library of the future and create a roadmap to take us there. We will also launch a new Library Foundation in fiscal 2013 to assure the availability of resources to fund planning goals and objectives.

Charlotte Mecklenburg Library is operating more efficiently and productively than ever before, in large part thanks to the leadership of Interim CEO Vick Phillips, Director of Libraries David Singleton, and the Library Board. I am particularly grateful to Vick, whose thoughtful transition plan prepared me for our organization's next chapter. Vick will be missed, and we wish him well.

Come see us at your Library!



**Lenoir "Lee" C. Keesler, Jr.**  
CEO



**Lee C. Keesler, Jr.**

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The Charlotte Mecklenburg Library concludes Fiscal Year 2012 on sure ground and with new direction. Never before has this level of partnership guided our Library toward its future. The Library and its collaborators combine to create a unified team with the vision to provide our community with a Library that is resourceful and sustainable.

Our largest funding partner, the Mecklenburg Board of County Commissioners and County Manager Harry L. Jones, Sr., offered important support and collaboration as we rose above the rubble of the recent economic downturn.

Our visionaries, the Future of the Library Task Force, provided recommendations for a redesign to better fit the economically-challenged library system, and in FY2012 we have seen those ideas take life and begin to generate positive results.

Our governing body, the Board of Trustees, brought a careful eye, probing questions and unconditional support during challenging times. We welcomed two new board members, Gloria Kelley and Leland Park, both community leaders and members of the Library profession willing to volunteer their time and talent to serve one of our County's most critical resources.

Our internal leadership team during Fiscal Year 2012, CEO Vick Phillips, Director of Libraries David Singleton, and their staff provided strong infrastructure, consistent management and decisive action to ensure we were able to offer the most resources possible with the funds available.

In overseeing our library services, David managed to accomplish much with limited resources. National awards and expanded services to the local community are testaments to his success. Vick aggressively and meticulously executed recommendations provided by the Task Force. Our new CEO Lee Keesler will take on two critical initiatives: the launch of our Foundation, which will ensure the Library has a sustainable fundraising model; and, the creation of a strategic plan that will shape our Library for the future.

I offer my appreciation to both Vick and Lee for their seamless transition of knowledge and responsibility, which took place over the course of many months to ensure there were no gaps in day-to-day operations and no delay in our strategic planning.

Fiscal Year 2012's achievements and the planned undertakings of Fiscal Year 2013 mark a turning point for Charlotte Mecklenburg Library. The Library is boldly poised for opportunity. We offer our sincerest thank you to all who helped us reach this place and plan to continue the journey. We invite you to join us as we create a future rich with community impact, making a difference one person at a time.



**Charles Bowman**  
Chair, Board of Trustees



**Charles Bowman**

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# Repositioning, Refocusing and Rebuilding for the Future

Fiscal Year 2012 was a remarkable year for the Charlotte Mecklenburg Library – not just for what we accomplished during these past 12 months, but because of the groundwork we laid.

#### Repositioning the Organization

The foundation for this success was set two years ago with the development of the Future of the Library Task Force, an advisory group of citizens and community leaders. Their charge was to recommend steps that would enable the Library to reposition itself to better fit the changed economy and to ensure its sustainability for the long term. Their solution was a comprehensive list of 39 recommendations that is the working model for change at the Library.

In Fiscal Year 2012, the Library aggressively began implementing the 39 Task Force recommendations. The recommendations,

which can be viewed at [cmlibrary.org](http://cmlibrary.org), fell into four broad categories: funding, system, services and structure. Interim CEO Vick Phillips and Director of Libraries David Singleton worked diligently with the leadership team to implement the recommendations.

One of the Task Force recommendations to transform the organization was a charge to rethink the library's approach to programming. Library leadership took on this challenge, and now the library's first-of-its-kind, fully-costed programming plan is guiding our activities around three critical focus areas: literacy, educational success, and workforce preparedness. Working with the Larry King Center, the library also developed outcome measures for key programs. As a result of this innovative new approach, the Charlotte Mecklenburg Library won the 2012

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Urban Libraries Council Top Innovators Award for Organizational Change and Strategic Management. The Urban Libraries Council's Innovations Initiative is an annual showcase of the best and next practices, and recognition of our strategy for programming puts us proudly in the spotlight among our national peers.

### Refocusing Efforts

In Fiscal Year 2012 Charlotte Mecklenburg Library worked with Mecklenburg County to make many smart strategic decisions that allowed the Library to refocus efforts on the business of running a library. This included collaboration with Mecklenburg County to share assets such as Human Resources and Information Technology services. One example of the success of

this endeavor was the relocation of the Library's servers from Main Library to Mecklenburg County's Peak 10 Data Center. In the past, if Main Library experienced a power outage, the county-wide technology system for libraries was at risk. The move helps minimize potential risk and is part of the ongoing partnership that allows the Library to operate more efficiently.

In Fiscal Year 2012, we better defined the working relationship between our two entities with a Memorandum of Understanding, which deems the Library to be the Managing Partner and the County as the Investment Partner. What does this mean? Better clarity of each partner's rights, responsibilities and activities as we work closely together to

ensure the Library serves critical needs in Mecklenburg County.

The collaboration between Mecklenburg County and Charlotte Mecklenburg Library gained international attention. Vick Phillips and David Singleton were invited to speak at a symposium in London hosted by Axiell, one of the world's largest suppliers of IT systems and services for libraries and museums. Their case study, "Charlotte Mecklenburg Library: One Library's Experience Surviving the Great Recession" explored the changing landscape of libraries. A similar presentation was one of the highlights of the Public Library Association Conference in March 2012.

At their June 2012 meeting, the Library Board reviewed a letter from Dr. Michael Marsicano, President & CEO of Foundation For The Carolinas. The Foundation, in accordance with a Task Force recommendation, was asked to review the relationship between the Library and Mecklenburg County at the end of FY12. In his letter, Marsicano said, "It is obvious to this committee that Manager Jones and CEO Phillips took seriously the charge to improve the working relationship. Further, their Memorandum of Understanding provides a framework for how this relationship should work in the future, thus ensuring that their successors can continue a positive and supportive working relationship..."



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#### Rebuilding for the Future

The sharing of ideas and spirit of collaboration formed between the leaders of the Charlotte Mecklenburg Library and Mecklenburg County and their governing boards during Fiscal Year 2012 shows a renewed partnership that is mutually beneficial. Library leaders have a better understanding of the financial obligations and priorities of Mecklenburg County, and Mecklenburg County has clearer insight into how the Library is meeting the critical needs of County residents in literacy, educational success and workforce preparedness.

Thanks to this strengthened relationship, and a recommendation of the Task Force, Mecklenburg County allocated an additional \$2 million for six-day service at the regional libraries to ensure residents across the county have improved access to the resources they need to empower themselves.

The Library's next major rebuilding initiatives are also the last two items on the Task Force list of recommendations: development of a strategic plan in conjunction with Mecklenburg County and launch of the new Library Foundation.

The development of the new strategic plan will include a robust community feedback process to ensure a three-year plan that shares an inclusive vision of what our Library will look like in the future and the steps that will help us

get there. Director of Libraries David Singleton will facilitate the planning process, with Library Trustee Molly Griffin as co-chair.

To ensure a more stable funding model for the Library, the Task Force recommended the formation of a Library Foundation. This past year, the Library Board unanimously appointed Robin Branstrom as chair and Sally Robinson as vice chair of the library foundation that is currently being created. Both of these wonderful library supporters have donated significant time and talent to our community's nonprofit organizations and have served as past chairs for the Library. Their leadership, knowledge and community connections will serve them well as they launch this important initiative in FY13

With Fiscal Year 2012's successful efforts to reposition the organization, refocus our efforts, and begin the process of rebuilding, we enter Fiscal Year 2013 well poised to take advantage of all future opportunities.



#### The Future of Main Library

The core of the County's library system is managed from our central location in Uptown Charlotte, but with other library facilities in close proximity and unused space at the Tryon Street building, the Future of the Library Task Force believed there was a need to evaluate the building and its use. A seven-person citizen group, the Main Library Committee looked at the space in relation to efficiencies with other facilities, property values in the current real estate market, and space usage. The final report on the Main Library was released in June 2012. The report, which can be read in full at [cmlibrary.org/maincommittee](http://cmlibrary.org/maincommittee), recommends no immediate changes due to a soft real estate market and associated costs and benefits of any relocation, but suggests a continued look at redevelopment, relocation, and process improvement as market conditions change over time.

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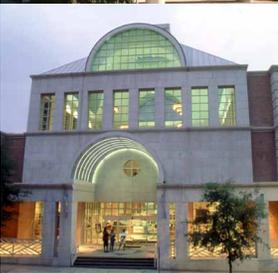
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The Library has an amazing story to tell of its accomplishments during Fiscal Year 2012, thanks to the commitment of its leadership team and knowledgeable staff, the generous support of the community and volunteers, and the enthusiasm of card holders and visitors who used library resources and programs to enrich their lives and learning.

**3 MILLION TOUCHPOINTS.**

The Library enjoyed more than 3 million visitors in person, and more than 32 million online at cmlibrary.org.

**CAN I HELP YOU?** Library staff answered nearly 2 million information questions in person, by phone or email, or online.

**BRAIN FUEL.** 440,385 visitors fueled their love for reading and learning by participating in 8,677 programs.

**CHECK IT OUT.** Card holders checked out more than 5.5 million items.

**E-READING ROCKS.** 108,583 digital items were downloaded last year, up 82 percent in the past year.

**LOG ON.** The Library continues to be the county's largest provider of free computer

access, with 868,028 uses of computers in libraries, and 193,698 uses of wireless internet access.

**A CHEER FOR VOLUNTEERS.** 1,029 volunteers contributed 59,290 hours of service, allowing our library staff more time to spend with customers who need personal assistance. That's the equivalent of 28.5 full-time employees. The Teen Summer Volunteer Program contributed 4,877 of those hours.

**CLASSROOM EXTENSIONS.** More than 1,152 teachers checked out items to use in their classrooms, and 5,253 students used the Library's online homework help resource Tutor.com.

**WELCOME!** We welcomed 40,109 new library cardholders. 245,947 people are active

library users, meaning they have used their card within the past two years.

**13.8 MILLION MINUTES OF SUMMER READING.** In Summer 2012, 22,167 people signed up for the Library's Summer Reading program – a 26% increase over last year. Participants documented more than 230,318 hours read; that's over 13.8 million minutes of reading.

**JOB HELP CENTER HELPS MANY.** 4,077 people used the Library's Job Help Center at the Main Library, where they gained access to job searching, career counseling, resume assistance, interview practice, and help with filing online applications.

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# I know many people like the library,

but I really felt like the library was a second home growing up. Money was really tight (though I never really knew that) and my mother recently told me that she would take us to the library to get books to feel like we'd been shopping. The thought makes me cry. I just think that's such a beautiful picture of how important the library is. No one should be denied a good book.

— KATY, WHO RECENTLY MOVED TO CHARLOTTE

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# Enriching Our Community

: In FY12, the Library encouraged the love of reading and learning by offering 743 unique  
 : programs, delivered 8,677 times, reaching 440,385 attendees.

Charlotte Mecklenburg Library strives to enrich each facet of our community through its programs and services, from toddlers whose imaginations are sparked by their first story time experience to adults seeking to change their life's course by accessing free career development resources.

In Fiscal Year 2012, the Library implemented a first-of-its-kind, nationally-recognized, fully-costed programming plan to guide these activities around literacy, educational success, and workforce preparedness. Through this plan, the library reached all corners of the county and customers from all walks of life.

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## Early Learning

Early literacy is what children know about reading and writing before they can actually read and write.

The Library recognizes the importance of early literacy in establishing a foundation for later success in school and life. Because of our easy accessibility to parents of young children, coupled with the expertise of our professional staff, we are uniquely positioned to lead the effort in addressing early literacy needs in our community.

The Library offers thousands of free programs that build critical early literacy skills to prepare young children for school, as well as resources to support parents and caregivers. New public programs provided parents and their children from birth through elementary school with tools for foundational reading, accelerated readers, and language and learning disorders.

The Library is also actively collaborating with other agencies that work to address early literacy concerns. In Every Child Ready To Read 2, a program designed to help children become ready to read by kindergarten, the Library collaborated with First Book, Parent University and Council for Children's Rights to offer early literacy workshops for parents and caregivers of young children. Other partnerships included working with



∴ 97% of parents/caregivers said that they are better prepared  
∴ to develop pre-reading skills in their children as a result of  
∴ attending library programs.

the Charlotte Speech and Hearing Center and the Autism Society of North Carolina – Mecklenburg County Chapter. In Reading To Read, the Library and the Center helped children learn language skills that lead to reading on their own. And, a new collection of

100 books focused on Autism Spectrum Disorder for children birth to 5 years old are now available in the reference library at ImaginOn to provide a strong resource of support for parents of children on the Autism Spectrum.

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## Summer Reading | *Building on School-year Success*

Studies have shown that the academic gains made during each school year can erode significantly between Memorial Day and Labor Day if children do not read. The Library's Summer Reading program aims to address this by encouraging reading during the summer.

In our pilot Accelerated Reader program, we partnered with Long Creek Elementary School to launch an initiative that will assess the value of Summer Reading with students in grades 2 to 4; results will be gathered and evaluated this fall. Anecdotal information points to many individual success stories, such as this one:

Three fifth graders at Long Creek Elementary School were not going to be promoted into sixth grade unless they successfully completed a structured reading program during the summer. All three were able to take Accelerated Reader quizzes at North County Regional Library during the summer, as part of a pilot Summer Reading initiative. Two of the young people increased their reading levels, and one maintained hers. All three are being promoted into sixth grade instead of being held back.

This year, **14,930 children and teens** signed up for the Library's Summer Reading program, documenting more than **152,427 hours** read. Those who read did so for an average of **17 minutes per day!**



### Congratulations to Cristy Huynh,

who was the grand-prize drawing winner of an iPad 2 for this year's Children's Summer Reading program. Cristy read over 10,000 minutes during the summer, which is roughly 166 hours of reading time. She tackled some books in the *Harry Potter* series as well as other juvenile fiction titles like *The Cricket in Times Square* and *Henry Huggins*. Cristy and her aunts have been coming to the Plaza Midwood Branch for the past three years or so, and we at the Library have had the great pleasure of watching her grow up and thrive. Her family stated, "We really appreciate very much that the Library gave Cristy the opportunity to have Summer Reading because it is encouraging Cristy to read more and more books... Cristy is so happy!"

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# Teens

Charlotte Mecklenburg Library this year was a source for internships, apprenticeships, tutoring and enrichment for our community's teens.

Two programs provided teens with the opportunity to be mentors and leaders to younger students: in Teens Reading to Tots, teens and young children shared literacy experiences; and, in the Teen Tutoring Pilot Program, teens were paired with elementary students to assist with reading and math. Launched at Morrison Library, the Teen Tutoring Pilot Program model will be expanded to several branches in Fiscal Year 2013.

An additional three programs gave teens the opportunity to be the ones being mentored. Young Adult Library Services Association (YALSA) and the Dollar General Literacy Foundation funded three teen interns to learn about library programming and operations on site at the library. During the Studio I at ImaginOn Intern Program, 26 teen interns gained 888 hours of hands-on experience with 21st century movie and music editing technology skills. Finally, the Fashion Apprentice internship, a partnership between the Library's Teen Loft at ImaginOn

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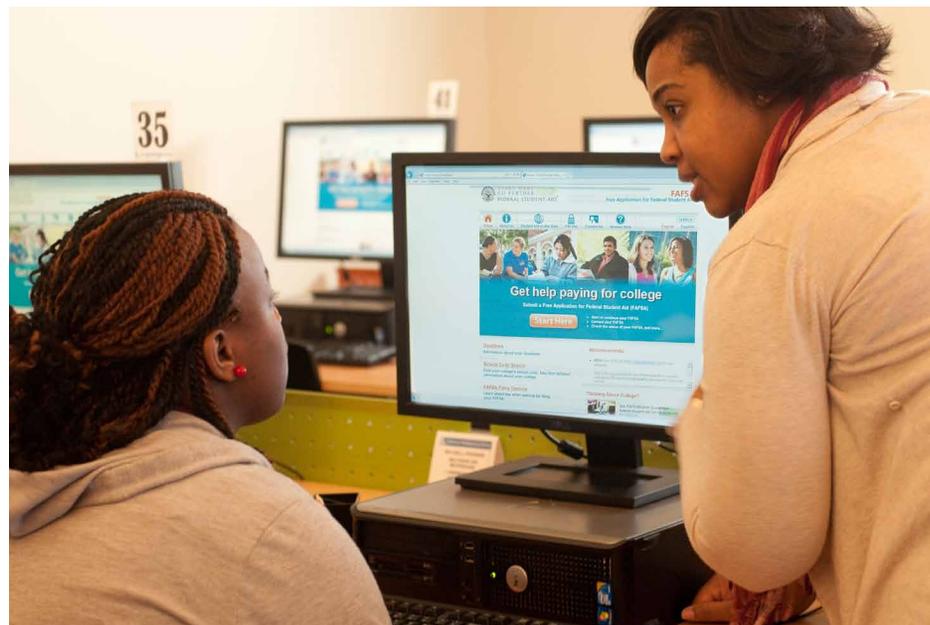
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and Children's Theatre of Charlotte, provided teens with the opportunity to work with the Theatre Costume Shop to design wardrobes for a theatre production.

Additionally, more than 300 teens nearing high school graduation participated in an expanded Operation College Launch (OCL) initiative. This annual series of programs provides high school students with information to prepare for life after graduation, and in the 2011-2012 academic school year the Library hosted 25 OCL workshops at 11 locations across Mecklenburg County.



Beatties Ford Road Regional Library hosted a FAFSA Day this quarter as part of the annual Operation College Launch Program and fourteen families came out to complete their FAFSA applications online. Most of the people coming in to the program seemed worried and nervous. However, you could see the relief on their faces once they sat down with our volunteers. All of the students were able to successfully submit their applications. One family said: "When West Charlotte cancelled their FAFSA Night, we thought we weren't going to find anyone to help us. Then they told us about your event here at the Library. Thanks for this program."

*It was very rewarding to see so many happy faces.*

— BRITTANI AND HOLLY, LIBRARY STAFF



**"During the first semester of my junior year in high school I decided to take pre-calculus. Throughout high school, I've excelled in math and accepted challenges in school. Unfortunately, pre-calculus was my weakness. I mentally could not process the material in time for tests. After three weeks of struggling, Teen Librarian Tiffany Boeglen at the University City Library pointed me towards Tutor.com. Tutor.com is a free and easy tutoring service provided to anyone who has a Charlotte Mecklenburg library card. Within a week of being tutored, my grade in pre-calculus went from failing to passing. The tutors took time to explain topics that I didn't understand and walked through sample problems with me. In all, Tutor.com saved me from failing a class that was required for college and I highly recommend it to all students."**

— NORA Y., 17

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## Adults and Online Activity

A new adult summer reading initiative at Charlotte Mecklenburg Library was designed to encourage adults to serve as models of good reading habits for young people. By the end of the program, the Library had seen an increase in adults participating in Summer Reading from 464 in 2011 to 4,299, reading a total of 73,914 hours. This growth was aided by a new online reading log and a new system-wide series of public workshops.

Additionally, the Library worked to educate library customers on the use of digital services. Working in conjunction with the Knight School of Communication at Queens University, the Library paired students with individual library customers who wanted to learn how they could use digital resources.

In addition, an eReader training team of 22 system-wide staff created training tools and led workshops about the digital collection. These efforts and more led to an 82 percent increase in digital downloads since last year. In Fiscal Year 2012, 108,000 digital items were downloaded, showing a dramatic increase in access to our materials from our customers' homes, offices and mobile devices.

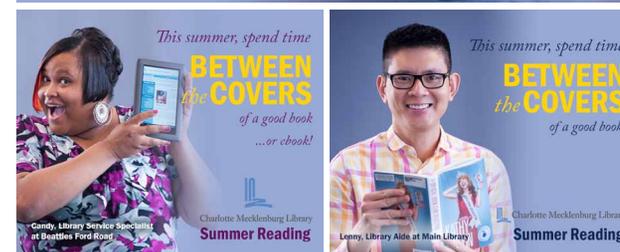
### Ms. Moton Becomes Tech Savvy at Age 105



Ms. Moton was 105 years old when she decided to learn how to use a computer. She always had the desire to learn, but she never had the means or opportunity... until she agreed to participate in the Library Outreach program hosted at her local senior nutrition sites. When Ms. Moton has a nutritious meal she also participates in basic computer classes. Ms. Moton's 80 year old daughter brings her to

the class and now she can use the mouse and keyboard.

Charlotte Mecklenburg Library is an affordable place to receive computer classes. The library also provides remote classes and opportunities to reach people who cannot use the library in a traditional manner, like Ms. Moton who has limited mobility. The Library's outreach programs are so much more than a simple activity; they provide access and the opportunity for seniors, such as Ms. Moton, to participate in continuing learning opportunities that support healthy aging.



### Overcoming Language Barriers



When asked what she has learned in the Spanish-language computer classes that the library teaches at the Latin American Coalition, Josefina Ramos replied, "You can fill out your own documents online – government and legal documents like applications and forms. Now I don't even need a lawyer to do this anymore; I can do it myself! Imagine – when I apply to become a US citizen I can fill all of those legal documents online without paying a penny."

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## Community Reach and Resources

Accessibility is a critical element to ensuring our community can get to and benefit from our programs. In Fiscal Year 2012, we expanded library hours at our six regional libraries thanks to an additional \$2 million allocation from Mecklenburg County that ensured residents across the county had access to the resources they need to empower themselves.

While at the Library, customers benefited from increasing staff knowledge and efficiency in Fiscal Year 2012. Workflow

management initiatives presented customers with self-sufficiency tools in areas such as self-checkouts so library staff can spend more time with customers who need personal help in areas such as technology, job seeking and homework support. Additionally, cross training of our public service staff enabled them to address roughly 80 percent of all customer transactions without referral to another staff member, creating better customer experiences.



### “I’ve always been fond of the library

but in fall 2008 our financial rug was pulled out from under us – and it was in those confusing, fearful days that I found out the importance of our local library. We downsized to a 1200-square-foot house with one closet for five of us. Yep. One closet. Five people.

But with three elementary-aged children watching my every mood as well as move, I was determined to make the best of our situation. So I went to the library. A lot.

I learned how to check out books and movies with complementary music, magazines and cookbooks (lovingly referred to as Beautifully Balanced Collections). My daughter and her friends bonded at our dining room table after school, crafting and painting from art and design books from the library. Decorating books inspired me to redo our laundry room into a laundry library. Best of all, I took my children on adventure after adventure without even leaving our home by reading aloud with them each night.

In preparation for the library summer reading program, we made Library Passports that encourage the children to choose their own topic or interest and conduct a library treasure hunt of finding books, cookbooks, music, movies and magazines that complement their subject. You can’t be bored at the library!

Our financial picture is better now, but we continue to spend less and share more, thanks to the library. And thanks to the librarians and their custom tailored book selections, our children are becoming prolific readers and equally important: they understand the value and beauty of sharing.”

– MICHELE TROVATO, DAVIDSON (NOT PICTURED)

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## Job Help

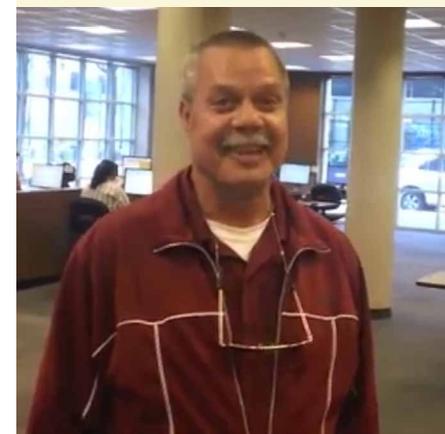
A new partnership between Charlotte Mecklenburg Library's Job Help Center and CPCC's Human Resources Development department offered free Employment Skills Labs to our customers. Part of a statewide initiative, sessions covered a variety of job-search topics including resume building, computer skills development and job coaching.

Partnerships such as these complemented Charlotte Mecklenburg Library's ongoing support for job seekers, which included access to computers for job identification and employment application submission. Last year, 4,077 people used the resources of the Job Help Center for job searches, resume assistance, interview practice and more.

**"I currently reside at the Charlotte Mecklenburg homeless shelter... When I started [coming to the Main Library Job Help Center] in 2007, I was computer illiterate. I could move the mouse, but that was it. Now I'm self-sufficient. I encourage everybody down there [at the shelter] who needs help, to go to the library. That's what it's there for... Some of the men I've encouraged have said, 'Guess what, Mike, I got a job.' They say 'Thank you, Mike,' and I say, 'Thank the Library!'"**

*I now have a part-time job, and it's paying the bills, but it's not getting me above and beyond the bills, so I'm back at the Library daily, improving my skills. Something will come to me – it always has, and always will. Just believe in the Library.*

– MICHAEL



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## Community Support

A resource that cannot be overlooked or overemphasized is our volunteer support. These individuals and their tireless service to support and extend the work of staff are invaluable. In Fiscal Year 2012, we benefited from 1,029 volunteers contributing 59,290 hours of unpaid service. This generous gift of time is the equivalent of 28.5 people working full-time all year, and it is a donation that we and the customers of Charlotte Mecklenburg Library greatly appreciate.

To gain more insight into our volunteer use, the Library collaborated with Dr. Becky Nesbitt at UNC-Charlotte in a Volunteer Utilization Evaluation Project. Charlotte Mecklenburg Library volunteers, staff, and members of the community were surveyed about their experiences. The results of that study indicate that volunteers with the Library overwhelmingly have a very positive

CONTINUED »

In Fiscal Year 2012, we benefited from 1,029 volunteers contributing 59,290 hours of unpaid service. This generous gift of time is the equivalent of 28.5 people working full-time all year, and it is a donation that we greatly appreciate.

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experience – 98% report their volunteer experience is worthwhile and 97% enjoy the experience. The study also provided valuable insight into the needs of staff and volunteers that will allow the Library to create a more robust volunteer program moving forward.

In addition to these gifts of time and talent, members of the community contributed financially to the library, helping us raise more than \$510,000 in new funds along with grants and donor-restricted giving to support programs, collections and basic library services.

These gifts from our community are essential and appreciated, and allow us to serve those who need us in ways that we would not be able to realize with taxpayer funding alone.



*"I like helping the community... and I just love the library. I feel that it's a place where you can learn, you can grow, you can explore – and I think that's needed in society today."*

– BARBARA, LIBRARY VOLUNTEER



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# Library Leadership and Governance

## Executive Leadership Team

The Library's Executive Leadership Team manages the Library and its 20 branches, ensuring residents of all ages across the county have access to information resources and skills development.

### Lee Keesler

CEO (beginning July 2, 2012)

### Vick Phillips

CEO (through July 31, 2012)

### David Singleton

Director of Libraries

### Karen Beach, CRFE

Director of Community Engagement

### Frank Blair

Director of Technology & Operations

### Cordelia Anderson, APR

Director of Marketing &  
Communications

### Chuck Mallas

Director of Finance

### Sean Hogue

Financial Consultant

### Rick Ricker

Director of Human Resources

### Leonora (Lee) Kaufmann

Deputy Director for Library Experiences  
(beginning July 1, 2012)

### Lois Kilkka

Deputy Director for Library Experiences  
(beginning July 1, 2012)

### Michele Gorman

Deputy Director for Lifelong Learning  
(beginning July 1, 2012)

## Board of Trustees

The Charlotte Mecklenburg Library operates under the guidance of a volunteer Board of Trustees who give generously of their time, talent and treasure to support the Library in its mission.

### Charles Bowman, Chair

### Molly Griffin, Vice Chair

### Robin Branstrom

### E. Renée Casali

### Gloria Kelley

### Joan Martin

### Leland Park

### Sally Robinson

### Robert Sink

### Darrel Williams

### Ed Williams

As established by the State of North Carolina, the Charlotte Mecklenburg Library Board is composed of eleven members, of whom ten are appointed by the Mecklenburg County Board of Commissioners and one by the Charlotte-Mecklenburg Board of Education. Appointees are selected from public applicants.

## Mecklenburg Board of County Commissioners

The nine-member Board of County Commissioners is the governing body of Mecklenburg County.

Harold Cogdell, Jr. (Chairman, At-Large)

Jennifer Roberts (At-Large)

Jim Pendergraph (Vice Chairman, At-Large)

Karen Bentley (District 1)

Vilma Leake (District 2)

George Dunlap (District 3)

Dumont Clarke (District 4)

Neil Cooksey (District 5)

Bill James (District 6)

The Board's priorities are carried out by a staff of nearly five thousand employees led by County Manager Harry Jones. The County Manager is the CEO of the organization and is appointed by the Board.

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# Library Funding Overview

Charlotte Mecklenburg Library delivers services through a partnership between the Library and Mecklenburg County. The Library delivers the services, and the County provides the majority of operational funding.

Mecklenburg County contributes about 90 percent of the Library’s budget, as well as many services for the Library, and the State of North Carolina, City of Charlotte and Mecklenburg ABC Board provide additional funds toward operational expenses.

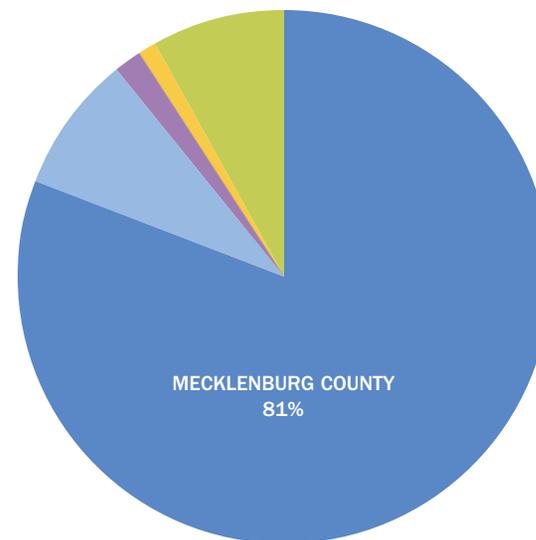
Additionally, the Library seeks private contributions, grants and sponsorships throughout the year to support library services for all ages and provide resource enhancements. In Fiscal Year 2012, fundraising efforts generated more than \$510,000 for Library operations and basic services; books and materials for the collection; and programs that support literacy, educational success, and workforce preparedness.

Revenue from fines and fees is also used to serve the community above and beyond what tax-based funding provides.

## FY12 REVENUE SOURCES

- MECKLENBURG COUNTY 81%  
\$23,184,595
- LIBRARY FUNDS 8%  
(Contributions, fines/fees, photocopies, book sales, etc.)  
\$2,340,526
- STATE OF NC 2%  
\$471,011
- ABC BOARD 1%  
\$305,393
- PAID ON BEHALF OF MECK. CO. (Services Provision) 8%  
\$2,296,589
- CITY OF CHARLOTTE <1%  
\$2,500

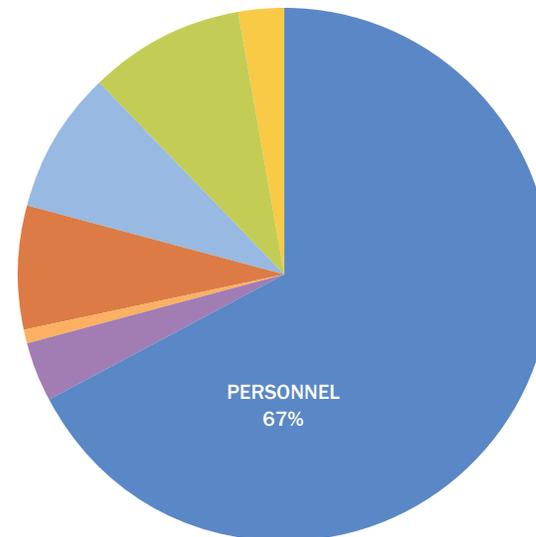
TOTAL REVENUE \$28,600,614



## FY12 EXPENDITURES

- PERSONNEL 67%  
\$18,506,338
- FIXED CHARGES 3%  
\$741,357
- FACILITY MAINTENANCE 9%  
\$2,580,544
- BOOKS AND MATERIALS 9%  
\$2,392,557
- OTHER 7%  
\$2,043,428
- DEBT SERVICE 1%  
\$222,084
- CAPITAL OUTLAY 4%  
\$1,042,909

TOTAL EXPENDITURES \$27,529,217



**PUBLIC LIBRARY OF CHARLOTTE AND MECKLENBURG COUNTY**  
**(A Component Unit of Mecklenburg County, North Carolina)**

**Statement of Net Position**  
**June 30, 2012**

	<u>Governmental Activities</u>
<b>ASSETS</b>	
<b>Current assets</b>	
Cash and cash equivalents	\$ 10,885,053
Refundable sales tax	196,837
Other receivables	48,969
Due from other governmental agencies	76,348
Prepays	243,752
Total current assets	<u>11,450,959</u>
<b>Capital assets</b>	
Land and other non-depreciable assets	13,727,480
Other capital assets, net of depreciation	70,837,398
Net capital assets	<u>84,564,878</u>
Total assets	<u>96,015,837</u>
<b>LIABILITIES</b>	
<b>Current liabilities</b>	
Accounts payable-trade	208,632
Other payables	493,118
Current portion of compensated absences	1,200,000
Current portion of capital lease obligation	166,662
Total current liabilities	<u>2,068,412</u>
<b>Long-term liabilities</b>	
Unearned revenue	992,422
Compensated absences	517,329
OPEB liability	12,756,139
Capital lease obligation	745,053
Total liabilities	<u>17,079,355</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>	
	<u>21,000</u>
<b>NET POSITION</b>	
Net investment in capital assets	83,653,163
Restricted for:	
Grants	377,732
Stabilization by state statute	1,562,371
Facility enhancements	2,032,633
Unrestricted (deficit)	(8,710,417)
Total net position	<u>\$ 78,915,482</u>

The accompanying notes are an integral part of the financial statements.

**PUBLIC LIBRARY OF CHARLOTTE AND MECKLENBURG COUNTY**  
 (A Component Unit of Mecklenburg County, North Carolina)

**Statement of Activities**  
**Year Ended June 30, 2012**

	Program Revenues			Governmental Activities
	Expenses	Charges for Services	Operating Grants and Contributions	
<b>Functions/Programs</b>				
<b>Primary government:</b>				
Governmental activities:				
General public service	\$ 32,740,459	\$ 2,061,122	\$ 1,989,683	\$ (28,411,995)
Program/outreach services	339,721	-	-	(339,721)
Copying services	124,600	26,958	-	(97,642)
Publications	-	3,156	-	3,156
Interest on long-term debt	60,850	-	-	(60,850)
Total governmental activities	<u>\$ 33,265,630</u>	<u>\$ 2,091,236</u>	<u>\$ 1,989,683</u>	<u>\$ (28,907,052)</u>
			<u>\$ 277,659</u>	
General revenues:				
Mecklenburg County appropriation				25,481,184
City of Charlotte appropriation				2,500
Investment earnings				37,376
ABC Board				305,393
Total general revenues				<u>25,826,453</u>
Change in net position				(3,080,599)
Net position-beginning				<u>81,996,081</u>
Net position-ending				<u>\$ 78,915,482</u>

The accompanying notes are an integral part of the financial statements.

**PUBLIC LIBRARY OF CHARLOTTE AND MECKLENBURG COUNTY**  
**(A Component Unit of Mecklenburg County, North Carolina)**

**Balance Sheet**  
**Governmental Funds**  
**June 30, 2012**

	(Major) General Fund	(Major) Special Revenue Fund	Capital Projects Fund	Total Governmental Funds
<b>Assets</b>				
Cash and cash equivalents	\$ 8,916,833	\$ 1,968,220	\$ -	\$ 10,885,053
Refundable sales tax	169,264	27,573	-	196,837
Other receivables	48,969	-	-	48,969
Due from other governmental agencies	76,348	-	-	76,348
Prepays	243,752	-	-	243,752
Total assets	<u>\$ 9,455,166</u>	<u>\$ 1,995,793</u>	<u>\$ -</u>	<u>\$ 11,450,959</u>
<b>Liabilities and fund balances</b>				
Liabilities:				
Accounts payable-trade	\$ 208,632	\$ -	\$ -	\$ 208,632
Other payables	490,195	2,923	-	493,118
Total liabilities	<u>698,827</u>	<u>2,923</u>	<u>-</u>	<u>701,750</u>
Deferred inflows of resources	<u>21,000</u>	<u>-</u>	<u>-</u>	<u>21,000</u>
Fund balances:				
Nonspendable fund balance				
Prepaid expenses	243,752	-	-	243,752
Restricted fund balance				
Grants	377,732	-	-	377,732
Stabilization by state statute	1,534,798	27,573	-	1,562,371
Facility enhancements	48,723	1,983,910	-	2,032,633
Committed fund balance				
Professional services	84,000	-	-	84,000
Assigned fund balance				
Subsequent year's expenditures	2,309,144	-	-	2,309,144
Site improvements	88,015	-	-	88,015
Unassigned fund balance	4,049,175	(18,613)	-	4,030,562
Total fund balances	<u>8,735,339</u>	<u>1,992,870</u>	<u>-</u>	<u>10,728,209</u>
Total liabilities and fund balances	<u>\$ 9,455,166</u>	<u>\$ 1,995,793</u>	<u>\$ -</u>	<u>\$ 11,450,959</u>

The accompanying notes are an integral part of the financial statements.

**PUBLIC LIBRARY OF CHARLOTTE AND MECKLENBURG COUNTY**  
**(A Component Unit of Mecklenburg County, North Carolina)**

**Reconciliation of the Fund Balance of Governmental Funds to  
Net Position of Governmental Activities  
June 30, 2012**

Amounts reported for governmental activities in the statement of net position are different because:

Ending fund balance - governmental funds	\$ 10,728,209
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	
Cost of capital assets	129,056,999
Accumulated depreciation	(44,492,121)
Long-term liabilities that are not due and payable in the current period and, therefore, are not reported in the funds	
Compensated absences	(1,717,329)
Capital lease obligations	(911,715)
OPEB obligation	(12,756,139)
Unearned revenue	<u>(992,422)</u>
Net position of governmental activities	<u>\$ 78,915,482</u>

The accompanying notes are an integral part of the financial statements.

**PUBLIC LIBRARY OF CHARLOTTE AND MECKLENBURG COUNTY**  
**(A Component Unit of Mecklenburg County, North Carolina)**

**Statement of Revenues, Expenditures and Changes in Fund Balances**  
**Governmental Funds**  
**Year Ended June 30, 2012**

	(Major) General Fund	(Major) Special Revenue Fund	Capital Projects Fund	Total Governmental Funds
<b>Revenues</b>				
Intergovernmental:				
Mecklenburg County				
Operations	\$ 23,184,595	\$ -	\$ -	\$ 23,184,595
Amounts paid on behalf by				
Mecklenburg County	2,296,589	-	277,659	2,574,248
ABC Board	305,393	-	-	305,393
City of Charlotte	2,500	-	-	2,500
North Carolina	-	471,011	-	471,011
Total intergovernmental revenues	<u>25,789,077</u>	<u>471,011</u>	<u>277,659</u>	<u>26,537,747</u>
Fines, fees and collections	977,991	-	-	977,991
Collections for photocopies	26,958	-	-	26,958
Interest	37,376	-	-	37,376
Contributions	108,991	134,681	-	243,672
Book rentals	45,041	-	-	45,041
Book sales	151,143	-	-	151,143
Miscellaneous	801,669	56,676	-	858,345
Total revenues	<u>27,938,246</u>	<u>662,368</u>	<u>277,659</u>	<u>28,878,273</u>
<b>Expenditures</b>				
Current:				
Personnel	18,506,338	-	-	18,506,338
Library materials	1,849,427	543,130	-	2,392,557
Facility maintenance	2,580,544	-	-	2,580,544
Fixed charges	741,357	-	-	741,357
Other	1,962,950	80,478	-	2,043,428
Capital outlay:				
Amounts paid on behalf by				
Mecklenburg County	-	-	277,659	277,659
Other	1,042,909	-	-	1,042,909
Debt service:				
Principal	161,234	-	-	161,234
Interest	60,850	-	-	60,850
Total expenditures	<u>26,905,609</u>	<u>623,608</u>	<u>277,659</u>	<u>27,806,876</u>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	1,032,637	38,760	-	1,071,397
<b>Fund balance-beginning</b>	<u>7,702,702</u>	<u>1,954,110</u>	<u>-</u>	<u>9,656,812</u>
<b>Fund balance-ending</b>	<u>\$ 8,735,339</u>	<u>\$ 1,992,870</u>	<u>\$ -</u>	<u>\$ 10,728,209</u>

The accompanying notes are an integral part of the financial statements.

**PUBLIC LIBRARY OF CHARLOTTE AND MECKLENBURG COUNTY**  
**(A Component Unit of Mecklenburg County, North Carolina)**

**Reconciliation of the Net Change in Fund Balances of Governmental Funds  
to Change in Net Position of Governmental Activities  
Year Ended June 30, 2012**

Amounts reported for governmental activities in the statement of activities are different because:

Net change in fund balances - total governmental funds	\$ 1,071,397
Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful life	
Expenditures for capital assets	2,429,199
Less current year depreciation	(4,609,372)
The issuance of long-term debt provides current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of net position. Repayment of the principal of long-term debt is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net position	
Principal payments on capital lease obligations	161,234
OPEB Payments	590,565
Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.	
Compensated absences in excess of benefits used over current provision	268,540
OPEB Liability	(3,023,920)
Contributed Lease expense	(1,275,000)
Some revenues reported in the statement of activities do not provide current financial resources and, therefore, are not reported as revenues in the governmental funds	
Deferred revenue amortized	31,758
Contributed lease revenue	1,275,000
	<hr/>
Change in net position of governmental activities	\$ <u><u>(3,080,599)</u></u>

The accompanying notes are an integral part of the financial statements.

**PUBLIC LIBRARY OF CHARLOTTE AND MECKLENBURG COUNTY**  
**(A Component Unit of Mecklenburg County, North Carolina)**

**Statement of Revenues, Expenditures and Changes in Fund Balances**  
**Budget and Actual - General Fund**  
**Year Ended June 30, 2012**

	Original Budget	Final Budget	Actual	Variance with Final Budget Positive (Negative)
<b>Revenues</b>				
Intergovernmental:				
Mecklenburg County				
Operations	\$ 24,257,052	\$ 23,284,294	\$ 23,184,595	\$ (99,699)
Amounts paid on behalf by				
Mecklenburg County	-	2,669,765	2,296,589	(373,176)
ABC Board	290,850	305,393	305,393	-
City of Charlotte	2,500	2,500	2,500	-
Total intergovernmental revenues	<u>24,550,402</u>	<u>26,261,952</u>	<u>25,789,077</u>	<u>(472,875)</u>
Fines, fees and collections	870,000	870,000	977,991	107,991
Collections for photocopies	110,000	110,000	26,958	(83,042)
Interest	-	-	37,376	37,376
Contributions	200,000	200,000	108,991	(91,009)
Book rentals	40,000	40,000	45,041	5,041
Book sales	90,000	90,000	151,143	61,143
Miscellaneous	619,000	629,000	801,669	172,669
Total revenues	<u>26,479,402</u>	<u>28,200,952</u>	<u>27,938,246</u>	<u>(262,706)</u>
<b>Expenditures</b>				
Current:				
Personnel	20,107,889	19,850,402	18,506,338	1,344,064
Library materials	1,781,277	2,766,522	1,849,427	917,095
Facility maintenance	2,083,261	2,831,656	2,580,544	251,112
Fixed charges	1,026,170	803,170	741,357	61,813
Other	1,480,805	2,734,884	1,962,950	771,934
Capital outlay:				
Other	-	1,519,988	1,042,909	477,079
Debt service:				
Principal	-	162,000	161,234	766
Interest	-	61,000	60,850	150
Total expenditures	<u>26,479,402</u>	<u>30,729,622</u>	<u>26,905,609</u>	<u>3,824,013</u>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	-	(2,528,670)	1,032,637	3,561,307
<b>Other financing sources (uses)</b>				
Fund balance appropriated	-	2,528,670	-	(2,528,670)
<b>Net change in fund balances</b>	<u>\$ -</u>	<u>\$ -</u>	1,032,637	<u>\$ 1,032,637</u>
<b>Fund balance-beginning</b>			<u>7,702,702</u>	
<b>Fund balance-ending</b>			<u>\$ 8,735,339</u>	

The accompanying notes are an integral part of the financial statements.

**PUBLIC LIBRARY OF CHARLOTTE AND MECKLENBURG COUNTY**  
**(A Component Unit of Mecklenburg County, North Carolina)**

**Statement of Revenues, Expenditures and Changes in Fund Balances**  
**Budget and Actual - Special Revenue Fund**  
**Year Ended June 30, 2012**

	Original Budget	Final Budget	Actual	Variance with Final Budget Positive (Negative)
<b>Revenues</b>				
Intergovernmental:				
North Carolina	\$ 330,000	\$ 470,437	\$ 471,011	\$ 574
Total intergovernmental revenues	<u>330,000</u>	<u>470,437</u>	<u>471,011</u>	<u>574</u>
Contributions	-	79,651	134,681	55,030
Miscellaneous	-	47,450	56,676	9,226
Total revenues	<u>330,000</u>	<u>597,538</u>	<u>662,368</u>	<u>64,830</u>
<b>Expenditures</b>				
Current:				
Library materials	330,000	543,130	543,130	-
Other	-	191,059	80,478	110,581
Capital outlay:				
Other	-	2,483	-	2,483
Total expenditures	<u>330,000</u>	<u>736,672</u>	<u>623,608</u>	<u>113,064</u>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	-	(139,134)	38,760	177,894
<b>Other financing sources (uses)</b>				
Fund balance appropriated	-	139,134	-	(139,134)
<b>Net change in fund balances</b>	<u>\$ -</u>	<u>\$ -</u>	38,760	<u>\$ 38,760</u>
<b>Fund balance-beginning</b>			<u>1,954,110</u>	
<b>Fund balance-ending</b>			<u>\$ 1,992,870</u>	

The accompanying notes are an integral part of the financial statements.



## Library Locations

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Beatties Ford Road Regional  
Cornelius  
Davidson  
Hickory Grove  
ImaginOn  
Independence Regional  
Main Library  
Matthews  
Mint Hill  
Morrison Regional  
Mountain Island  
Myers Park  
North County Regional  
Plaza Midwood  
Scaleybark  
South County Regional  
Steele Creek  
Sugar Creek  
University City Regional  
West Boulevard



Charlotte  
Mecklenburg  
Library

[cmlibrary.org](http://cmlibrary.org)