Present: Ms. Butts, Ms. Shakarian, Mr. Corrigan, Ms. Rodriguez, Mr. Parker
Absent: Mr. Hairston, Ms. Fryer

Mr. Corrigan called the Joint Finance & Human Resources Committee Meeting to order at 12:13 p.m.

OATH OF OFFICE FOR REAPPOINTMENT OF ANTHONY T. PARKER

Mr. Corrigan administered the Oath of Office to Anthony Parker. Mr. Parker was reappointed by the Cleveland Board of Education on June 27, 2023, to another full seven-year term on the Library Board, commencing on July 2, 2023, expiring on July 2, 2030.

Mr. Parker expressed his gratitude to the Board of Trustees and Library Administration for the opportunity to serve for another term.

Finance Committee Members (Mr. Corrigan, Chair)
Present: Thomas Corrigan, Anthony Parker
Absent: John Hairston

Because there was no quorum of Finance Committee Members present, the following resolutions were presented for informational purposes only.

Resolution to Accept Gifts for the Months of June, July, August

Carrie Krenicky, Chief Financial Officer, this report notes quarterly distributions for receipts for the months of June, July and August. Ms. Krenicky highlighted that in July we received our $75,000 grant for the Best Buy Teen Tech Centers.

Resolution Authorizing Amendment to Agreement with Ubiquitous Design, Ltd. for Architectural Design Service in Connection with the Relocation of the Louis Stokes Wing Staff Breakroom

John Lang, Chief Operations Officer, reminded the Board that the employee breakroom is currently located on the 9th floor of LSW. We are going to relocate it to the Lower Level of the
Main Branch building and at the same time we will add infrastructure for a catering/teaching kitchen. In the course of the design, we consulted with an employee working group made some suggestions to improve accessibility and pedestrian traffic flow. This will require additional service from the architect as well as structural engineering. This space will be located across from the public elevators.

Resolution Selecting and Ranking Most Qualified Architectural and Engineering Firms and Authorizing Negotiation of Agreement with Top-Ranked Firm for the Louis Stokes Wing Roof Replacement Project

John Lang, Chief Operations Officer stated that this and the following resolution address two deferred maintenance capital projects which are not related to the Facilities Masterplan. They are the Louis Stokes Wing (LSW) Roof Project and the Public Restroom Renovation Project.

Mr. Lang explained that last year an LSW roof drain leaked into a high value collection area. The leak was repaired and there have been no recurrences. However, since the roof is over 25 years old, it has reached its life expectancy and now is the best time to initiate a roof replacement project. The goal is to have a thorough roof assessment done first and then base the scope of the design on the results of the assessment. Mr. Lang stated that he expected this will result in a complete replacement of the roof system and that the Library is budgeting accordingly.

The Library put out a request for qualifications (RFQ) and followed the selection process for architect-engineering professional services. The RFQ covered both the LSW roof replacement as well as the LSW lower level public restrooms renovation project. The Library team has chosen to select separate design teams for each project.

Mr. Lang stated that R.E. Warner & Associates, Inc., is recommended for selection on the roof project, and ikm architecture is recommended for the restroom renovations. The teams were evaluated based on a number of criteria including their record of past performance on similar projects, ability to meet the Library’s schedule, and commitment to inclusion.

Ms. Butts stated that she has heard many complaints about the restrooms located by the auditorium.

Mr. Lang stated that those restrooms are used heavily and are in need of a refresh.

Resolution Selecting and Ranking Most Qualified Architectural and Engineering Firms and Authorizing Negotiation of Agreement with Top-Ranked Firm for the Louis Stokes Wing Public Restroom Renovation Project

John Lang, Chief Operations Officer, addressed this item with the prior resolution.
Resolution to Amend Agreement with Integrated Precision Systems, Inc. for Access Control Systems

John Lang, Chief Operations Officer, explained in detail the need to adjust the scope of work regarding the access control systems at the Jefferson branch to correct an accessibility issue with the sensors and access controls on the patron restroom doors. This amendment will allow IPS to address this issue by making upgrades to the switches in the patron restrooms for an additional fee.

Resolution Authorizing Amendment to Agreement with Moody Nolan, Inc. for Design Services and Amending Project Budget for the Eastman Branch

After sharing some project highlights on Moody Nolan, John Lang, Chief Operations Officer, stated that although this is under the Eastman contract it is proposed systemwide improvement. This resolution seeks to amend the contract with Moody Nolan to expand the scope of the architect’s services to include a comprehensive signage and wayfinding system and to develop experiential branding for the entire library system based on the Library’s existing signage system and its new visual branding standards.

In response to Ms. Shakarian’s inquiry, Mr. Lang stated that the exterior panel signs which are in place at recently opened FMP Branches will eventually be replaced by new monumental signs which will be designed under the Moody-Nolan amendment.

In closing, Mr. Lang stated that construction of the Eastman Campus is substantially complete and that we have a certificate of occupancy for the building. Furniture and shelf installations are ongoing and the Eastman grand opening is scheduled for October 28, 2023.

Director Thomas stated that at that next Regular Board Meeting, Mr. Lang can provide a comprehensive update on the Facilities Master Plan.

Resolution to Accept Safety Intervention Program Grant from the Ohio Bureau of Workers’ Compensation

Carrie Krenicky, Chief Financial Officer, explained that Sherry Parker, Occupational Health and Safety Officer, worked with our Grants and Development Department to apply for Safety Intervention Program Grant under the Ohio Bureau of Works’ Compensation. We will be receiving this grant in the amount of $17,505 which will cover three quarters of cost of the Library’s intended purchase of an electric lift vehicle and straddle stacker, which would enhance safety by reducing the need for staff to go up and down ladders.

Ms. Krenicky reported that on August 16, 2023, the Library entered into a purchase agreement with The A.J. Gates Company for the safety equipment in the amount of $23,340.00 and we will be reimbursed $17,505.
Resolution Delegating Authority to the Executive Director to Execute Contracts and Agreements and Authorizing Blanket Purchase Orders in Excess of $75,000

Bryan Szalewski, Director of Legal Affairs, explained that this resolution grants the Director the authority to execute contracts for amounts up to and including $75,000. Currently, that number is $25,000, which has been in place since 2002. In addition, this resolution authorizes the Fiscal Officer to issue blanket purchase orders for purchases in excess of $75,000 for goods and services that we use throughout the years such as fuel, utilities, and postage as the costs of these goods and services may run several hundred thousand dollars per year.

As he continued, Mr. Szalewski stated that effective October 3, 2023, the statutory limits for competitive bidding for construction and improvements of library facilities will be increasing from $25,000 where it has been since the early 2000s to $75,000. Beginning in 2025, that number will increase by 3% each year.

Mr. Szalewski shared information regarding a survey of libraries and other political subdivisions in the Cleveland area and indicated that $75,000 is the median level of contract authority.

Brief discussion continued about this resolution and its benefits.

Ms. Shakarian suggested that the language in the resolution caption be clear regarding the Director’s authority.

Mr. Szalewski referenced the “whereas” clauses that make clear the Director’s authority.

Resolution to Ratify Emergency Repairs to the Carnegie West Elevator

John Lang, Chief Operations Officer, reminded the Board that we have a multi-year service agreement with KONE Inc. for maintenance services to the elevators located in the Main Library, Louis Stokes Wing, Carnegie West, Eastman, Martin Luther King, Jr., and South Brooklyn branches, and the Lakeshore Facility.

Mr. Lang explained that during the summer of 2023, the elevator at the Carnegie West branch needed emergency repairs to be completed, including furnishing and installing new car door operators and controls. On July 10, 2023, Director Thomas authorized the emergency repairs to be completed by KONE under the existing service agreement, with said emergency repairs resulting in additional charges of $44,648.06. This resolution seeks to ratify the emergency repairs to the Carnegie West elevator.

Resolution to Ratify the Agreement with the Lavin Agency for Angela Davis’ Participation in Library Programming

Erica Marks, Senior Director of Outreach and Programming Services, stated that as a part of Banned Book Week, on October 3, 2023, Angela Davis will participate in two programs at the Library, including a panel discussion with invited young adult authors focusing on banned books and freedom of expression at 12:30 p.m. in the Louis Stokes Wing auditorium as well as a
conversation with Connie Hill-Johnson, Chairperson, Board of Directors, The Cleveland Foundation and Co-Chair of ClevelandREADS, about the importance of closing the reading deficit for children at 3:30 p.m. at the City Club.

Ms. Marks noted that Ms. Davis’ books rank among the most banned in the United States.

Director Thomas invited the Board to attend either or both events. Although the City Club event is sold out, the Library has a table available for the Board.

Resolution to Ratify Agreement for Purchase of Natural Gas

Bryan K. Szalewski, Director of Legal Affairs, stated that on June 16, 2022, the Board authorized the Library to enter into an agreement commencing November 2022, through North Shore Energy Consulting, LLC, with natural gas suppliers that have the best fixed rates for terms up to and including 57 months and that include a “blend and extend” option, provided the rates do not exceed the rate of $6.60 per Mcf.

Mr. Szalewski indicated that, with the new Woodland branch nearing completion, the Library asked North Shore Energy Consulting, LLC to obtain the best fixed rate from Infinite Energy, LLC as the June 22, 2022 natural gas contract applied only to those branches receiving gas service as of June 22, 2022.

Infinite Energy, LLC provided a quote to provide natural gas service for a 55-month period beginning in January 2023 at a rate of $6.50 per Mcf, which the Library accepted on December 6, 2022. This resolution seeks to ratify the agreement.

Carrie Krenicky, Chief Financial Officer, stated that the Woodland Campus was not a part of our agreement when the Board authorized this in June.

Resolution to Ratify and Approve the Purchase of Insurance Coverage for Policies Effective August 1, 2023

Carrie Krenicky, Chief Financial Officer, stated that in June, the Board authorized the Director to move forward with the best coverage for the lowest overall cost for policies since ours expired on August 1, 2023. Therefore, we entered into our 2023 premiums at a total amount of $593,905.60.

Ms. Krenicky added that the Board gave us the authority not to exceed $638,000 for a total annual premium for all policies. This is a 13% increase from the expiring program premiums.

After Ms. Krenicky explained more about the increases, Mr. Corrigan noted that Public Officials and Employment Practices Liability increased from $37,780 to $50,256. Ms. Krenicky confirmed the increase was due to litigation.

Mr. Corrigan commended staff for their hard work on this item.
Resolution Authorizing Agreement for Website and Intranet Redesign Project

Director Thomas stated that this resolution seeks to authorize an agreement for website and intranet design project and noted that we do recognize that the agreement does not align with our policies on Supplier Diversity to pick the firm that was diverse and within 10% if it was not considered a professional contract.

Director Thomas stated that staff have a recommendation that is different than those that regularly come before the Board. Staff have done a lot of work examining the firms that they believed could do the work.

In response to Ms. Rodriguez’ inquiry, Tana Peckham, Chief Strategy Officer, confirmed that the of the four shortlisted firms, only two included both the public website and staff intranet in their proposals.

Ms. Rodriguez inquired why the other firms did not include both the public website and staff intranet in their proposals.

In response, Ms. Peckham reconfirmed that the other two firms made the decision not to include both in their proposals.

Ms. Peckham reviewed a PowerPoint presentation to support the CPL Website & Intranet Redesign Project:

**OBJECTIVE:** Complete redesign the Cleveland Public Library website and intranet to **reimagine our online presence** and provide easy and inclusive access to information and resources for Library patrons.

Our internet and intranet are major information hubs for our patrons as well as for our staff. In evaluating them, we want to make sure that our websites are easy to use for anyone all of the time. To establish us as a leader among libraries across the world and in community impact, this will not only affect how the website looks but the architecture and structure of the site and will must integrate with the many different platforms that we use in our day-to-day business.

Our needs:
- State of the art;
- Long lasting – the last major redesign of the website was in 2010 with some cosmetic updates a eight years ago.
- Needs to be flexible to solve our current needs and be able to evolve with the needs of the Library as well as with our community
- Must also be available to evolve with technology.
- Functionality – to address what we need now and what we will aspire to do with the website
SELECTION COMMITTEE:

Ms. Peckham – selection committee representative across the Library system and levels of the organization as well as perspectives

- Tana Peckham, Chief Strategy Officer
- John Malcolm, Chief Innovation & Technology Officer
- John Skrtic, Chief of Special Projects & Collections
- Ashley Boyd, Director of Diversity Equity & Inclusion
- Tiffany Graham Charkosky, Director of Arts & Culture
- Will Reed, Director, Ohio Library for the Blind & Print Disabled
- Mike Young, Director of Digital Content
- Jaime Declet, Manager, South Branch
- Olivia Hoge, Subject Department Manager, Center for Local & Global History
- Nancy Mocsiran, Knowledge Manager
- Eric Eubanks, Library Assistant Youth Emphasis, Martin Luther King, Jr. Branch

SELECTION CRITERIA

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<th>Criteria</th>
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<td>Technical expertise in user experience (UX) design and responsive web development.</td>
<td>25%</td>
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<td>Competitive pricing and cost-effectiveness.</td>
<td>15%</td>
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<td>How DEIAB will be brought into this project.</td>
<td>10%</td>
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<td>Creative and visually appealing design portfolio.</td>
<td>10%</td>
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<td>Understanding of information architecture and content strategy.</td>
<td>10%</td>
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<td>Ability to meet project deadlines and deliver high-quality results.</td>
<td>10%</td>
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<tr>
<td>Other contributing factors including, but not limited to, value added ideas and additional considerations related to the proposed approach to the project.</td>
<td>10%</td>
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10up Project Team
Lea Alcantara, Director of Visual Design
Eric Atkinson, Director of User Experience
Matthew Bullock, Associate Director of New Client Strategy
Phil Crumm, Senior vice President, Marketing & Growth
Amy Grace Wells, Associate Director of Content Design

End-to-End Digital Project
EXPERTISE

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<td>Brand Identity</td>
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<td>Digital Style Guides</td>
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<td>UX Strategy</td>
<td>Editorial Workflow Design</td>
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EXPERIENCE to Meet Our Complex Needs
Libraries, Museums, Universities, Government Agencies

John Malcolm, Chief Innovation and Technology Officer, added that from a technical aspect, 10up is a market leader relative to website design, development, and integration. They are one of the main partners with WordPress which is a major content management system that ranks number one around the world. 10up has direct access to make changes to WordPress in the world and have two on their staff. In addition, they have done a lot of redesigns with AI.

As he continued, Mr. Malcolm stated that we want to be in front of the curve. If we are utilizing a lot of AI, we want to be able to get feedback from these tools rather than predictive search engine analytics to give our customers, patrons, users and staff. Finally, Mr. Malcolm spoke on the importance of foresight; where the organization is and where it is going.

In response to Ms. Shakarian’s inquiry, Mr. Malcolm confirmed that our website is WordPress.

Ms. Rodriguez asked for an explanation of why the others were not qualified.

Ms. Peckham stated that they were qualified. However, as we looked at the complexity of the project, 10up had more expertise and experience and have worked on a number of different types of websites. In their portfolio, they have done websites for libraries, museums, universities, and government agencies. Because our website must work with Sirsi, LibCal and other platforms, we must make sure that the integration is sound so that it would be very easy for anyone to navigate it.

Ms. Peckham stated that the recommendation is outside of Library’s policies, and it is due to the complexity of the project and the expertise and experience that 10up brings. Thus, the discussion before the Board, whether this project would be an exception for these types of services that fall outside of the policy.

Ms. Butts stated that we should rely on the knowledgeable advice of our Chief Innovation and
Technology Officer and selection committee and strongly consider the recommendation provided in this matter.

Mr. Corrigan spoke on the importance of receiving better metrics on how we are used as a result of this change.

Ms. Peckham stated that we should be able to have better metrics because they will be helping us to build it.

Director Thomas stated that although we have an overflow of data, we should be able to report, for example, the number of people who access our website outside of Ohio. Currently, we do not have anyone to go in and find the information.

After Mr. Corrigan stressed the importance of being able to collect useful data without compromising patron confidentiality, he affirmed his support for this upgrade and commended the committee for their hard work.

In response to Director Thomas’ inquiry regarding changing the policy should there be any objection to move forward, Bryan Szalewski, Director of Legal Affairs, stated that decisions of the Board are difficult to overturn as boards are given great deference over the decisions that they make in the absence of misfeasance or fraud. If the Board were to move forward with 10up, it may be useful to allay any concerns about diverging from the Policy on Supplier Diversity in the motion for approval of this resolution by noting that the selection of 10up for the website and intranet redesign project is in the best interests of the Library and is a good and valid exception to the Policy on Supplier Diversity adopted by this Board on April 15, 2021.

Resolution Authorizing Agreement with Integrated Precision Systems, Inc. for Tiger Technology Surveillance Bridge Software

John Malcolm, Chief Innovation and Technology Officer, explained in great detail the unforeseen challenges due to the large file sizes generated by the cameras and the limited network speed of the Library’s network as surveillance videos have not been able to be transferred and centrally stored as originally planned.

Mr. Malcolm stated that in order to help the Library to effectively retain its surveillance video footage, the Library’s video surveillance vendor, Integrated Precision Systems, Inc. performed a 45-day trial of surveillance bridge software from Tiger Technology that will compress the files to successfully transfer video footages from three separate branches and will be able to increase its video storage capacity to 30 days. The total cost of $27,697.40 includes licensing for the 311 camera views, installation and configuration of the software, and software maintenance for the first year.
Resolution to Accept Funding from Cleveland Public Library Foundation for Art for Justice Project

Dr. Shenise Johnson Thomas, Chief of External Relations and Development, stated that the Cleveland Public Library Foundation was awarded a grant of $1,250,000 from the Art For Justice Fund project as part of their final round of grantmaking. On September 8, 2023, the Library submitted a request to the Foundation Board for $833,333 of this grant to commence work. In approximately one year, the Foundation will release the balance to the Library.

Dr. Johnson Thomas stated that although we do have additional funds to be raised, this funding will support one year of planning and work.

Dr. Johnson Thomas introduced the following members of the project team who were present: Tiffany Graham Charkosky, Director of Arts + Culture; Amanda King, Founder, Shooting Without Bullets; Erin Guido, Director of Arts and Special Projects, LAND studio; and Ahlon Gonzalex, Project Coordinator, LAND studio.

Mr. Corrigan congratulated Library and Foundation staff for their efforts on this significant project which honors the legacy of Agnes Gund who founded The Art for Justice Fund.

Carrie Krenicky, Chief Financial Officer, added that a special revenue fund, 233-Public Artwork, will be established to account for this grant and possible other resources whose uses are committed to the purpose of public art.

Ms. Butts asked for additional information on Shooting Without Bullets.

In response, Amanda King, Founder, Shooting Without Bullets, stated that Shooting Without Bullets operates as a Creative Agency and Production Company, using cutting-edge cultural production to amplify bold messages of social justice and racial equity while promoting art and creative strategies as tools for social movement in Cleveland and beyond.

Ms. King stated that Shooting Without Bullets will be co-project managers with LAND studio on this monumental initiative and will assist with project research and development and identifying the proper library branches to support in building these art works. There will be a large amount of public and community engagement as mass incarceration is a huge issue across the country and particularly in Cleveland.

In response to Ms. Rodriguez inquiry, Ms. King noted that she could share Shooting Without Bullets’ Statement of Qualifications that includes the services they provide as well as past projects.

Ms. Rodriguez thanked Ms. King and LAND studio representatives for attending today’s Board Meeting to share this information.
Seventh Amendment to the Year 2023 Appropriation

Carrie Krenicky, Chief Financial Officer, we updated our Certificate of Estimated Resources to reflect the following:

- An increase in Other Sources-General Fund of $17,505 for the grant from BWC;
- An increase in Other Sources-Special Revenue of $1,003,849.37 relating to a net increase in the Founders fund of $69,195.61 for the $70,062.36 gift from the Dunmore Estate and a decrease of ($866.75) for the contract with CMSD for STEM; and increase in the Public Artworks fund of $833,333 for funding from CPLF for Art for Justice Project; and an increase in the Coronavirus Relief fund of $101,320.76 for ECF DigitalC Fixed Connections;
- An increase in Other Sources-Capital Projects of $611,307.94 for projected investment earnings.

Finally, Ms. Krenicky noted that in our Construction Fund we will be appropriating just over $120,000 for the Eastman Project budget increase, the staff cafeteria and for the Jefferson restroom upgrade (IPS).

Human Resources Committee Members (Mr. Hairston, Chair)
Present: Alice Butts, Thomas Corrigan, Anthony Parker
Absent: John Hairston

In Mr. Hairston’s absence, Mr. Corrigan presented the following report

Regular Employment Report

After acknowledging the format of the Regular Employment Report, Mr. Corrigan motioned that this item would go to the full Board for approval. Ms. Butts seconded the motion, which passed unanimously by roll call vote.

Retirement Recognition Citation

After reviewing the list of retirees and their years of service to the Library, Mr. Corrigan motioned that this item would go to the full Board for approval. Ms. Butts seconded the motion, which passed unanimously by roll call vote.

Resolution to Revise Human Resources Manual

Mr. Corrigan motioned that this item would go to the full Board for approval. Ms. Butts seconded the motion, which passed unanimously by roll call vote.

Lynn Sargi, Chief Talent Officer, stated that this resolution recommends revisions to the Human Resources Manual. Policy 237 Employee Performance Evaluations contains no significant
changes. Ms. Sargi highlighted the following elements of Policy 520 Human Resource Development:

**Library and Professional Associations** – Although CPL has historically provided organizational memberships, we have not supported individual memberships and noted the following recommended revision to include: *Reimbursement for individual memberships may be considered if the organization provides a direct benefit to the Library such as access to legal or regulatory updates, discounted registration fees, etc. Annual membership reimbursement is capped at $500 per calendar year.*

Ms. Sargi stated that if this policy is considered now, this will allow time for adequate budget preparation for 2024.

In response to Ms. Butts’ inquiry, Director Thomas stated that he supports this revision as many of our staff have been attending meetings with the Ohio Library Council and American Library Association. Many libraries across the state will pay for their staff to become members of these organizations. This annual reimbursement membership is capped at $500 per calendar year which should be enough to cover their membership to the Ohio Library Council.

In response to Ms. Shakarian’s inquiry, Director Thomas confirmed that our organizational membership does not cover discounts for an individual to attend a meeting or conference.

Mr. Hairston, who joined virtually, expressed his support for this revision and its benefit to Library staff.

As she continued, Ms. Sargi referred the Board to the following recommended revision and gave an overview.

**Continuing Education Credits and/or Certifications**

*Some professions require certification, licensure or continuing education credits to obtain or maintain certification and/or licensure. CPL may provide reimbursement, upon pre-approval, for certifications or continuing education credits if one of the following criteria are met: (1) the education, certification or licensure is required by CPL for the position; or (2) the education, certification or licensure relates to the employee’s current role and maintains or improves skills required for an employee’s present work. Examples include: Ohio Peace Officers Training for SPS Officers; continuing legal education for in-house counsel; continuing education for certified public accountant, a certified payroll practitioner or a certified professional in human resources; continuing education for a licensed electrician for a maintenance mechanic; or certifications for information technology staff.*

*An employee participating in this type of educational opportunity may attend classes/instruction during work hours. Employees must seek and obtain approval from their supervisor before attending classes/instruction during work hours.*
Ms. Shakarian suggested that the initial draft of this revision be amended to include “may attend classes/instruction during work hours” rather than “will attend classes/instruction during work hours” to allow more discretion to the supervisor.

In agreement with Ms. Shakarian’s suggestion, Ms. Sargi indicated that she would like to confer with our attorneys for direction as well.

Resolution Amending Resolution Authorizing Agreement for IT Recruiting Services

Mr. Corrigan motioned that this item would go to the full Board for approval. Mr. Parker seconded the motion, which passed unanimously by roll call vote.

Lynn Sargi, Chief Talent Officer, stated that in May 2023, the Board approved a resolution the Library to engage with, Robert Half International, Inc., for consultant services to assist the Human Resources Department to fill IT related positions for CPL and CLEVNET hires.

Ms. Sargi stated that we have had a very good success rate with Robert Half in identifying and recruiting IT talent. Although this resolution does not increase the contract amount for Robert Half, it does allow for flexibility to expand the scope of Robert Half International’s recruiting services to also include recruiting assistance for other technology related positions in various Library departments.

Mr. Hairston expressed his support for this resolution.

EXECUTIVE SESSION

Mr. Corrigan moved to adjourn into Executive Session for the purpose of discussing pending litigation with counsel and the compensation of a public employee. Ms. Rodriguez seconded the motion, which passed unanimously by roll call vote.

The Board adjourned into Executive Session at 1:24 p.m.

Ms. Rodriguez moved to return to the Joint Finance and Human Resources Committee Meeting. Mr. Corrigan seconded the motion which passed unanimously by roll call vote.

The Regular Board Meeting resumed at 2:07 p.m.

Ms. Rodriguez adjourned the Joint Finance & Human Resources Committee Meeting at 2:08 p.m.