

BALDWIN PUBLIC LIBRARY  
MINUTES, REGULAR MEETING  
September 21, 2009

1. Call to Order and Roll Call

The meeting was called to order by President Ann Conigliaro at 7:34 pm.

Library Board present:

Ann Conigliaro

Michael Earl

Andrew Harris

Ileane Thal

David Underdown

Ronald VanderMolen

Absent and excused:

None

Library Staff:

Doug Koschik, Interim Director

Connie Ilmer

Josh Rouan

The meeting was held at the Baldwin Public Library, Rotary Tribute and Donor Rooms,  
300 W. Merrill, Birmingham, MI 48009

A quorum was established.

President Ann Conigliaro introduced Josh Rouan to the Board as new Administrative Assistant, replacing Ann Willhite.

2. Consent Agenda

Conigliaro reviewed each item of the Consent Agenda.

Member of the public Margaret Betts asked if it was proper to reconvene after a closed session. Conigliaro stated that the Board did reconvene after the closed session and noted that she was going to remove the minutes from the consent agenda because she did not feel they were complete. Thal noted that minutes of the closed session are not to be made available to the public. Betts asked if the Board usually reconvened after closed sessions. Conigliaro stated that it is proper to reconvene after the closed session and then close the meeting properly.

Motion to approve the consent agenda:

1<sup>st</sup> Thal

2<sup>nd</sup> VanderMolen

The motion was approved unanimously.

### 3. Financial Issues

Mr. Pollack indicated that the June 2009 statement has been published. He noted that the library has POs outstanding to Baker and Taylor for \$28,371, Midwest Tape for \$6,026, and Random House for \$2,677, and referred the Board to page 27 of the Board Packet. He then reviewed each voucher in excess of \$6,000. He indicated that expenditures were low due to the nature of seasonal spending. Pollack noted that the projected FY 2009/2010 revenue is \$3,545,000. Thal asked if the unrestricted fund balance on page 32 of the board packet was at 18%. Pollack indicated that the unrestricted fund balance was \$615,275, or 18%. He indicated that this was the minimum percentage and that it should not be allowed to go below this number.

Pollack went on to review the five financial scenarios through FY 2013-2014 that he had prepared for the Board. The first scenario has the library operating seven days a week at one mil. He noted that this is a maintenance budget with no significant spending increases. He indicated that at this rate the fund balance will be minus \$49,000 by 2011, and will continue to get worse after that year. Mr. Harris asked if this scenario included Beverly Hills as a contract area, and Mr. Pollack indicated that it did. Pollack then discussed scenario five, which is based on an increase to 1.46 mil. This would keep the fund balance between \$200,000 and \$300,000. He continued on to scenario two, which assumes that Beverly Hills will discontinue its library

contract in 2011. He indicated that the library would be unlikely to be able to remain open seven days a week without the support of Beverly Hills. This scenario shows cuts in expenses, including \$500,000 out of salaries. Pollack indicated that they did. He stated that no decisions have been made, but that salary expenditures are cut by 30% in this scenario. He went on to discuss scenario 3. This scenario shows the library operating on 1.46 mils but without a contract with Beverly Hills. It still shows large cuts, including \$300,000 in salaries. He went on to discuss scenario 4, which has the library operating on 1.46 mils including Beverly Hills.

Harris asked about the projected \$49,000 deficit by the end of FY 2010-11 and stated that the outlook was "ominous." He opined that the board must consider some action in the coming months. He then asked when the Board is to resume talks with the City. He pointed the Board's attention to the chart on pages 29 and 30 of the Board Packet and noted that it appeared that minor changes had been made. Mr. Pollack replied that the two totals were the same, and that the recommended budget is in fact the actual budget.

#### 4. President's Report

Conigliaro stated that Marti Custer has left the library as of Friday, September 18, 2009. Conigliaro said that the contract with Custer was honored, and that Custer had provided a letter of resignation. Conigliaro indicated that she had discussed the future of the position with Mr. Underdown. Conigliaro said that a separation agreement has been reached with Custer, but the details of this are not public. She did say that Custer will be compensated according to City policy, but that said the compensation is "nothing extraordinary."

Conigliaro then shared the possibility of having Doug Koschik and Matt Church jointly assume the position of Interim Director. Under this proposal Church would be in charge of adult services, youth services, maintenance, circulation, marketing, public relations, and human resources. Koschik would take the remaining duties, including technology, acquisitions, cataloging, and systems. He would also be responsible for statistics, finance, accounting, payroll, and budget preparation. Church would be the primary contact for the Board's Building, Policy and Community Relations Committees. Koschik would be the primary contact for the Board's Finance and Personnel Committees. Conigliaro indicated that the alternative to this proposal would be to bring in an Interim Director, who would inevitably take a while to come up to speed. She further indicated that she was uncertain of what business model the library would follow from here on out, and that, if Koschik and Church were to accept Interim Director positions, this may remain the model indefinitely. She further stated that recruiting a new director is critical. Conigliaro recommended that Koschik and Church be appointed Interim Directors. She then opened this recommendation to comments and objections.

Thal indicated she thought this proposal was a good idea, and that the library should go forward with this proposal and see how it works. Conigliaro noted that there will soon be two new Board members, and that it would be advantageous to have a Director or Directors familiar with this process. Earl stated that, in Custer's previous absences, Koschik and Church impressed him with their work product and ethic. He thought Conigliaro's proposal was a good one. Member of the public Joan Heinicke asked if this proposal would mean Koschik and Church would take on more duties and, if so, would they receive extra compensation. Conigliaro responded that a large portion of Custer's work product was in fact the result of Koschik and Church's work. Koschik then stated that there would be some shifting of responsibilities according to what must be done and who is best suited to each task. Koschik and Church each stated that they would not ask for additional compensation for assuming these new duties. Conigliaro then said that, assuming the Board approves of the proposal, there would be an orientation period, after which the Board would want to revisit the issue of compensation.

Motion to appoint Doug Koschik and Matt Church as Interim Directors.

1<sup>st</sup> Earl

2<sup>nd</sup> Harris

The motion was approved unanimously.

##### 5. President's Report

Conigliaro then broached the issue of a recruitment strategy for a new Director. She indicated that Thal had already assembled some resources on searching, and that the Board was going to research the recruitment process, but not take any other action at this time.

Conigliaro said she was open to the idea of a search committee. Thal stated that the Board needed a search committee, and suggested that Earl be on it. Earl then asked what role the incoming Board members might play. Conigliaro opined that it would be best to pair new Board members with more experienced members. She noted that since there is no sense of urgency, she does not have a timeline to put a committee in place. Thal stated that if a new Board member is assigned to a search committee, it must be remembered that such a task is very time consuming. She elaborated that the process would involve creating a candidate profile and contacting a search firm, and would require experience serving on the Board. Conigliaro asked Thal to take the lead of a search committee. Thal agreed to do so for the remainder of her time

on the Board. Conigliaro indicated that the search committee would be informal and did not need a motion at this time. Thal and all other Board members agreed.

Conigliaro then went on to address the issue of communication. She opined that the Library has been remiss in communicating issues to the public. She stated that there needs to be a more formalized process to communicate the value of the library to the public, from Youth Services programs to services the library offers to adults in the community. She continued by noting that this is necessary to stress the economic benefit the library provides, and that this should especially be directed towards Beverly Hills residents. Conigliaro further stated that communication is different from community relations. She stated that there is confusion among the public with regards to library operations, and that improving communication would allow for forming short-term strategic objectives, and would also add value and transparency. She expressed a desire to create a better business model and recommended establishing a Communications Committee. Conigliaro volunteered to serve as chair of the committee and recommended that Earl serve on the committee as well. Conigliaro then opened this item to discussion. Underdown stated it was important to improve communication. Earl stated that something must be done to communicate to Beverly Hills residents, especially considering the possibility of losing the Village's contract. Conigliaro stated that the Board needed the services of professional consultants. Conigliaro stated that there were already two proposals from firms. She then asked if a motion was necessary at this time to form a committee. It was decided that no motion was necessary.

Conigliaro then noted that Lee Peddie was out of town and there would be no liaison report from Beverly Hills in the meeting. Conigliaro stated that Beverly Hills wanted the Board to prepare a presentation for the next Village Council meeting on October 6 updating the Council on the library. Conigliaro said that the Board would prepare a presentation, and she will go to the meeting. Conigliaro invited and encouraged the entire Board to come if possible.

Conigliaro then reported receiving a letter from John Szerlag, City Manager of Troy. The letter offered to discuss the possibility of sharing services between the two libraries. Conigliaro indicated that she would respond to this letter, but was uncertain as to the future of such a possibility. She said she was interested to know what "shared services" implied. Thal voiced concern about how this would affect relations with Bloomfield Hills. Thal further noted that Troy is not part of The Library Network, but is instead a member of the Suburban Library Cooperative. Conigliaro stated that the concept of shared services is not out of the question, and that something must be done due to budget difficulties. Pollack asked if Szerlag mentioned forming a district library. Conigliaro responded in the negative but indicated that Szerlag mentioned regionalization in the face of falling revenues and concurrent increases in the demand for resources. A member of the public stated that the Troy Library has a Director with a

different relationship to the Troy Library Board than exists between the Baldwin Director and the Baldwin Board. Conigliaro then concluded the President's Report.

## 6. Library Report

Koschik began by noting that library services have been very successful and that Summer Reading was particularly well attended. He then noted that increased services necessitate more money, and that as a result ways to offset costs must be looked at. He noted that circulation has increased last month. Specifically, he noted a 33% increase in resident circulation compared to August of 2008, while circulation to non-resident borrowers decreased over this period. We must consider who our primary clientele is and cater to them. He further noted that there are advantages to reciprocity, but if there is a shortage in funds then residents must come first. He continued by noting that Bloomfield Township patrons are no longer able to place holds.

Baldwin will be switching to TLN as our ISP (internet service provider), which will occur on October 22. Service may be briefly interrupted as new IP addresses must be assigned. The new service with ATT and Merit will have a reliability guarantee of 99%.

Koschik then noted that tonight's Board Meeting is being taped for later broadcast, and will then be available on the Baldwin website. It is not a live broadcast. There are two options to continue with broadcasting. The first involves the board meeting in a room equipped for broadcasting. The second is to have necessary equipment installed in the Rotary Room. Koschik indicated the latter option might result in an encroachment on available space in the Rotary Room, and that equipment would need to be purchased, which would cost thousands of dollars. He then noted that the Cable Board has grants available that Baldwin would likely be eligible for. He then asked the Board how to proceed. Harris asked how likely the grant was, to which Koschik responded that he understood it was likely to be given. Earl asked if the full cost of installation would be covered, to which Koschik responded in the affirmative. Koschik also noted that other library events could be broadcast or recorded if the equipment were in the Rotary Room. Earl then asked if we would need an operator present to record events if the equipment was installed at Baldwin, and if so, what the cost of an operator would be. Koschik indicated this expense would be handled by the Cable Board. Thal suggested that the Board continue with recording and see first if that approach works. Harris agreed with Thal, and suggested that the Board look at the public demand. Underdown agreed and asked about the impact of broadcast equipment on rental of the room. Koschik noted that if the Board Room was used for broadcasts, the quality of the footage would be inferior and that Board meetings had been scheduled in the Rotary Room through 2010. He also noted that lost revenues from room rentals would not be large. Underdown stated that even if only 100 people needed the room, he would not like to see them denied it. Harris asked if a Library Board meeting held at

the same time as a City Commission meeting would get broadcast live. Koschik said that he was sure the City Commission meeting would take precedence, and that the Library Board meeting would be broadcast afterwards. A member of the public said she was interested in the live broadcast and thinks the public would be as well. Conigliaro noted that public interest is an important consideration. Mike Shafran opined that broadcasting Board meetings and library events would be a great way to communicate to the public. Earl commented on broadcasting other library programs. Conigliaro asked for input as to how to proceed. Earl suggested the next step should be getting more information on the grant. Koschik agreed that more information on the grant was necessary, as well as the cost of equipment, and how it would affect the room. Harris asked where the grant would come from, to which Koschik replied it would come from the Cable Board. Thal commented that any event at the library could be broadcast. A member of the public stated that even live broadcasts get rebroadcast, and that she prefers live broadcasts. Conigliaro noted that this process would likely take several months. All board members agreed to this.

Koschik continued by discussing the possibility of a book return on Chester St. The City's Head of Engineering indicated this would be possible. Koschik asked if the Board would like to pursue this, and noted the cost of the book return alone would run \$6,000 to \$7,000. VanderMolen asked if this book drop would be temporary or long-term. Koschik stated that the idea has been brought up before and rejected due to cost and other obstacles that may not be present now. Harris wanted to know what the obstacles were in the past, to which Koschik replied that site plans were an issue and that the Board had decided not to proceed with the proposal. Harris asked if there were objections from the City. Koschik responded there were none right now as long as all of the proper procedures were followed. Harris asked what the benefits would be. Koschik responded by noting that it would be popular with the public, as they would not need to park. Harris asked what percentage of people would favor it. Koschik responded that it was hard to say, but that other libraries do have this feature. However, it would also mean more work for staff. Thal raised a concern that people would leave books piling up outside of the drop in the event that it was full. Thal also stated that it would be expensive beyond installation costs, and that materials would likely be damaged. Earl stated that the drop would add complexity to the library and is not sure if library users ask for it. He also noted that if it could not be on the driver's side of a car, it would result in difficulties for the public. Underdown suggested possible liability issues. Harris asked the percentage of libraries that have an outside drop. Koschik indicated he thought it was a majority. Thal said that not all outside drops are freestanding. A member of the public stated that Baldwin's circulation is not ordinary, and that an outside drop would need a lot of care. Conigliaro asked if the issue should be tabled. Harris said there was no strong reason for pursuing the issue, and the rest of the Board agreed.

Koschik then stated a desire to improve communication with the City. He and Church will attend City staff meetings. These are regularly on Tuesday morning, but there will not be one

on September 22. He and Matt will also attend a landscape meeting on October 8. He indicated that the library will lose green space on Martin Street due to angled parking that will be added. Koschik will give a technology report in October to the Board at the Board's request.

Koschik stated he had tentatively signed the library up for Shop for a Cause, a program sponsored by Macy's, which also sponsors the Museum Adventure Pass program. The Library Network encouraged member libraries to participate. Baldwin would receive 100 tickets that sell for \$5, which would give ticket holders discounts on items at Macy's on October 17. Baldwin would keep the profit from ticket sales. Last year the program raised \$9 million for charitable causes. Koschik noted that the Board has steered away from such ventures in the past. Earl asked why this has been avoided in the past. Koschik answered that it had been opposed because it shows the library promoting a private company. Harris noted that private companies sometimes cater library events, and there is some precedent. Thal noted that money is usually not involved, and pointed out that the library refused to sell Eccentric subscriptions. She also noted that it would take up staff time. She said this was a bad policy as the library is non-profit, and Macy's is a for-profit company. Harris shared concern with this program taking up staff time. He noted that Macy's program seems no different than Max and Erma's promotional venture with the library. A member of the public stated that there was a call-in program with matching funds. Could Baldwin have participated? Koschik responded by stating that that event occurred in August, and does not know the details. Earl asked if the Friends were a 501c3. Koschik said that either a non-profit or a 501c3 could participate. Earl indicated that if the Friends wanted to sign up for the program, that would be different. This would take care of the staff time issue. Koschik commented that the timing was inopportune for the Friends this year. Spatz indicated that the Friends would need more time than they have to do it this year, but they might be interested next year.

Spatz asked about the Baldwin Boosters program at the library. Ilmer elaborated on the Booster program, stating that it was a program for children 11-14 years old to get community service experience. Harris reported one member of the public asked if it was possible for the website to list a user's previous checkouts. Koschik responded that there was a privacy concern here, and that the system would not allow the option.

## 7. Liaisons

Spatz reported the Friends' pleasure upon hearing that Baldwin's national Hennen rating increased during Custer's tenure as director. He then reported on the Friends' meeting, and talked about the upcoming book sale. He indicated that there would be a big push for new members around the time of the book sale. Underdown asked for the dates of the book sale. Spatz indicated the book sale would be from November 13 onward.

## 8. Miscellaneous Business

Koschik passed out the revised Resolution Concerning Michigan Libraries. The resolution aims to inform State representatives about library funding in Michigan. This was issued in response to Governor Granholm's executive order. The Senate voted to overturn the order, but the House refused to vote similarly. A revised executive order will go into effect soon, putting the existence of the Library of Michigan in question. There is a proposal on the table to establish a Center for Innovation which might replace the Library of Michigan. Currently Michigan spends \$10 million on library funding, of which Baldwin received \$19,000 this year. There are calls to reduce this level of funding, though the House has voted to spend \$10 million this year. Currently there are talks between the two houses with regard to funding. Currently the Senate has taken no action other than put a place holder by this budget item, and there is no money there presently. Koschik indicated that if the Board voted to pass the resolution, a copy would be forwarded to Representative Moss and Senator Pappageorge. The MLA would like to call Baldwin to call Moss and voice concern about funding. Moss serves on the committee that is resolving House and Senate budget conflicts. Harris voiced support of the Resolution. Vander Molen asked what changes have been made in the Resolution. Koschik indicated that he did not make the changes, that it was done by the Library of Michigan, and that the Resolution reflects the situation at the time of writing. The Governor has heard from Michigan libraries, and there was a rally at the State Capitol earlier this month. There is concern that MeL services will be lost. Koschik also noted that if the State decreases funding, this will affect the level of federal library funding that the State can receive. Koschik stated that we need enough money to continue MeL interlibrary loan and subscription databases, and that, to Baldwin, this is more important than State aid.

Motion to adopt the Resolution Concerning Michigan Libraries

1<sup>st</sup> Earl

2<sup>nd</sup> Vander Molen

The motion was approved unanimously.

Conigliaro reported a conversation with Joe Valentine regarding the City Contract. She said that we should make sure that the contract includes only those services that we want the City to provide or that we are obligated to have the City provide. Earl said nothing in the contract has changed since last month. Harris said that because the City yielded on the maintenance issue,

the Board was willing to go along with other figures. Koschik reported a conversation with Ostin, noting that the item line for taxing and billing had dropped in cost. The current amount dropped from \$49,000 to \$13,000. Custodial services have been dropped from the contract. Koschik reported that interviews have started for Operations Assistant position. Koschik reported that Ostin has not adjusted human resources and benefit service amounts, as that amount had been underestimated. The contract has also been adjusted to go for nine months, from October 1 – June 30. If the Board approves this, it will go to the City Commission on October 12. Currently we are paying at the rate of \$118,000 per year; the new rate would be \$104,000. The City has been asked about extending the contract. Koschik reported that Ostin had not heard of this until today. Harris asked if Ostin was no longer willing to negotiate. Pollack answered in the affirmative. Earl asked if other numbers had gone up. Conigliaro asked what the number initially was, and asked for clarification about maintenance being pulled out. Earl noted that taxing had been removed. Koschik reported that in last month's Board packet the Human Resources and Benefits increased from \$19,000 to \$35,000, but that Ostin had left the amount at \$19,000 in the latest iteration of the contract. Maintenance had been the biggest line item. Harris noted that good faith negotiations have reduced costs. Harris then commented on the language of the contract, noting that it was one-sided. He would like to remove language about supplemental costs in paragraph four. Harris argued the library should also have the right to revoke. Harris also thought paragraph ten should be removed. Underdown stated he was glad this was suggested. Paragraphs three and eleven might also need revision. Spatz suggested getting rid of paragraphs twelve and two. Conigliaro clarified Spatz's interpretation of the contract. Earl asked about revising the contract. VanderMolen indicated he didn't know what paragraph five meant. Harris said it was a good point and suggested it was boilerplate. He agreed we could ask it to be removed, and suggested that the City could at least let the Board know what would constitute proprietary information. Conigliaro asked Koschik to relay that the Board was working on the wording of the contract. Doug said that the City would probably want the library to continue City services at the old rate. Earl thought the City should retroactively apply the new rate.

Conigliaro wanted to know why the new copier was necessary. Koschik noted that the Board had agreed on leasing a new copier, but that Church and Custer had subsequently learned that leasing the copier would ultimately prove to be more expensive than purchasing it. This conclusion is based on a lease exceeding three years. Conigliaro asked why leasing a new copier was necessary. Koschik responded that the leases on the two copiers in Adult Services were about to expire, and that the library was seeking to replace the two copiers with only one. Currently the library is extending the leases month by month. Conigliaro agreed that this was sensible. The Board unanimously agreed to purchase the copier instead of leasing it.

Conigliaro indicated that the Beier Howlett correspondence did not need to be discussed. All agreed.

Conigliaro reviewed the capital needs list. She suggested that re-carpeting administrative areas should be first on the list. Thal asked if the Board had a Building Committee. Thal suggested that the committee look at the parts of the library that have been suggested for repairs. Conigliaro agreed and noted that VanderMolen was on the Building Committee. VanderMolen asked if he was to prioritize the items in the capital needs list and noted that the Board already dismissed the idea of a book drop. Koschik asked if VanderMolen would also deal with the need for additional wiring for computers. Conigliaro suggested this might be a different type of issue. Koschik noted that now that the library has new computers, the library would like to use the old computers for catalog access computers. These would be placed close to the stacks. He continued that the other half of the project was moving the Adult Services desk computers to a wired network. Koschik reported an incident over the weekend where the Adult Services desk computers lost their Internet connections due to an error on part of Circulation staff, which cut off wireless access. . He indicated one quote has already been obtained and that he would get more. Conigliaro stated no motion was needed.

Conigliaro suggested a motion to approve the library goals. Koschik indicated that the goals for FY 2009-10 were on page 70, not 68-69. Conigliaro asked for comments. Harris supported the goals, but suggested that goal number two was subject to Vander Molen's assessment of the building. Conigliaro suggested these were too specific to be goals. Thal agreed. Koschik noted that 2b was really two items in one. He noted that simple language cataloging was a long-standing project in the library. Koschik stated that AACR2 (a cataloging code) was being replaced, and that implementation of RDA was inevitable. Koschik noted that 3a and 3b were still in the investigative stages. Conigliaro thought these items could be grouped into a more general item. Conigliaro asked if this needed to be passed today. Koschik said no. Conigliaro suggested that the goals be revisited. Earl asked if this was a typical format. Conigliaro suggested it may atypical but needs to be consistent. Earl suggested that there be goals followed by action steps. Conigliaro tabled the item.

Conigliaro moved to the issue of minute requirements on page 71 of the board packet. Thal commented that Dorothy Conrad had good points. Conrad indicated that Thal had done a good job of summarizing. Conrad suggested an outline be provided for the minute taker. Conrad was concerned that the minutes were not complete enough and did not reflect the actions of the meeting, as they were legally required to. Conigliaro indicated that the Board had actually thought that the minutes were overly complete.

Conigliaro moved to discuss the calendar. Thal questioned the library closing during the Dream Cruise. She thought it was a paid holiday. Koschik indicated it was not. Thal noted that Dream Cruise events had been scaled back. Joan Heinicke asked if the level of Dream Cruise events

would remain the same next year. Conigliaro thought it would be the same, and Thal agreed. Dorothy Conrad questioned whether the library needed to be closed on those dates. Joan Heinicke asked if the Board had gone date by date to see if there were conflicts between Library Board meetings and City Commission meetings. Conigliaro noted that Library Board meetings are consistently on the same date, and stated a desire to stay with that date. Conrad noted there might be a problem with getting personnel to telecast Library Board meetings if the Library Board meetings were held on the same night as City Commission meetings. Koschik stated that Birmingham Community Television had not indicated there would be a problem getting personnel to record the Library Board meetings. Dorothy Conrad said that the main point is that the library is a tax-funded institution, and some members of the community would like to attend both City Commission and Library Board meetings. Koschik noted that two Library Board meetings next year would, in fact, conflict with City Commission meetings—in January and December. Harris noted that the two conflicts with City Commission meetings next year were of less significance since all Library Board meetings from now on would be broadcast and available to the public, and that if a conflict in meeting times needed to be resolved, the Library Board should not automatically be the body expected to make the concession.

Motion to adopt the tentative calendar.

1<sup>st</sup> Harris

2<sup>nd</sup> Thal

The motion was approved unanimously.

Joan Heinicke noted that a two-thirds vote of the Library Board could change the Board's bylaws, including its regular meeting date. She also suggested that the Library Board could simply state that it would meet regularly once a month, but not give a specific day of the month. That would provide more leeway for the Library Board to be flexible.

#### 9. Public Comment

Conigliaro opened up the meeting for public comment. Joan Heinicke commented that there is no longer a copy of the Board packet available at the Adult Services desk. She asked for a motion to have a public copy made. Heinicke said this should be considered a logical action. She suggested having librarians help members of the public print copies of the packet is not an efficient use of time. Conigliaro said she thought copies were made available to the public, and

thought the problem was that packets disappeared. Conigliaro said that starting next month a copy would be made available for the public at the Adult Services desk.

Conigliaro moved on to the minutes taken at the August board meeting. She indicated the Board was not prepared to have edits made at this time. The Board will consider the revised minutes at its October meeting.

Mike Shafran advised the Board to delve into cost scenarios and take a look at comparing the costs with the City versus other competitors. He suggested it is important to have staff equipped with tools to improve internal efficiencies, especially with a decreased headcount. Conigliaro thanked Shafran for his comments and noted that the Board was not yet able to unbundle the services offered by the City. Shafran noted that a lot of the services offered by ADP were a la carte, and could improve efficiencies without severing a relationship with the City or stirring controversy.

#### 10. Adjournment

Motion to adjourn the meeting.

1<sup>st</sup> Conigliaro

2<sup>nd</sup> Harris

The motion was approved unanimously. The meeting was adjourned at 9:52pm.

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Andrew Harris, Secretary

Date