HARFORD COUNTY PUBLIC LIBRARY
FY 2023 BOARD OF TRUSTEES

MEETING MINUTES

February 16, 2023

Present: Dr. William B. Allen, Chair; Carol Wright, Vice Chair; Durbin Vido, Treasurer; Terrance Flannery; Shannon G. Gahs; Taryn J. Martin; Colonel Jonas Vogelhut, US Army, Retired; Student Representative David Simberg; Cora Solle, Legislative Aide representing County Council Member Jessica Boyle-Tsottles; Mary L. Hastler, CEO; and Jennifer Button

Absent: Dwayne R. Adams; Dr. Monique H. Head

CALL TO ORDER
Dr. Allen, Chair, called the meeting of the Harford County Public Library Board of Trustees to order at 5:03PM.

EXECUTIVE SESSION
Dr. Allen cited the provision in the Maryland Open Meetings Act allowing for closed sessions:

Maryland Open Meetings Act § 3-305
(b) In general – Subject to subsection (d) of this section, a public body may meet in closed session or adjourn an open session to a closed session only to:
   (1) discuss:
      (i) the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of an appointee, employee, or official over whom it has jurisdiction; or
      (ii) any other personnel matter that affects one or more specific individuals;

Dr. Allen requested the Board retire to discuss confidential personnel issues.

MOTION: Motion by Mr. Flannery, seconded by Colonel Vogelhut, US Army Retired, and approved by unanimous vote to approve the closing of the Public Meeting and go into a closed Executive Session.

The public meeting was closed at 5:03PM and the Executive Session began at 5:03PM.

Present during the Executive Session were: Dr. Allen, Mr. Flannery, Ms. Gahs, Ms. Martin, Mr. Vido, Colonel Vogelhut, US Army Retired, Ms. Wright, Ms. Hastler, and Ms. Button.

Also present, to provide additional resource for discussion, were Ms. Daria Parry, Ms. Kathy Cogar, Ms. Beth LaPenotiere, and Mr. Charles Ross.

The Board reviewed confidential personnel issues.

MOTION: Motion by Ms. Gahs, seconded by Ms. Martin and approved by unanimous vote to approve the closing of the Executive Session and resume the Public Meeting following a brief recess.

The Executive Session was closed at 6:18PM and a brief recess taken. The Public Meeting resumed at 6:30PM.

CHANGES TO THE AGENDA
Dr. Allen requested that a proposed revision to the FY2023 Salary Scale be added to the agenda as a new action item. Ms. Hastler requested that Presentations/Recognitions be moved later on the agenda to allow for staff to arrive.
APPROVAL OF MINUTES
The minutes of the January 19, 2023 meeting were reviewed.

MOTION: Motion by Colonel Vogelhut, US Army Retired, seconded by Ms. Wright, and carried by unanimous vote to approve the Minutes of the January 19, 2023 Meeting as presented.

COMMITTEE REPORTS

Budget & Finance Committee – Mr. Vido
The committee did not meet.

The Treasurer’s Report was prepared by Kathy Cogar, Chief Financial Officer. Operating expenditures for the fiscal period ending January 31, 2023 were within the annual FY2023 budget. Revenues were $13.9 million and Expenditures were $11.8 million. Expenditures for Operating Expenses were over budget as the cost for paper products has continued to increase (copier paper and janitorial paper products).

In response to a question, Ms. Cogar noted that $3,366 was collected from customers to pay for previous fines, however, no new fines are currently being assessed.

Executive Committee – Dr. Allen
The committee did not meet.

Capital Improvements Committee – Mr. Adams
The committee did not meet.

Human Resources Committee – Ms. Wright
The committee did not meet.

Foundation Board – Ms. Martin
The Foundation Board will meet next week. Additional information is included in the CEO report below.

PRESENTATIONS/RECOGNITIONS
Dr. Allen recognized and welcomed Arthur Squire, HCPL Facilities & Operations Director, present for his first Board meeting.

PUBLIC SERVICES REPORTS

Statistics – Ms. Parry
Ms. Parry reviewed the submitted Monthly Statistical Report included in the CEO report below.

Programming and Events – Ms. LaPenotiere
Ms. LaPenotiere reviewed the Programming Report included in the CEO report below.

Teen Services – Mr. Simberg
Mr. Simberg reviewed the Teen Services Report included in the CEO report below.

CEO REPORT

**Capital & Building Projects**

**Capital Projects Planned for FY 2024** – The County Administration has “pushed back” all capital projects planned for FY 2024, including the Bel Air Library renovation project. No further information has been provided.

**Aberdeen** – A replacement security system has been ordered. Once all parts are received, the old systems will be removed and the new system will be installed.

**Bel Air** – Both elevators will be replaced this fiscal year and many thanks to the County for coordinating the replacement. The project was presented to the County Board of Estimates for review on October 11, 2022. Lead time to receive the equipment is 12-16 weeks. Estimated construction is April with 8 to 10 weeks to complete. Both elevators will be replaced simultaneously and the branch will close for approximately 8-10 weeks.

The roof needs replacing immediately along with repair to some structural damage. The County estimate is $500,000. The roof was included in the major renovation planned for FY 2024 and now may be a separate project.

**Darlington** – This project is 90% complete. Punch list items continue to be addressed.

**Fallston** - A storm water management maintenance bond inspection was held on October 18 coordinated by the County. Items of work to be completed prior to releasing the bond include filling in groundhog hole and over seeding the site to achieve minimum required turf grass coverage. In addition, screen trees were planted in flat area below the library. The County is also working with a design engineer concerning dewatering of the facility. No decision has been made on next steps for the dewatering. Any work that may be required would not take place until spring at the earliest.

The branch will be having the sidewalks repaired/replaced by the County in the Spring – March/April. It is estimated the work will take 2 to 3 days to complete. There may be a need to close the branch for part of the repair. We will know more specifics closer to the start date.

**Dash Cams** – All Library vehicles are now equipped with GPS units and many thanks to State Highways for the timely installation.

**All Branches** - Hydration Stations are scheduled for installation in late spring early summer for branches that currently do not have this type of water fountain. Once the County completes their RFP for Plumbing services, we will be able to select a plumber and begin the project.

**Fines and Fees**
The Maryland General Assembly voted to override the Governor’s veto of Building Lifelong Learners Act of 2020, on February 8th and will go into effect 30 days after the vote. The funding, to cover lost revenue, of an additional $0.40 per capita pre-funding-formula, will not be in place until FY23.

There are three main points to the bill:
Not charging Overdue Fines - The bill (as amended) states that “A Public Library may not charge a fine for overdue library materials on a minor’s library materials.” It further states, “A Public Library may not attempt to collect any outstanding fees for overdue library materials that are incurred by a minor after June 30, 2021.”

With regard to lost materials – “A public library may not charge a fee for a minor’s overdue library materials until 21 days after the date on which the library materials were due.”

If materials are returned - And “If a minor’s overdue library materials are returned after a public library has charged a fee, the public library shall cancel the fee.”

Special collections are specifically excluded in the bill (American Girl Dolls, cake pans, fishing rods, etc.) Minor is defined as under the age of 18.

Harford County Public Library is currently not charging overdue fines on any materials and will revise procedures to support the new legislation. Notices and bills resumed in February 2023. A media push is underway.

**Fiscal Year 2024 Operating & Capital Budgets** – The budgets were submitted to the County Executive’s administration in January and we met with the County Executive and his team for an overview of the fiscal update on January 20th. The County Executive is implementing a conservative fiscal budgeting and all county capital projects have been “pushed back” including the library projects. In addition, county departments have been asked to prepare a 2.5% cut in this year’s operating budget (FY 23) and anticipate a 5% reduction in FY 24 operating budgets submitted. The Library has been asked to provide additional information on salaries and benefits along with actual costs for FY 21, 22, and YTD 23.

There was a preliminary discussion of moving the Cultural Arts Board back under the County Government and this has been tabled for now.

A big thank you to everyone who attended the recent County Executive budget hearings and sent in their thoughts on supporting the library budget request. We had a very strong turnout.

**Legislation Highlights**

- **HB 65** Collective Bargaining Enabling Legislation for Maryland Libraries
- **SB 501** – Libraries – Aging Infrastructure Capital Improvement Grant Program – Established – Provide funds for county library systems to address the aging infrastructure capital needs identified in the 2022 statewide facilities needs assessment. Requires a 20% matching fund from any combination of county, municipal, or private sources and may not be for an amount less than $500,000. Fiscal years 2024 through 2029 the Governor shall include in the annual operating or capital budget an appropriation of $40,000,000 for county library capital projects. Effective July 1, 2023, for six years until June 30, 2029.

**Meetings & Presentations**

January 2023

1/5  MACo Winter Conference
1/6  Maryland State Library Legislative Panel Meeting
1/9  Harford County RUN Board Meeting
1/9  Meeting with Harford County Economic Development
1/9  Maryland State Library Inter-Governmental Relations Task Force Meeting
1/10 Harford Chamber Government Affairs Committee Meeting
1/11  Harford County Education Foundation Board Meeting
1/12  MAPLA
1/13  Kraut Fest with Chef John Shields
1/16  Interview with Conversations with Rich Bennett – Harford Living
1/17  BizJournal Event
1/18  Interview with Fox45: Fairytale, Superhero & Ninja Festival
1/18  Fair Housing Forum Meeting
1/18  Boys & Girls Clubs Partnership Meeting
1/19  Harford Chamber Board Meeting
1/20  Harford County Fiscal Outlook Meeting with County Executive
1/20  HCPL Program: Fairytale, Superhero & Ninja Festival
1/23  Y of Central Maryland Partnership Meeting
1/23  Harford County Women’s Commission Meeting
1/25  HCPL Program: Chesapeake Farm & Bay to Table: Sweet Treats from Around the World
1/26  Local Management Board Meeting
1/26  Meeting with Harford County Economic Development
1/26  County Executive Town Hall Budget Meeting
1/27  Harford County Education Foundation Development Committee Meeting
1/30  Maryland State Library Inter-Governmental Relations Task Force Meeting
1/30  HCPS Customer Service Task Force Meeting
1/30  County Executive Town Hall Budget Meeting
1/31  House Appropriations Hearing HB 65 Annapolis

**Programming and Events**

Once again, the Fairy Tale, Superhero and Ninja Festival was a huge success. A roaring attendance of 725 people participated in the activities throughout the day.

In support of Winter Reading, Aberdeen had two wellness themed programs. Participants in the Craft & Create program made aromatherapy playdough, while participants in another program decorated a journal and pen and picked up handouts about journaling for stress relief.

In Havre de Grace and Norrisville, after customers registered for the Winter Reading, they were invited to take a Mini Art Kit especially created for Mini Art Show programs. At home they create their design and returned it to the branch for a February display.

Block Parties were a big hit this month at Aberdeen, Fallston Edgewood. Aberdeen had a great group of kids and parents who actually enjoyed putting all the blocks back into their bags! After the Fallston party, a participant remarked: “This was great! It was so much fun. Edgewood’s party had pre-pandemic numbers. The preschoolers had fun with the light table and Magnatiles, while the elementary kids built a variety of things with the Legos.

At Edgewood, Candy Bingo also drew a record crowd. The staff wondered at all the new attendees they saw and how they found out about the program. It could be the new programming brochure, CheckOut. Staff heard rave reviews from customers about the new collateral. One of their young attendees likes to look at all the programs and highlight the ones she’d like to attend. Her family visits several branches to enjoy all they can. And a Jarrettsville customer commented she was elated to see “CheckOut.” She tried taking a picture of event signs but that just didn’t stick!
Teen Services
Winter Reading continues, and to promote it, staff from many locations ventured to High Schools all over the county. Edgewood staff, for example, traveled to Edgewood High School, where the students were able to sign up, or complete the program and receive their mug. Over 400 students were seen. Havre de Grace High school was visited by Havre de Grace’s teen librarian. Not only did a good number of teens and teachers sign up but a new relationship was forged between the library and the media specialist. Finally, North Harford High was visited by staff from Jarrettsville, Whiteford and Norrisville. They had a great student and teacher turnout.

Meanwhile, back in the branches, Havre de Grace teens enjoyed playing with the Switch, PS4, and trying new board games during the branch’s Teen Time. They also engaged in crafts together, and a few new teens were welcomed to the group this month!

Jarrettsville’s teens and adults had a great time making bath bombs at the DIY Bath Bombs program. The participants requested this program be repeated! Evaluation comments included: “Do this event again! Great program as usual! Enjoyed this experiment and hope to come again soon!”

Marketing & Communications

Social Media
The HCPL social media audience & interaction continue to grow.

- Facebook = 29,059 total followers
  - HCPL Main Facebook – 8,523 followers
  - HCPL Choose Civility Facebook – 1,173 followers
  - Branch Facebook combined – 20,356 followers
    ▪ (All 11 branches, Choose Civility, Rolling Reader, Silver Reader)
- Instagram = 7,683 total followers
  - HCPL Main Instagram – 1,566 followers
  - Branch Instagram combined – 6,117 followers
    ▪ (All 11 branches, Rolling Reader, Silver Reader)
- HCPL Main Twitter – 1,892 total followers
  - (10 branches – no ABD)
- HCPL Main LinkedIn – 642 total followers
- HCPL Targeted Email-
  - To current 2023 Winter Reading registrants and previous 2022 Winter Reading registrants for a combined total of 3,605 contacts
- HCPL Weekly Newsletter – 37,722 contacts/27,690 subscribers
  - Sent out 2 eNews per week for a total of 9 in January

Programs and Partnerships

Winter Reading 2023: “You Are What You Read”
Following the December 21st start date, January was the first full month of Winter Reading 2023. This year’s theme, “You Are What You Read,” is focused on wellness – body, mind, and soul. The program ends March 4.

Registration is open to adults and high school students. Participants who read/listen to at least 5 books for adults, or 3 books for teens, earn your free 2023 Winter Reading collectors’ mug that can be picked up at any HCPL location (while supplies last).
For those who want to do more than just read this winter, we’re also offering a Passport to Wellness that features a variety of activities, such as visiting local businesses and attending library programs. Passport booklets are available for pick-up at all HCPL locations and participating is easy! Simply complete selected activities and collect at least 8 stamps to earn a free Winter Reading keepsake tote bag (while supplies last).

Winter Reading would not be possible without the generous support of this year’s sponsors: APGFCU, Bel Air Friends of HCPL, PK Law, and the Harford County Public Library Foundation.

Current stats through first 6 weeks of Winter Reading...
- 2,913 Enrolled
- 1,252 Completers
- 3,135 Total Community Activities Logged
- 8,921 Total Books Logged

**Fairy Tale, Superhero and Ninja Festival:**
On Friday, January 20, Abingdon Library hosted this 5th annual Festival. From 9 am to 5 pm our guests, many who came in costume, celebrated all things fairy tale, superhero and ninja with crafts, games, STEM activities, parades, dance parties, celebrity story times and more.
- January 20
- In-person and restreamed live on Facebook
- 776 total attendees/views

**Genealogy Week 2023**
Held January 23-26, this year’s festivities featured three virtual programs, each presented by a different special guest, as well as an in-person discussion group.

**What Can I Do with My DNA?**
- January 23
- Presented by Peggy Jude
- Aired live on Zoom and restreamed live on social media
- 396 attendees/views

**What Your Ancestor’s Neighbors Can Tell You**
- January 24
- Presented by Melissa Barker
- Aired live on Zoom and restreamed live on social media
- 346 attendees/views

**Beefing Up an Ancestor’s Timeline**
- January 26
- Presented by Jeanette Sheliga
- Aired live on Zoom and restreamed live on social media
- 303 attendees/views

**Genealogy Discussion Group**
- January 26
- In-person at Jarrettsville Library
- 15 attendees
After being postponed in December due to COVID, “Sweet Treats from Around the World” aired on January 25. Carol Wright, Vice-Chairperson for the HCPL Board of Trustees, was one of our special guests that evening.

- January 25
- Aired live on Zoom
- 165 attendees/views

Community Partnership – Harford Community Action Agency (HCAA)
HCAA has programs that support our community and there is an HCAA representative scheduled to visit one HCPL location each week. Customers are invited to learn more about community assistance programs and services that include Maryland Energy Assistance Program; Harford County Fuel Fund; Homeless Prevention; Homeless Services; Community Food Pantry/Food Bank; Financial Services Program; and GED Plus. Took place every Tuesday afternoon at a different branch each week (Aberdeen, Edgewood, Havre de Grace, and Joppa Libraries).

Community Partnership – Lawyer in the Library
This free* brief legal advice clinic, by appointment only, features counsel from the Harford County Bar Foundation (HCBF). They offer legal advice for family issues like divorce and custody; help filling out forms; and more. Took place at the Bel Air Library in January. *A $5.00 administrative fee is due to the HCBF at time of appointment: cash only.

Community Partnership – Eden Mill Nature Center StoryWalk®
HCPL has an on-going relationship with Eden Mill and each quarter, creates a fun, educational, self-guided StoryWalk® that places the pages of a children's book out in nature! As of December 21, the Winter edition is now available and will be displayed until March 20.

Additional Views for Previously Reported Programs, Events, and Partnerships
- Book Bites, 1-minute videos of “bite-size” book recommendations from Harford County Public Library
  - 665 total views for all age groups
- Previous Episodes of *Chesapeake Farm & Bay to Table*
  - 22 Jan total additional views

Press Releases Distributed
- *HCPL Celebrates Genealogy Week – January 4*
- *HCPL Holds 5th Annual Fairy Tale, Superhero, and Ninja Festival January 20 at Abingdon Library – January 12*

Recent Media Hits and Press Mentions

Podcast/Radio
- “You Can Be Writing, Reading, Cooking, and Eating with Mary” – *Harford County Living Presents Conversations with Rich Bennett* – January 16

Television
- “Fairy Tale, Superhero, and Ninja Festival” – *Fox 45 Baltimore* – January 18

Print
• “Winter Reading Healthy Recipe Display” – The Aberdeen Advocate – January 9

Foundation
The Foundation Board is scheduled to meet on Tuesday, February 28th. The Foundation hosted a “Dinner and Conversation” on Monday, February 13th to discuss the future direction of the Foundation. Save the Date – Evening in the Stacks Gala 2023 – Saturday November 4th! Summer Reading Sponsorships are available and the Silver Reader patrons are very appreciative of the new totes funded by the Library Foundation.

DRAFT Statement of Financial Position as of December 31, 2022

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Cultural Arts Board
Harford County Cultural Arts Advisory Board wishes a fond farewell to member Emily Fadgen, who has recently submitted her resignation.

Arts in Education Grant application approved for the following: Harford County Public Schools: Arts & Immersion: Exploring Smithsonian Art Museums and the National Mall - Bel Air High School

Application for FY24 County Arts Development Grant was recently submitted to Maryland State Arts Council.

Grant Agreements executed with the following organization/s: Maryland State Arts Council.

ACTION ITEMS

Personnel Changes – February 2023 – Mr. Ross
The following human resources changes are submitted for review and confirmation:

**NEW HIRES:  **
Tina Fulco, Library Assistant II-Circulation, Abingdon Branch, 37.5 hours per week. Effective Date: March 06, 2023.

Jessica Miller, Library Associate I – Children’s Services, Fallston Branch, 37.5 hours per week. Effective Date: March 6, 2023.

**PROMOTIONS:**
Rita Bender, Library Assistant I-Circulation, Norrisville Branch, 15 hours per week has been promoted to the position of Library Assistant II-Circulation, Whiteford Branch, 37.5 hours per week. Effective Date: February 19, 2023.

Rachel Studie, Library Assistant I- Circulation, Abingdon Branch, 15 hours per week has been promoted to the position of Library Assistant II-Circulation, Abingdon Branch, 37.5 hours per week. Effective Date: February 19, 2023.

**OTHER CHANGES:**
None

**RETIREMENTS:**
None pending.

**RESIGNATIONS/TERMINATIONS:**
Steve Friedman, Procurement Agent, Administrative Office, 37.5 hours per week. Effective February 1, 2023.

**DISCIPLINARY ACTIONS:**
None

**LEAVE OF ABSENCE REQUESTS:**
An employee has requested FMLA for their own serious health condition effective 01/22/23 to 1/21/24.

An employee has requested FMLA for their own serious health condition effective 12/12/22 to 3/15/23.

An employee has requested FMLA for their own serious health condition effective 1/22/23 to 1/21/24.

An employee has requested FMLA for the care of a family member’s serious health condition effective 2/7/23 to 2/22/23.

An employee has requested FMLA for their own serious health condition, effective 1/5/2023 to 1/4/2024.

**OPEN POSITIONS:**
Aberdeen Branch
None

Abingdon Branch
- Library Assistant I- Circulation, (2 positions) Abingdon Branch, 15 hours per week. Posted internal/external Interviews Hiring process.

Administrative Office
- Finance Director, Finance Department, Administrative Office, 37.5 hours per week. On hold.
- **Foundation Director**, Foundation Department, Administrative Office, 37.5 hours per week. On hold.
- **Administrative Assistant**, Administration, Administrative Office, 37.5 hours per week. Posted internal.
- **Procurement Agent**, Purchasing, Administrative Office, 37.5 hours per week. On hold.

**Bel Air Branch**
- **Library Associate I/II – Children’s Services**, Bel Air Branch, 20 hours per week. Posted internal/external. Scheduling interviews for February 24, 2023.
- **Library Associate I/II – Adult Services**, Bel Air Branch, 15 hours per week. Posted internal/external. Scheduling interviews for February 24, 2023.
- **Library Assistant I – Circulation**, Bel Air Branch, 15 hours per week. Posted internal/external.

**Darlington Branch**
None

**Edgewood**
- **Library Associate I/II**, Edgewood Branch, 15 hours per week. On hold.

**Fallston Branch**
None

**Havre de Grace Branch**
None

**Jarrettsville Branch**
- **Library Assistant I – Circulation**, Jarrettsville Branch, 15 hours per week. Posted internal/external.

**Joppa Branch**
None

**Norrisville Branch**
- **Library Assistant I – Circulation**, Norrisville Branch, 15 hours per week. Posted internal/external.

**Whiteford Branch**
- **Library Assistant I – Circulation**, Whiteford Branch, 15 hours per week. Posted internal/external interview schedule for February 15 & 17.

**FUTURE VACANCY DUE TO RETIREMENTS:**
- **Library Associate I/II – Adult Services**, Bel Air Branch, 37.5 hours per week. Effective April 01, 2023. [Nancy Smith]

**POSITION RECLASSIFIED:**
None

**HCPL Library Jobs:**
https://www.paycomonline.net/v4/ats/web.php/jobs?clientkey=A80FE008691EC4F03A189014B9C1100A

*The following are examples of some sites that maybe used to recruit for open positions: LinkedIn, Indeed, American Library Association (ALA), Marylib listserv, CareerBuilder, Monster.com, and Facebook.*
Ms. Hastler noted that approximately 12 staff are currently on FMLA, which can create a strain on branch staffing. She shared that a variety of solutions are utilized to alleviate strains on staffing.

Dr. Allen offered his congratulations to Mr. Ross on the increased efficiency of filling vacant positions.

Dr. Allen requested a motion to approve the Personnel Changes as presented.

**MOTION:** Motion by Ms. Gahs, seconded by Colonel Vogelhut, US Army Retired and carried by unanimous vote to approve the Personnel Changes as presented.

**Proposed Revision to FY2023 Salary Scale**
Ms. Hastler presented a proposed revision to the FY2023 Salary Scale including the following changes:
- The Library Associate II position has been moved from grade 60 to grade 70.
- The Library Associate III position has been moved from grade 70 to grade 80.
- The Library Associate I position will remain in paygrade 50 as this is a training position and once the employee successfully completes LATI training, they automatically are promoted to Library Associate II and move into paygrade 70.
- Library Assistant I position will be combined with the Library Assistant II position and the paygrade will be 40. The title will be Library Assistant II for all staff in this position.
- As a result of these changes, staff hourly rates that fall below the minimum of their new salary grade will have their hourly rate adjusted appropriately.

The next task is to implement a $17 per hour minimum wage. We are working on making this change as soon as possible with the support of the Board.

**MOTION:** Motion by Mr. Vido, seconded by Ms. Wright and carried by unanimous vote to approve the revised FY2023 Salary Scale as presented.

**OLD BUSINESS**
There was no old business.

**NEW BUSINESS**
There was no new business.

**BUSINESS FROM THE CHAIRPERSON**
There was no business from the Chair.

**BUSINESS FROM BOARD MEMBERS**
There was no business from Board members.

**PUBLIC COMMENTS**
There were no public comments.

**ADJOURNMENT OF PUBLIC MEETING**
There being no further comments or questions, Dr. Allen requested a motion to adjourn the meeting.
MOTION:  Motion by Mr. Flannery, seconded by Ms. Wright and approved by unanimous vote to approve the adjournment of the Public Meeting.

The public meeting adjourned at 7:06PM.