

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES**

October 21, 2021

The Chair welcomed Cassie Tanner to the Library Board of Trustees and invited her to introduce herself to the Board. Cassie noted that she is happy to join the Board. Cassie is the Board President of the West Metro Fire Rescue Board of Directors until her elected term expires in May 2022. Cassie is currently the Deputy Director of Public Affairs and Government Relations at AAA Colorado.

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on October 21, 2021. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:33 p.m. Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary), Charles Naumer and Cassie Tanner.

Trustees not present: Jeanne Lomba and German Zarate-Bohorquez.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Steve Chestnut, Director of Facilities and Construction Projects; Lisa Smith, Director of People and Culture; Barbara Long, Assistant Director of Finance and Budget; Padma Polepeddi, Assistant Director of Library Experience; Brad Green, Technology and Innovation Systems and Security Manager; Amber Fisher, Executive Assistant, Office of the Executive Director; and Kelci Rude, Administrative Coordinator.

There were additional Library staff members attending the online WebEx meeting.

APPROVAL OF AGENDA

MOTION: Charles Naumer moved that the Library Board of Trustees approve the agenda as presented. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

PUBLIC COMMENT

Public comments are currently being submitted to the Board via a link on the Board of Trustee's webpage. Comments will be acknowledged in the minutes of the meeting. There were no public comments.

APPROVAL OF CONSENT AGENDA

The Chair asked the Trustees if any of the items should be removed from the consent agenda. There were no requests for items to be removed.

MOTION: Jill Fellman moved that the Library Board of Trustees approve the item on the consent agenda as presented. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Item on the Consent Agenda

A. Approve the September 23, 2021 Board Meeting Minutes

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, did not attend the meeting but provided a written report.

Trustee Fellman addressed the Board and highlighted two items in the written report. The Foundation's Fall Whale Book Sale is coming up soon and they are looking for volunteers. Jill invited the Board to check the Foundation's website for more information and noted that she sent out a link. The Foundation received the mayor's inspiration award and Jo Schantz attended a celebration breakfast with Adam Paul, Mayor of Lakewood.

EXECUTIVE DIRECTOR REPORT

A. Executive Director Report

The Executive Director advised the Board that two new Public Health Orders (PHOs) were issued since the last time the Board met. One of the PHOs is a mask mandate. Julianne Rist, Director of Libraries is managing that order with our staff. The second PHO is a requirement starting November 1, that all staff, vendors, and volunteers who enter our buildings show proof of vaccination or a negative covid test every 7 days. There are quite a bit of logistics around this and Lisa Smith, Director of People and Culture, is working with the County to make sure we are in compliance on November 1.

The Executive Director noted that she had the opportunity to participate on the City of Westminster's community group and their hiring process for a director of parks, recreation and libraries.

B. Welcome New Trustee and New Trustee Orientation Plans

The Executive Director welcomed Cassie Tanner to the Library Board of Trustees and expressed appreciation for her service. The Executive Director noted that Amber Fisher is working with Cassie on onboarding items. The Executive Director, Chair and Vice-Chair are reviewing the new trustee orientation program and will have it ready soon. The entire Board is welcome to attend the orientation program.

C. Bookmobile Update

The Executive Director advised the board that the new bookmobile is under construction. There have been some management changes with the vendor that has some potential to affect the timeline for delivery and we should adjust our expectations around when we might see something new.

D. Accelerating Facility Master Plan Project Update

At the September 23, regular Board meeting, the Board asked for additional information on the progress on this project. A request was made to include information on future project milestones with an emphasis on the update of the Facilities Master Plan. There are two concepts here, the strategic project which is to accelerate the building plan which is the umbrella project. Within that project is the task of updating the facility master plan (FMP). What we'll report on tonight is the progress made on the entirety of this project in the active categories. We'll start with project initiation

Project Initiation

In May of this year the Board asked the Library to consider accelerating our FMP by compressing the schedule of new builds and redesign. This request created a new strategic project for the Library. Some of our first steps were to create a project charter and project plan, using our new project management process to help us organize ourselves, our tasks, identify milestones and create a timeline. This new project management process and its tools are really working well, and we have an official project manager.

Budget Actions

At the same time, we quickly adjusted our 5-year capital improvement project budget, our 10-year financial forecast and our 2022 budget for Board action and to meet County budget submission deadlines.

Perform Data Collection

At the same time, the Library started our data collection to learn more about how other libraries successfully manage running concurrent building projects. The Executive Director gathered input from libraries across the country, shared that information with the executive team and teased out findings in these specific areas: staffing resources, design resources, approach to design, approach to funding, and branch staff involvement.

Concurrent to these efforts, Steve Chestnut, Director of Facilities and Construction Projects was working with Julianne Rist, Director of Libraries, on the project task to update the facility master plan.

Update Facility Master Plan

Steve Chestnut addressed the Board and provided information. At the Board's request, the Library presented information and a methodology for refreshing the Facility Master Plan in July of this year. This roadmap included evaluation of changes in populations, usage, community needs and stakeholder desires specific to our buildings and services in the County. There are a number of inputs and data points required to help guide us to a data driven decision point – the requirements listed are some of those questions and data points that we'll need to review. To help us with those answers we've contracted with Group 4 Architecture who is the same consultant that did our Facility Master Plan in 2018.

- Determined requirements for refresh
 - Confirm growth and per capita space needs
 - Confirm N/W Arvada assumptions
 - Target size range for Golden, Conifer and Wheat Ridge
 - Affirm vision for Fehringer Ranch Property

Timeline for Updated FMP

The current schedule for Group 4 was provided to the Board. The first step is collecting and evaluating data which we’re working together on now. It will include census data, geographic development patterns, updated Orange Boy data and customer mapping. From that data the consultant will look at the questions around needs, locations, sizes, etc. The final output, findings and recommendations from this report are planned to be presented to the Board in January 2022 in time for the 2023 budget process.

OCTOBER	NOVEMBER / DECEMBER	JANUARY
<p>SERVICE AREA CONFIRMATION</p> <ul style="list-style-type: none"> • Review Data + Documents, Census, projections, Orangeboy... • Confirm population/growth assumptions 	<p>SCENARIOS + OPTIONS</p> <ul style="list-style-type: none"> • NW Area <ul style="list-style-type: none"> • New NW Arvada? (destination library) • Expanding Standley Lake • South County <ul style="list-style-type: none"> • Public services @ Admin Operations? • Community libraries—vision+criteria <ul style="list-style-type: none"> • Conifer <10,000 SF • Wheat Ridge 10-15,000 SF • Golden 15-20,000 SF 	<p>IMPLEMENTATION PLAN UPDATE</p> <ul style="list-style-type: none"> • Project priorities/timeline <ul style="list-style-type: none"> • Draft/final memo • Final Presentation

Develop Resource Plan

The Executive Director addressed the Board and provided information on developing the resource plan.

- Identified resource gaps
- Identified short term resource needs
- Posting for Business Strategy & Finance director
- Identifying long term resource needs

In addition to the FMP update, another part of this project is developing a resource plan. Some of that work was done in order to submit our 2022 budget on time this summer. Some short-term gaps we identified for 2022 were the need for more administrative support at the director level. Capacity and accountability for this work is now included in the role of a new director of business strategy and finance which is currently in recruitment. When filled, that role will lead this project. We also identified the need for more project management support as well as more support for community engagement and design consulting - both from our architect as well as from an outside designer.

When the FMP update is completed and when the new director is onboard, we will better understand our longer-term resource needs to include in the 2023 budget and our long-term financial forecasts.

In response to questions, the Board was advised that:

- Data collected, including census and growth, as part of the update of the FMP will help us determine both the priority around Golden and Conifer as well as the size, location and other specifications for those libraries. As the Board is aware, the Library has had conversations with the City of Golden about moving the library.
- Fehringer Ranch is included in the FMP update.
- The final updated FMP will be presented to the Board in January 2022 in time for the 2023 budget process.

E. Philanthropy Development. Peer Library Comparison Report. Guests: April Kessler and Laura Young, Bizologie

Philanthropy Development Strategic Project Update

The Executive Director addressed the Board and shared information on the progress that has been made in several areas of the project. In March, the library Informed the board on the challenges and opportunities on securing private funds to supplement public investments with the report from Saad& Shaw. The purpose of that initial phase was to provide investigative and discovery work to help JCPL understand best practices, risks, and opportunities regarding the partnership between the Library and the Jefferson County Library Foundation (JCLF). The report by Saad&Shaw and subsequent conversations helped determine that one resource investment the Library could make immediately would be in creating more capacity in the division of Communications and Engagement to support the Executive Director in exploring fundraising development opportunities as well as in sharing some of the work of the day-to-day activities of supporting the important partnership with JCLF.

To that end, the Executive Director redesigned the role of the director of communications and engagement to include attention to this partnership as a natural extension of the engagement aspect of their work. That position was rewritten, classified by County, posted and is in the final stages of recruitment.

In addition, in May, the Library and JCLF signed an amended and extended MOU. With this extension in place, the next step in the project plan was to engage an outside firm in doing a peer library fundraising comparison as our internal efforts hadn't yielded the depth of information needed for good decision-making. The outside firm we chose was Bizologie, a business research company. They are here tonight to present their findings and take questions about what they learned. The Executive Director introduced Laura Young and April Kessler.

Fundraising Benchmark Project - Bizologie

Laura Young and April Kessler introduced themselves to the Board and provided information on Bizologie. Bizologie is a competitive intelligence research firm based in Austin, Texas.

Methodology

Bizologie reviewed financials and conducted phone interviews from peer libraries and foundations to discover both specific and general fundraising results to facilitate JCPL's ability to develop expectations and vision for future fundraising efforts. And to learn what kind of resource investments are needed for JCPL to have more robust fundraising results. For the first part of the project Bizologie identified 15 peer libraries and created a spreadsheet of the financials for each library system's budget and the 990s of all the Foundations. Once that information was gathered Bizologie wanted to get more information and held ten interviews with library and foundation directors from eight library systems.

Fundraising Roles and Structure

Bizologie looked at the fundraising structure and roles and how each model is staffed. Each of the Libraries interviewed had a fundraising arm that was arranged slightly differently, with unique management, reporting and staffing structures. They all focused on the multiple fundraising sources even if they had a different focus. There was not much discussion of corporate giving, but there was a push to focus on individual giving at all levels and many foundations were ramping up their planned giving efforts. For the most part they focused on individual giving and some systems had grant writers. Bizologie talked with five systems that were library managed with a direct report from the executive director of the library, and three independent structures similar to JCPL. The number of staff ranged from 1.5 up to 10 employees.

In response to a question, the Board was advised that there was no direct correlation between the size of the library system and the foundation structure. Two of the largest library systems and one of the smallest library systems were independent.

Library Director Role in Fundraising

The library director role isn't necessarily tasked with the actual ask of fundraising, but they are tasked with building relationships and storytelling. All the directors would write thank you notes or make phone calls. The library director would make the ask when the relationship between the library director and donor was closer, but mostly leaving the ask to the foundation. The more the library director was involved the more it earned trust with the donors. Library directors served on the foundation board or had a liaison and were involved in the foundation board strategic planning.

Foundation Director Role

Most of the interviewees talked about the background of who they hired and their experience and track record of bringing in lots of money for similar organizations (examples: Red Cross, Art Museum, Girl Scouts, United Way, Higher Education). They looked for a professional with experience in all types of giving: annual giving, major gifts, and planned giving and who was connected to the local community and high net-worth individuals. Teaming up with the Library Director to create a united effort was also noted. Also mentioned was not having leaned into the board as much as they could have and the board's connection to someone in the community that the director didn't have.

Foundation Structure

No matter which structure they chose, library managed or independent, it was still all about the relationship between the library director and the foundation director. Library directors have restructured fundraising models to fit their needs and the personalities of those involved. There are pros and cons in both structures, and there is still a chance that the groups can be misaligned. With the MOU, they noted sitting down each year to make sure everyone is on the same page with the same goals.

When making a change:

- Make sure MOU is written to allow changes
- Show data to back up decision
- Discuss with the leader of the organization first and then the board of the organization if necessary
- It can take years to build a robust fundraising team. Hire the Foundation Director first and let them build out

Library Managed <ul style="list-style-type: none">• Streamlined goals• One line of management• Foundation Director as a library employee creates more stewardship• Library takes on the expenses	Independent <ul style="list-style-type: none">• Avoids the perception that Foundation Director has two bosses, the Library Director and Foundation Board• Need more relationship building with the two boards to make sure they are on the same page
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Friends and Foundation

Whether the Friends and Foundation are separate entities or merged organizations, and managed by the library or completely independent, some of the same issues can arise. You must have good communications to keep the organizations focused on the same mission: the Library's well-being.

In response to questions, the Board was advised that:

- There were no clearly defined roles between the foundations and friends groups and one foundation didn't have a friends group at all. Relationships were managed differently between each group.
- It did appear that having a separate structure let everyone focus on what they were best at. The friends group was good at book sales and the foundation was good at calling on donors.
- The structures were very diverse, and one changed their 501c3 to a 501c4 – becoming more political and working on activism and working on policy. This was very different from what we'd seen. Across board it was left to each library to define what served them best.
- In some ways yes, foundations were professional development and friends were community fundraisers. There was one foundation director who sees fundraising as a continuum – so many volunteers for life end up becoming the same donors you are looking for. Volunteers lead up to an individual giving.
- We asked if more groups were merging, and some had merged. It worked for their chemistry and alignment – but it was generally a mixed bag.

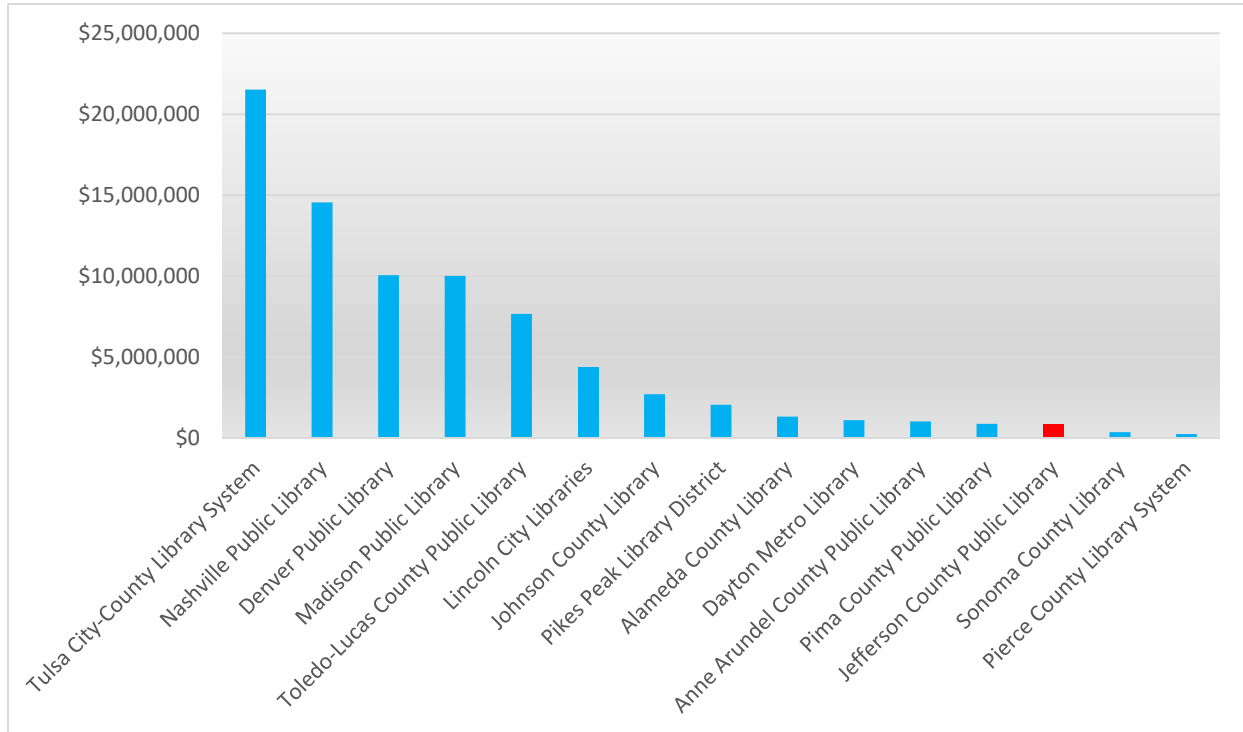
Fundraising Financials

Foundation 990s were all over the map and Bizologie was not sure everyone was reporting the same thing.

Foundation Fund Balance

Of the peer Libraries, Tulsa City-County Library System has the largest fund balance followed by Nashville, Denver and Madison. Jefferson County Public Library has one of the smallest fund balances in comparison.

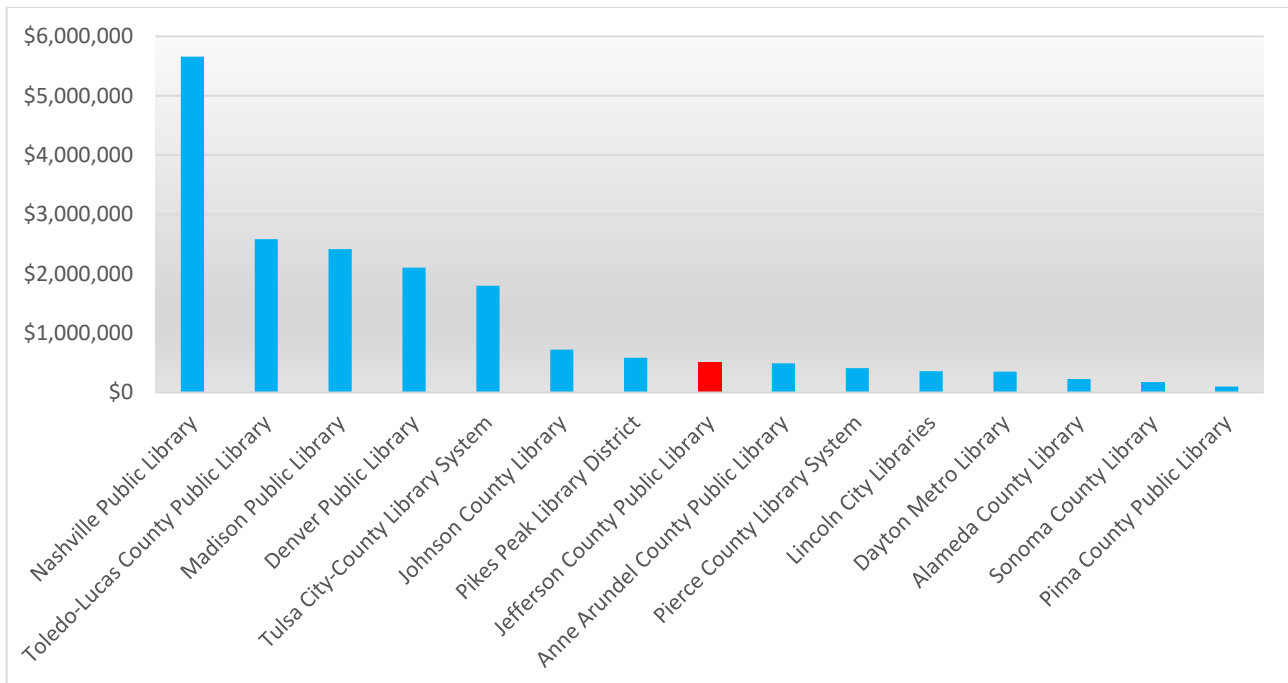
Foundation Fund Balance



Foundation Revenue

Of the peer Libraries, Nashville Public Library Foundation has the largest revenue followed by Toledo-Lucas County, Madison, and Denver. Jefferson County Public Library falls right in the center of Foundation Revenue comparisons and ranks 8 out of 15.

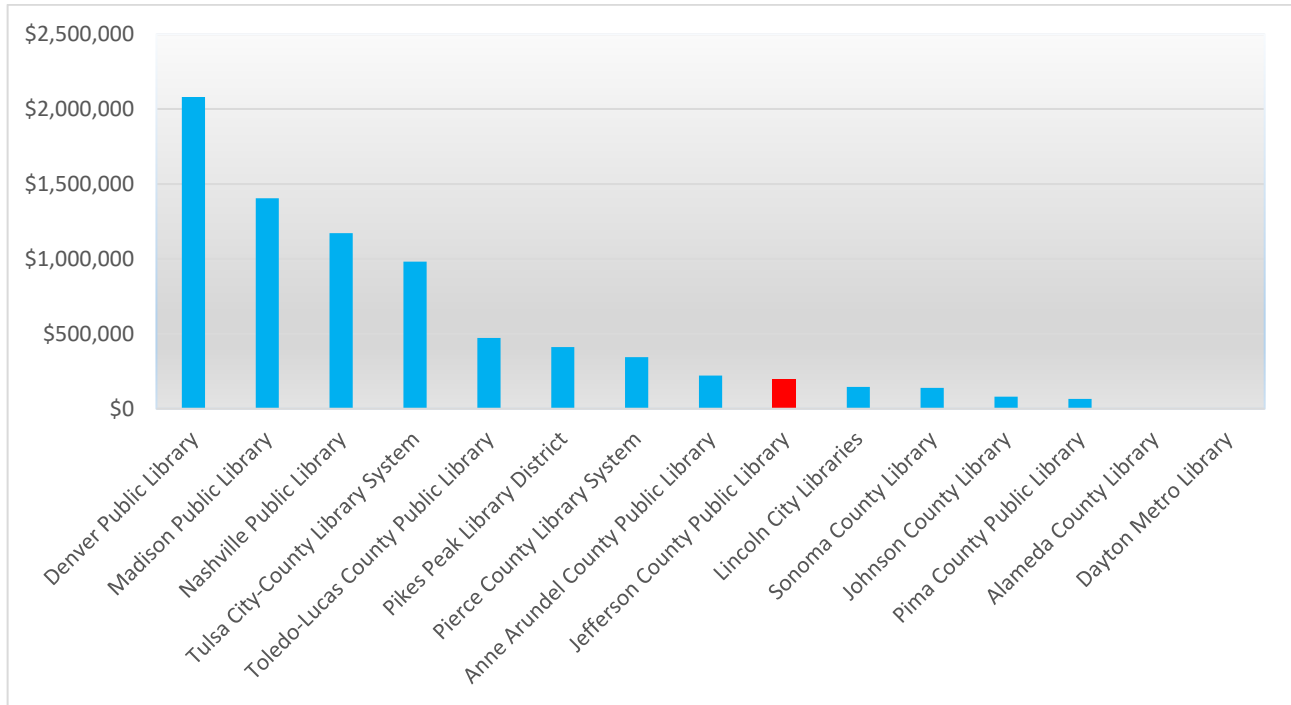
Foundation Revenue



Foundation Grants and Similar Paid

Of the peer Libraries, Denver Public Library Foundation has the largest Grants & Similar Paid from the 990s followed by Madison, and Nashville. Jefferson County Public Library is in the middle of Grants & Similar Paid comparisons and ranks 9/15. Alameda and Dayton report \$0 paid in 2018 and 2019.

Foundation Grants and Similar Paid



Library Cost to Fundraise

The libraries interviewed did not speak in these terms. It appears Library Foundation fundraising costs are lower than most nonprofits because the Library often covers staff, space, IT, and other administrative costs. The Foundation 990s do not tell the whole story about the cost to fundraise.

Nonprofit Cost to Fundraise 15%

Numbers don't tell the whole story

According to the [Association of Fundraising Professionals](#), a 15% fundraising expense ratio is often cited as the "expected average."

- It's almost impossible to track reporting. A 2004 study in [Special Issues in Nonprofit Financial Reporting](#) reported the following through an analysis of IRS 990 forms:
 - 37% percent of nonprofits with at least \$50,000 in contributions reported zero fundraising costs.
 - A quarter of nonprofits reporting \$45 million in contributions reported zero fundraising costs.
 - 13% of nonprofits reported zero management and general expenses.
 - 7% charged all accounting fees to program and another 20% split them across more than one category even though Form 990 instructions are clear that accounting fees are management and general expenses.
- This average might not be right for all kinds and sizes of nonprofits. All nonprofits have different investment needs.
- The need for effective investment in overhead including salaries, marketing, and operations is not addressed. "The conversation is driven by fear of disapproval rather than by transparent and honest discussion."
- Takeaway: never spend more than you bring in, but don't just focus on cutting expenses exclusively.

"A board may celebrate a 12% expense ratio that raised \$1 million. But what if they had a 17% expense ratio with \$2 million raised and a steady growth curve?"

Average Nonprofit Fundraising Expenses

Average Nonprofit Fundraising Expenses

[Affinity Resources](#) provides the standard that many use when identifying an appropriate cost per dollar raised for annual fundraising around \$0.20 for every dollar raised, or 20% cost to fundraise.

This average has its origins in the book *Fund-Raising: Evaluating and Managing the Fund Development Process* in which James Greenfield observed the following costs associated with different kinds of fundraising. Greenfield notes that the total fund development program must be measured for its overall productivity and profitability.

Summary analysis should address:

- Accountability for decisions made
- Quality indicators on performance
- Program assessments as to growth in numbers of donors and their levels of gift support
- Improved cost of fundraising
- Improved return (net income)

Fundraising Activity/Method	Average Cost to Raise \$1
Capital Campaign/Major Gifts	\$0.05 to \$0.10
Corporations/Foundations	\$0.20
Direct Mail Acquisition	\$1 to \$1.25
Direct Mail Renewal	\$0.20
Planned Giving	\$0.25
Special Events	\$0.50 of gross proceeds
National Average	\$0.20

NonProfit Pro, [Is Cost to Raise a Dollar an Important Metric?](#), 2019

Spend Money to Make Money

Pikes Peak Library District is using Carl Bloom Associates to run direct mail campaigns. Even though direct mails is one of the most expensive ways to raise funds, PPLD has had great success with their campaigns. PPLD recommends CBA because they have a proven track record working with over 15 libraries. CBA conducts donor motivation research and they have identified the typical library donor. In 2019 PPLD ran their Library Giving Day campaign in-house and they raised only \$12K. In 2020, The latest PPLD Library Giving Day campaign cost \$24K and they raised \$115K. They also added 1,000 new donors which they can cultivate and grow to major donors and planned givers. In partnership with CBA, PPLD increased donations 10X and saw a 150% increase in their donor base.

Grants

- Hire a freelance grant writer if no one on staff has this experience
- There are lots of grants the city can't apply for...the in- house grant writer writes it and then Foundation applies for the grant.
- Don't chase the money. Look for grants that support or enhance current programming. Straining staff with new programs can be counterproductive. You shouldn't be writing a grant to create a program unless it is in your strategic plan.

Events

The Foundations all held at least one gala/large event per year

- "We net about \$500,000 a year from our gala. Authors come in – it's all about Literacy and Learning. Tickets are \$850 and many people say it's the best gala in town."
- "Good party and people walk away feeling smarter"
- Makes sense for donor acquisition and retention
- Can be expensive, so get corporate sponsor to underwrite the event
- Patrons' party, public lecture (free to the public), and gala. Three different events so everyone can participate
- Make events community specific – fun way to get more involvement
- Adult Spelling Bee
- Trivia Bee
- 4 Breweries created Library beers and part of the proceeds from the release event go to the Library Foundation

Fundraising for Capital Improvements

According to one Foundation Director, most Foundations are not funding building or capital improvements. They add "the extras" to the buildings. They are rarely a part of new branches unless they do a special project like a "reading fort". Their Foundation doesn't actively raise for new branches, but they know some Foundations do. One Foundation is considering new ways to fund buildings since they believe their taxpayers have fatigue. Political aspects can be tricky because that's not the foundation's world. Foundations will put forward a capital campaign, say for new central library. Currently they are doing a study to

see how much they can raise. They will be the funder of the information campaign and creating marketing pieces of the bond issue. They can also conduct political polling and surveys. On the issue of political advocacy, the Foundation is limited by how much they can do. Overall, the building will be funded by the bond issue, and the Foundation will fund the campaigning for the bond. The friends group is now a 501c4 and can provide political advocacy for campaigns. Friends has been reigned in to save that money because they wanted to spend as soon as it was raised. They rewrote the MOU to add guardrails and save that money and use it every five years to fund levy campaigns. Create naming opportunities – they don't have to be attached to capital improvements – a few libraries mentioned growing opportunities, but there was still an uneasiness for some. One Foundation Director pointed out that they cannot get any mill levies on the ballot, so their foundation is raising more for capital improvements to enhance what the district can provide.

In response to questions, the Board was advised that:

- The 990 for JCLF did match what JCPL received. The 990 for JCLF appeared correct in terms of the funds JCPL received. Bizologie is not convinced the 990s are correct for other groups.
- In looking at the 990s and foundation grants and similar paid, here's where some of the numbers fall apart. Elevate Denver doesn't show up in the library budget or the foundation budget, but you know they are receiving money. If money is coming from the city, it goes into a different bucket and 990 is the tax form. Bizologie looked at how to compare other nonprofits. Alameda and Dayton reported that nothing goes to the library. Information is not reported in the way, or in the line, everyone should be reporting that information.
- Regarding the median and mean question, there were definitely big outliers. One system held a big event every year that raises \$5 million, which was uncommon. One outlier like that throws everything out of whack.
- Bizologie tried to do a ratio of expenses looking for patterns. When they don't report any expenses, it throws ratios out of whack. In some instances, it looked like they were not raising enough money to cover expenses.
- In terms of the size of the operating budget for libraries and what portion of the foundation budget is covered, you can see some of that in the spreadsheet. The operating budget and total budget they reported – it is possible to make some connections. However, the big Ohio State library funding skews that number farther for those libraries.
- Bizologie asked every foundation director what the cost is to fundraise hoping for a percentage. None could give a hard actual percentage – they didn't speak in those terms. There was some sort of goal they were shooting for, but it was not concrete. It came down to who is paying expenses. Some reported no cost because the library pays all fees. For one internal library employee the minimum fundraising goal was to cover him and his staff – he needed to raise \$400,000. Some of them talked about the cost for each piece of fundraising. What does it cost to make a dollar in capital campaigning or

direct mail – they were aware of what they could do for less money, but there was no goal to stay under for the cost to fundraise.

- Bizologie did check with nonprofits in general and 15% seems to be the average goal for most of them. Bizologie also looked at a study highlighting what they came across in terms of following 990s and how frustrating it is. It is not a library problem; it is a nonprofit problem.
- In terms of the endowment fund balance, and how some of them have done so well building those endowments, one library talked about a real effort to increase that endowment. A lot of the systems were moving to planned giving and that was going into the endowment.
- There was a system funding a study to see how much they could raise for capital improvement.
- There is more detailed information in the spreadsheet in the notes column that may provide more clarity.

Trustee Anderson noted that her take away from the information is reflecting back on strategic planning and the values-based conversation. Sometimes in fundraising development and nonprofits you can land in a place of social entrepreneurship – it doesn't cost anything because we value this so much. Going down this path, if there is going to be an internal arm, having a real clear vision and is that our value – social entrepreneurship. We are also stewards of taxpayer funds and we look at that with more clear vision on ratio. Being really clear there is a benefit and a need and also being able to measure it effectively is also a value for the function.

The Chair expressed appreciation to Laura and April with Bizologie for their effort and their report. It has provided lots of information for the Board to consider. As a finance person for a nonprofit, she noted that she was not surprised it was quirky. The Board will talk more about this topic in the future. The Chair expressed appreciation to the Executive Director for bringing this update to the Board.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy and Finance - Finance and Budget

Financial Report (September)

Barbara Long, Assistant Director of Finance and Budget, addressed the Board and provided information on the September financials. The financial tables for September include projections for year end. In the operating detail (Table 3) we are over budget on revenue due to property tax. On expenses we are projecting significant savings in almost every area of operations. Not surprisingly, impacts continue from the pandemic and the Library also tried to include funds in the 2021 budget to meet those additional costs associated with the pandemic. The projections for year-end positions on capital projects are included on Table 5. All of these projects are moving forward, and the projections predict where we'll be at end of year and we anticipate some projects continuing into the next year.

There were no questions from the board about the September financials.

Facilities and Construction Projects

A. Kleen Tech Janitorial Contract Renewal Authorization

There were no questions from the Board. The Chair noted that the increase in cleaning costs makes sense for the additional cleaning items that were called out in the report.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to renew the contract with Kleen-Tech Services, LLC for janitorial services for all locations in the amount of \$642,000. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

No emerging issues.

ENDS

There were no items.

BOARD GOVERNANCE

There were no items.

BOARD SCHEDULE – NEXT MEETINGS

Location of meetings of the Library Board of Trustees are being determined in cooperation with guidelines from Jefferson County. Information on meeting location will be posted at least one week prior to the scheduled meeting date.

The Chair advised the Board that there will not be a Study Session in November. There will be a joint meeting with the Foundation Board on November 18, prior to the regular Board meeting.

Next Board Meetings Schedule

- November 11, 2021 – Study Session – 5:30 pm - Cancelled
- November 18, 2021 – Joint Meeting of the Library & Foundation Boards – Time to be determined - Online via WebEx
- November 18, 2021 – Board Meeting – 5:30 pm (WebEx)
- December 9, 2021 – Board Meeting – 5:30 pm (TBD)
- January 13, 2021 – Study Session – 5:30 pm (TBD)
- January 20, 2021 – Board Meeting – 5:30 pm (TBD)

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Chair advised the Board that she will reach out by email to see how the Board wants to move forward with a holiday celebration.

ADJOURNMENT

The Board meeting was adjourned at 7:03 pm.

A handwritten signature in black ink that reads "Jill C. Fellman". The signature is written in a cursive style with a large initial "J" and a distinct "C" before the last name.

Jill Fellman, Secretary