CALL TO ORDER – REGULAR MEETING
The regular meeting of the Jefferson County Public Library Board of Trustees was held online via ZOOM and in-person in the Library Administration Pam Nissler conference room on May 11, 2023. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:31 p.m.

Other Trustees present: Jill Fellman, Charles Jones, Charles Naumer and Bing Walker.

Trustees not present: Jeanne Lomba and Pam Anderson.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Technology and Innovation; Matt Griffin, Director of Business Strategy and Finance; Lisa Smith, Director of People and Culture; MJ Ivy, Director of Communications and Engagement; Amy Bentz, Assistant Director of Library Design Projects and Planning; Padma Polepeddi, Assistant Director of Public Services for Community Outreach; Lizzie Gall, Assistant Director of Public Services for Resources and Programs; Amber Fisher, Executive Assistant, Office of the Executive Director; Katie O’Loughlin, Administrative Coordinator; and Joseph Grover, Technical Support Technician Senior.

There were additional Library staff members attending the 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
The Board values public participation. Those who would like to address the Library Board can do so virtually, in-person, or online. The opportunity to address the Library Board does not include a question and answer session or response. Additionally, the Library Board does not respond to anonymous questions or comments. Comments will be acknowledged in the minutes of the meeting. The Chair provided the process and instructions for public comment.
The Chair noted that several public comments were received via the online form and forwarded to the Board. There were no other public comments, and the Chair closed the public comment portion of the meeting at 5:35 pm.

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: Emelda Walker moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda
A. Library Board of Trustees approve the April 20, 2023 Board Meeting Minutes
B. Library Board of Trustees authorize the Library Executive Director to enter into an agreement with Library Ideas for FreeGal Music.
C. Library Board of Trustees authorize the Library Executive Director to sign an amendment to the IGA with the Jefferson County Business and Workforce Center to continue the partnership and expand the current lending program.

FOUNDATION UPDATE
The Executive Director advised the Board that Jo Schantz was not able to attend tonight’s meeting and the scheduled Foundation Board meeting on May 24, will be held as an executive session. Library representatives are not included in that meeting and not informed of the agenda. The next Foundation Board meeting will be in July. There was no written report. Jo Schantz is out of the office and the Executive Director has not had the opportunity to discuss the May 24 meeting with her.

The Chair noted that she would like to have a conversation about what we want to communicate to the Foundation about this. The Executive Director will arrange a meeting with the Chair and Trustee Fellman, as the Library Board’s representative on the Foundation Board.

EXECUTIVE DIRECTOR REPORT

Executive Director Report
The Executive Director advised the Board that MJ Ivy, JCPL’s new Communications and Engagement Director, is present and will introduce himself and provide information on his background. MJ Ivy addressed the Board and provided a brief background. MJ noted that he is from Las Vegas, has experience in crisis communication and is looking forward to encouraging people to donate to this wonderful library. MJ expressed appreciation to the Board for the opportunity and noted that he is looking forward to working with the Board. The Board welcomed MJ to JCPL.
The Executive Director advised the Board that the Conifer community engagement is scheduled for this Saturday at 10:00 am at the Conifer Library. A direct mail went out to all residents of Conifer and all stakeholders including the Library Board, to invite as many people as possible. The Executive Director shared the fact sheet that can be handed out and noted that the Library is working to get ahead of misinformation. Information about the virtual engagement opportunity on Monday, May 15 was provided to the Board. The online survey is up as another way for the community to share their thoughts on library services in Conifer.

The Executive Director also advised the Board that she will be attending the Colorado Public Library Directors (CPLD) retreat next week in Greeley where she will have the opportunity to tour their new 65,000 square foot library.

In response to a question, the Executive Director advised the Board that she will find out if the virtual Conifer engagement opportunity on Monday night will be recorded and if it is, that information will be shared. The Library does plan to bring a summary of the input gathered at the Conifer community meetings to the Board. The results of the online survey will also be shared.

South County Library Update
The Executive Director advised the Board that the Library will be updating the South County community engagement plan and anticipates a launch in mid-June, based on the conversation with the Board last month.

Northwest County Library Update
The Executive Director noted that members of the Executive Team held a meeting with economic development leadership in Arvada to learn more about planning and zoning and approval requirements. Meetings are being scheduled to understand the economic development and political landscape. A meeting with the mayor of Arvada is scheduled and the Chair will join the Executive Director for that meeting. The Library is working on setting up a meeting with Vauxmont Metro District. Trustee Fellman will join the Executive Director in a meeting with the Jefferson Center Metro District on Monday. The Library is also working on setting up meetings with larger HOAs in the area and Padma Polepeddi, Assistant Director of Public Services for Community Outreach, will join the Executive Director for those meetings to see how they want to engage with the Library.

EXECUTIVE TEAM OPERATIONAL UPDATES
Business Strategy & Finance
Finance and Budget
A. Financial Review (March 2023)
There were no questions from the Board about the March financials. As noted in the written report, due to the timing of this Board meeting April financials are not available and will be presented next month.
B. Long Term Financial Forecast and C. 5-year Capital Improvement Projects (CIP)

Matt Griffin, Director of Business Strategy and Finance, addressed the Board and presented information on the long term financial forecast and five-year capital improvement projects. This is a first look at the Library’s strategic priorities going into 2024 and beyond. The draft version is being presented for review and feedback on this first look at what the next one, five and ten years look like for the Library.

2024 Proposed Budget Assumptions
- Property Tax Revenue Increase of 7%
  - 4.5 Mills for 2024 and beyond
  - 5% increases in each assessment year
- Carryforward Approval into 2023
- Salaries & Benefits increase by 6% due to addition of new locations
  - Organizational Staffing Assessment FTE’s have been built into projections

The first assumption, property tax revenue increase is currently at 7%. In looking at historical information from 2011 (every other assessment year) we have seen an increase in property tax. We took an average to get to that 7%. There are a couple of other factors. In speaking with the County, they estimated a property tax increase of 9.7% for this upcoming year by taking an average of the last three years which includes two non-assessment years. The Library is recommending a conservative 7% and has based our projections on that 7%. The other factor in this recommendation is the property tax ballot issue coming in November. It is a complicated process, and the Library is working diligently to understand how it will affect the County and the Library. It is too early to predict the outcome and fully understand the impact on our revenues. This issue will be unfolding until the end of the calendar year. There are several data points where we can adjust our budget. The Library is acutely aware of this unknown and will be monitoring daily. The mill levy remains at 4.5 mils in 2024 and beyond. Following 2024 each assessment year is a 5% increase, which is conservative. Additional assumptions are the carryforward into 2023 that was brought to the Board of County Commissioners (BCC) this past Tuesday. There were no questions from the BCC, and it will go on to their consent agenda for May 23. After that we will see those numbers flow into our budget. The Library does not anticipate any issues with the carryforward request. Salaries and benefits are projecting an increase of 6% due to the addition of two new locations. Beyond 2024 the organizational staffing assessment FTE has been built into projections and those operational expenses built in as we move forward.

Revenue vs. Operating Expenses
This slide shows the Library’s healthy position with revenues consistently above operating expenses. On average the Library shows revenue at 12% above operating expenses. The Library is in a healthy position and always working in that surplus range.
Capital Cost Adjustments
- Accurate Modeling for Informed Decisions
  - Updated Rough Order of Magnitude (ROM)
- Rising Costs
  - Construction
  - Furniture, Fixtures & Equipment (FF&E)
  - Technology

Information was shared on how the Library, as an organization, puts together estimates of these massive projects and adjusts those estimates as we gain more knowledge. Looking at a sliding scale with a fixed price on one end and on the other end we have the rough order of magnitude (ROM) which is essentially a best guess of cost at that timeframe we will spend those funds. In this view, items 10 years out are ROM and those closer to the present we are able to move toward a better number. (In two months’ time this item will cost this much). As we revisited our current project ROMs, rising costs in construction is estimating $425 per square foot, which is a jump from $375 per square foot last year. Some of the data over last 2-4 years show construction cost increasing 15-20% year over year. Current data is estimating that to level out over this upcoming year and beyond and not continuing that escalation. For furniture, fixtures and equipment (FF&E) we were working off $34 per square foot and this year that number is $37 per square foot. This is a 9% increase across the board and across all projects and becomes a material cost to note. Technology is also an area of rising cost with supply chain challenges and cyber security requirements. All these increases are taken into account and built into 2024 estimates of what our capital projects will cost.
2024 Budget: Total Projected Revenue
2024 budget total projected revenue is $54,869,772. Property tax is 99% of that revenue net all of the adjustments and a 7% increase vs. the previous year. This will change as we learn more about what our revenue will be.

2024 Total Projected Expenses
2024 total projected expenses are $64,761,969. As we move through capital improvement this segment will get smaller and total expenses reduced.

5 & 10 Year Financial Model
There are three main areas:
- 2024 Capital Investments
- 5 Year Capital Investments
- 10 Year Financial Outlook

The Library will discuss how this dictates our fund balance over those time periods and includes operational costs as well to see what the finances of the Library will look like over long term periods.

2024 Capital Investments
This chart shows the immediate plans for capital investments.
For the Evergreen Library remodel, the previous total budget was $4.2 million. As the Library moved closer into that project and a better understanding of the true cost, the $477,727 is additional to that $4.2 million. The Library did bring forward to the Board information that we would go over budget and at that time, the plan was to use Library contingency to cover that cost. As the Library took a deeper dive into the estimate of that cost, part of that includes the cost of alternative services at $50,000 while that library is closed for remodeling. The proposal to the Board is instead of using library contingency funds, we can build that $477,727 into our budget for that project.

5-Year Capital Investment
Noted for the Board is the 2023 column in the chart below. Included in the 2023 column are the carryforward numbers. Carryforwards are assigned to specific projects. For South County $16.3 million won’t be used elsewhere and some of those moneys may also carry forward in 2024. The Library does expect to go through the carryforward process each year. The Library is prioritizing projects over 5 years to focus on reaching more people, increasing square foot per capita with new builds in new areas, safety and security in areas like Arvada (the remodel of Arvada has been prioritized), creating libraries for the future, remodeling Evergreen and looking at services in Conifer. The Library’s immediate future focus is on the core priorities. As we look further out, the Library is also looking at opportunities. The Library will take into account revenue and those project opportunities can be shifted based on revenue. Current projects are conservative.
5 Year Capital Investment

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<th>Project</th>
<th>2023 Budget</th>
<th>2024 Budget (Proposed)</th>
<th>2025 Projected</th>
<th>2026 Projected</th>
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5 Year Fund Balance Model

The five-year fund balance model was shared with the Board and included in the information packet (05-11-23 Board Report (jeffcolibrary.org)).
The 5-year fund balance model demonstrates how capital projects affect different areas of our finances. Carryforwards have been built into all aspects of the graph. The grey line is the end fund balance for that year. The green line is the reserve balance over the minimum reserve. This shows emphasis on our key priorities, front loading capital spending, working multiple projects at the same time over the next three years, then moving into opportunity projects. In 4-5 years, the fund balance shows we do go below the minimum requirement, and we have time to adjust to revenue changes. The 7% revenue increase projection is conservative.

10-Year Financial Model
The 10-year financial model shows all projects, the total cost associated with that project and the timeline of the project over a 2-3 year period. The first year is planning when a small amount of funds are allocated for that purpose. Those funds become larger in years two to three and demonstrates how we plan to spend and prioritize over the 10-year period. The model was shared with the Board and included in the information packet (05-11-23 Board Report (jeffcolibrary.org)).

10 Year Fund Balance Model
The 10-year fund balance model shows that into 2030 we do see the fund balance come down. In 2031 and 2032 we no longer have those major projects and operating in a surplus in addition to the capital spend. In 2033-2034 we are back in the threshold where we would be comfortable and in a period of growth with our major capital expenditures completed as we fulfilled major projects. The model was shared with the Board and included in the information packet (05-11-23 Board Report (jeffcolibrary.org)).

Next Steps
• June: Board authorizes JCPL to submit 2024 recommended budget and 5-year Capital Plan
• August: Preliminary certification of values; revenue projections will be refined
• November: Property Tax will be included in the Ballot and Jefferson County will respond to any adjustments
• November: BCC Adoption of 2024 Budget for Jefferson County
• December: Board authorizes JCPL’s Executive Director to implement the 2024 spending plan

In response to questions, the Board was advised that:
• The 9.7% revenue growth estimate received from the County was sent to the Library before the tax assessment notices were sent out. It is based on 3 years of historical data. The Library does not have an updated estimate from the County at this time.
• The County Assessor has indicated that there is a steady amount of interest in property tax assessment appeals. There is a June 8 deadline for filing appeals. There are many unknowns and complexities involving the property tax ballot measure and the Library is monitoring that diligently.
• The salaries and benefits projected increase of 6% includes the assumptions for the two new library locations and incorporates multiple items like awards and bonuses, termination pay, changes to temporary salaries and slight increases in vacancy savings. All of the items even out to a 6% increase across all factors that fit into the salaries and benefits category.
• The unspecified capital project line, which does not contain costs or information, may in the future include areas like Wheat Ridge.
• It is correct that the Library is absolutely confident that revenues will cover operating expenses. Any adjustments to revenue would affect the capital plan.
• The Board does have opportunity to adjust the budget. Based on the Board’s direction, the Library can model another budget, and, in the past, there was one year when the Library modeled seven different budgets for the Board. The Library would like to see the property tax ballot language and what else may go on the ballot, probably around August - September. The Library will also learn more in August from the assessor. The Board authorizes the Library to submit the proposed budget to the County in June. The proposed budget will then go to the County in July. The Library can have another budget ready that would include updated information.

The Chair noted for the Board that many of the projects are carried forward and already in progress. It would be her suggestion not to shift that part of the capital plan, and that shifts in later years is where adjustments could be made. Another question posed to the Board for consideration is around addressing the dips in the fund balance. She noted that her sense is that this Board would not put forward a capital plan that would take us below the minimum fund balance and she realizes that it is because of the conservative revenue projections. The plan as presented drops us below the minimum fund balance, when it is not likely the Board would want to send that message to the public and continue with that program.

The Executive Director shared that the Library has never brought forward the fund balance at this level and she wanted the Board to see the full picture. The 10-year financial model is to see the long term, and what gets turned into County is the 5-year capital plan. This meeting is to get the Board’s input for the financial models that the Library will bring forward next month. If the Board’s direction is that they do not want to show the end fund balance going so low, adjustments to the facility master plan could be made. The Library has moved projects in the past.

In response to a question, the Board was advised that pushing the Lakewood and Operations Center projects out would change the entire picture and take care of that drop in the fund balance. Another important factor could be waiting for more information on revenue projections or changing the Library’s estimates to be higher.

The Chair asked the Board to provide input and after some discussion, the Executive Director advised the Board that it would be the Library’s preference to move a project out.
rather than adjusting revenues upwards. Every year there will be an anti-tax or some legislation on the ballot and the Library would rather be more conservative in how we are planning capital projects. It is not expected that the Library will have significant information on revenues in the next three weeks before the next Board meeting when the Library brings forward the proposed 2024 budget and 5-year capital plan.

The Board indicated agreement with the Executive Director’s preference. The Chair noted that next year, if the revenue picture is different, those projects, Operations Center and Lakewood, can be shifted back up.

The Chair expressed appreciation to Matt Griffin for the amazing work and presentation of the information.

**Technology & Innovation**

A. **Tier 1 and Tier 2 E-Rate reimbursable services**

Bernadette Berger, Director of Technology and Innovation, addressed the Board and provided information on the E-Rate program. E-Rate is a program funded by the federal government and is intended to bridge the digital divide by providing infrastructure funding for libraries and schools. The program allows the Library to get reimbursed for some expenses. Each year the Library receives approximately $190,000 for our telecommunications expenses. In addition to that, there is a one-time funding opportunity for projects like our Evergreen Library remodel. There was a federal RFP (request for proposal) process and the Library had to have the bidding and contracts completed by January in order to qualify for E-Rate. There are two separate contracts before the Board.

The first contract is with Malm Electrical Contractors where under this bidding process, the Library will receive 50% off wiring for the Evergreen project that will be reimbursed to the Library.

- **Malm Electrical Contractors LLC Contract**

  **MOTION:** Charles Jones moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Malm Electrical Contractors LLC for a total cost of $94,056. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

The second contract is for upgrades to telecommunications equipment like wireless access points. The Library selected Sentinel Technologies as their bid was the most complete and cost effective. It was noted that the Library received bids from across the country. The E-Rate program allows the Library to get reimbursed for network equipment.

- **Sentinel Technologies Contract**
MOTION: Jill Fellman moved that the Library Board of Trustees authorize the Executive Director to sign the contract with Sentinel Technologies for E-Rate eligible network equipment and installation services in the amount of $210,409. Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

The Chair expressed appreciation to Bernadette Berger for bringing this information forward and for her work on this reimbursement opportunity.

ITEMS REMOVED FROM THE CONSENT AGENDA
No items were removed from the consent agenda.

EMERGING ISSUES
Evergreen Alternative Services Lease Agreement
The Executive Director advised the Board that the lease agreement is for space to provide alternative library services to the community while the Evergreen Library is closed for the remodel. The Library does expect the remodel to take six months and needs one month before the closure to set up and one month after reopening to take down, for a total of at least 8 months. The Library does believe it can come to terms on the lease agreement and would like to have the ability to move forward quickly.

In response to questions, the Board was advised that:
- The location is 30810 Stagecoach Boulevard
- The Library anticipates having a collection of 1,000 items for browsing, holds pick up, returns and a few computers. The space is too small for programming and staff will be providing programming at alternate locations.

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to sign the lease agreement with Midtown Industrial Center, L.L.C., a Colorado limited liability company and JCRS II Colfax, L.L.C., a Colorado limited liability company for 12 months for the maximum amount of $2,330.00 a month upon approval by the Jefferson County Attorney’s Office. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

There were no other emerging issues.

ENDS
There were no items.

BOARD GOVERNANCE
- Review 2024 Board Governance Budget (Approval at June Board Meeting Consent Agenda)
• Review 2024 Board Meeting Schedule (Approval at June Board Meeting Consent Agenda)

The Chair advised the Board to review the 2024 Board Governance Budget and 2024 meeting schedule and to let her know if there were any concerns. Those items will be on the consent agenda in June.

**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.

**2023 Board Meeting Schedule**

• June 8, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
• June 15, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
• July 13, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
• July 20, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room

**ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

The Chair noted that there was correspondence received by Trustee Naumer and directed the Executive Director to respond to that correspondence on behalf of the Board. The Executive Director advised the Board that a draft response will be sent to the Board for review.

**EXECUTIVE SESSION:**

At 6:42 pm, the Chair called for a motion to adjourn the regular meeting, reconvene in Executive Session and adjourn the regular Board meeting at the conclusion of the Executive Session.

MOTION: Charles Naumer moved to adjourn the regular meeting of the Library Board of Trustees, reconvene in Executive Session regarding the Northwest Jefferson County Library Expansion Project, AND adjourn the regular Board meeting at the conclusion of the Executive Session. Statutory citations authorizing an executive session for this topic are:

- Pursuant to 24-6-402(4)(a) Concerning the purchase, acquisition, lease, transfer or sale of Property.
- Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.
Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

The Chair announced a five-minute break to allow the Board and staff time to clear the room, leave the existing ZOOM meeting and then join the Executive Session.

The Chair called the Executive Session to order at 6:47 pm with the following Trustees present, Charles Jones, Jill Fellman, Charles Naumer and Emelda Walker. Also present were Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Matt Griffin, Director of Business Strategy and Finance; MJ Ivy, Director of Communications and Engagement; Bernadette Berger, Director of Technology and Innovation; and Amber Fisher, Executive Assistant, Office of the Executive Director.

It is noted that the session was recorded and that the recording will be retained for the required 90 days.

**CALL FOR ADJOURNMENT OF EXECUTIVE SESSION AND REGULAR MEETING**

**MOTION:** At 7:15 pm Charles Naumer moved to adjourn the Executive Session and regular meeting of the Library Board. Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

It is noted that the Library Board of Trustees met in Executive Session concerning the purchase, acquisition, lease, transfer or sale of property and discussion of strategy and instructions to negotiators with respect to the Northwest Jefferson County Library Expansion Project. The Trustees held those discussions, and this summary is provided as required by Colorado Statute.

Jill Fellman, Secretary