

**PUEBLO CITY-COUNTY LIBRARY DISTRICT BOARD OF TRUSTEES
MINUTES FOR THE REGULAR MEETING**

November 20, 2014

I. PUBLIC HEARING ON PROPOSED PLAN AND BUDGET FOR FISCAL YEAR 2015

President Marlene Bregar called the meeting to order at 5:30 p.m. and announced the public hearing on the proposed budget for fiscal year 2015. Ms. Bregar said this is an opportunity for citizen comment on the Plan and Budget proposal which has been made available for public inspection. Ms. Bregar then turned the meeting over to Chris Brogan, Chief Financial Officer. Ms. Brogan introduced Katie Hunt, Accountant in the Finance Office.

Ms. Brogan said notice of the 2015 budget and budget hearing was published in *The Pueblo Chieftain* on October 29, 2014. The library prepares two funds, the General Fund and Capital Project Fund. Ms. Brogan said the General Fund reflects property tax and other general revenue and all of the operating expenses of the district. The Capital Project fund reflects revenue and expense for capital asset acquisition (library replacement plan), InfoZone Museum updates and renovation, and special building and capital projects. Ms. Brogan said 87% of the library's revenue comes from property taxes, 7% from Specific Ownership Tax, 3% from Contracts/Gifts/Grants, and 3% from Fines/Fees/Miscellaneous.

In the General Fund, Ms. Brogan expects property tax revenue to increase by \$70,459, which is a 0.83% increase with a mill levy of 5.262 which includes \$20,117 for abatements and refunds. Specific Ownership Tax is down 3% from the estimate for 2014, but depending on November receipts, this budget may increase for 2015. Contracts, grants & donations are up 25% due to State funding grants and an LSTA grant expected in 2015, as well as an increase in e-rate funding due to additional Internet expense for the new libraries. Interest earnings are up 11% based on current collections and an increase in property tax interest. Fines increase 108%. Even though fines are going down, UMS has made a proposal to collect fines and fees under \$25 that will also help retain materials. Photocopier and miscellaneous revenue vary by 9% decrease and 11% increase respectively; both based on current receipts. Total revenues are projected to be up by 2% or \$221,546.

Ms. Brogan reviewed a pie chart of Expenditures and said the budget has total expenditures up by 0.06% or \$6,105. All projected annual plan initiatives were included. The budget includes a total 7% increase in personnel with a 5% salary increase which includes an increase to allow for changes that may be needed by the implementation of the Pay-for-Performance plan, and an additional .95 FTE (full-time equivalent) employee. Ms. Brogan said new estimates anticipate a savings of \$119,994 in salaries and benefits. Employee benefits include health, dental, vision and flex plan. Workers compensation decreases by 56%, and unemployment expense increases by 9%. Health-related benefits increase 20% over 2014 to allow for increased enrollments for employees working 30 hours or more due to the Affordable Care Act, which goes into effect on January 1, 2015. The actual premiums only increased by about 3%. Training increases 22% to recapture some of the 17% decrease last year. Some outside conferences and trainings have been added back. Employee relations decreases 2% which includes things like tuition reimbursements. Materials decrease by 28% but maintains the goal of keeping materials at 15% of the total operating budget, and 2014's increase for opening day collections was eliminated, and the new library collections will get new material relative to their budgets. Programs increase by 22% to address Key Results. Facilities will increase 13% from 2014 due to utilities for three new locations. Vehicle maintenance has a 2% increase. Building repair and maintenance increases by 33% for three new locations. Rent has a 2% increase per contractual agreement. Lease purchase reflects an increase for debt service on 2012 COPs. Insurance increases 11% over estimated due to the new locations, but the final quotes have not yet been received and could increase the final budget. Friends of the Library expenditures are budgeted at a reduced level because the money will be going to the Foundation. Operating expense increases 2%. There is a 2%

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increase in Contract Services. Community Relations decreases by 10% over estimated, which will be adjusted before year end. Office supplies increase by 12% to address the needs of the new libraries. Courier services increase 68% to provide services to the new libraries. Information Technology increases 18% for telecommunication/hardware maintenance and technology maintenance/licenses/support increase 24% and 17% respectively; other areas remain fairly constant.

The General Fund balance is expected to be \$2,203,203 at the end of 2015, a decrease of \$526,436 over the prior year due to operational funding for three new libraries. The budget projects \$482,850 excess of revenue over expenditure which means that the library will be spending more than it is bringing in, but it will still maintain a fund balance of 25% of operating expenditures.

The Capital Project Fund includes new building and capital projects, InfoZone expenses and upgrades, and Capital Asset acquisition in the Replacement Plan. Capital Project Fund budgets for total revenue of \$65,098 which includes \$15,000 budgeted for grants, \$50,000 from the Pueblo Library Foundation, and interest earnings of \$98.

Capital Fund expenditures anticipate all projects completed in 2014 with no new renovation or building projects in 2015. The library plans to continue to enhance and upgrade the InfoZone using \$140,000 restricted funds contributed by the Rawlings Foundation. Capital Asset Acquisitions includes \$85,000 to replace staff computers and add a security camera server system, \$20,000 for furniture, fixtures and equipment for the Digitization Project, and \$21,500 to seal the parking lots at Lamb and Barkman and LED lighting upgrades at Pueblo West. Total expenditures are \$266,500. The ending fund balance is projected to be \$1,392,521 which includes a transfer in from the General Fund of \$392,000 to the Capital Replacement Plan.

The assumptions are that revenues have been budgeted conservatively based on assessed valuation and current economic conditions. Expenses were budgeted in anticipation of all known impact to include Annual Plan initiatives and to continue excellent service, plan for growth, and provide competitive employee compensation and benefits. The Combined Fund Balance is projected to be \$3,595,753 which is 25% of the total combined annual expenditures; 20% is the minimum fund balance policy adopted in 2009.

The budget is still preliminary. Final adjustments will be made between now and December 11 based on new information on estimates in 2014 budget, end-of-year issues, assessed valuation changes, new information on costs for property and liability insurance, and an increase in the minimum wage from \$8.00 an hour to \$8.23 an hour and other wage adjustments.

Ms. Brogan closed by welcoming comments from the public until 5:30 p.m. on Thursday, December 11, 2014 at which time the proposed 2015 budget will be presented to the Board of Trustees for adoption and appropriation.

Ms. Bregar opened the floor to any questions or comments.

Dr. Mancha had a question about the mill levy rate. Ms. Brogan said the voter-approved mill levy is 5.25, but 5.262 includes the \$20,177 for abatements and refunds. Ms. Brogan also encouraged him to review the revised Annual Plan and Budget posted on the website which shows \$257,000 as the revenue reduction impact of TIF (tax increment financing).

Ms. Brogan said she had copies of the budget available.

There being no further comments, Ms. Bregar concluded the public hearing on the budget.

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II. CALL TO ORDER AND ROLL CALL

Board Members Present: Marlene Bregar, President; Fredrick Quintana, Vice President; Lyndell Gairaud; Philip Mancha; Roy Miltner; Donna Pickman; Jim Stuart

Attorney Present: Nicholas Gradisar

Staff Present: Jon Walker, Executive Director; Chris Brogan, Chief Financial Officer; Michael Cox, Public Services Director; Rich Poll, Collection Development Librarian; Teresa Valenti, Technical Services & Collection Development Director; others not recorded.

Others Present: Dustin Hodge, Friends of the Library

III. CORRECTIONS AND MODIFICATIONS TO ADENDA None

IV. APPROVAL OF THE MINUTES

Ms. Bregar said the Minutes of the Library Board Work Session held on October 14, 2014, and Minutes of the Regular Library Board meeting held on October 23, 2014, were provided to Board members prior to the meeting.

Mr. Stuart made a Motion, seconded by Dr. Mancha, to approve the Minutes of the Library Board Work Session held on October 14, 2014. The minutes were approved by unanimous consent.

Ms. Pickman made a Motion, seconded by Ms. Gairaud, to approve the Minutes of the Regular Library Board meeting held on October 23, 2014. The minutes were approved by unanimous consent.

V. REPORTS

A. Executive Director Report

Mr. Walker distributed the 3rd Quarter Update of the Annual Plan. The progress made in the 3rd Quarter is shown in blue.

Mr. Walker said there had been a number of good news stories and distributed a KRDO article on the opening of the Giodone Library. He also distributed a KOAA article about activities at the library this year which was a follow-up on the article in *The Pueblo Chieftain*. Mr. Walker said there had been a lot of positive press this week.

Mr. Walker commented on the openings of two of the three new libraries. During the Greenhorn Valley Library open house, the gate count showed 1,171 visitors. The Giodone Library opened this week with a ribbon cutting attended by 651 visitors. Mr. Walker said as the snow melted, Kayci Barnett reported a leak in the building, and the contractor is addressing the issue. The Lucero Library will open on December 9 at 10:00 a.m. with a ribbon cutting, and Mr. Walker anticipates a big turn-out there.

Mr. Walker then introduced Rich Poll who has worked in several capacities since joining the library almost 10 years ago, and he is now focused on collection development. Mr. Poll selects the adult print material purchased for the library, and he would talk about the collection development team's activities and practices.

Mr. Poll started by saying the collection development team includes Elizabeth Flores who selects the youth materials, Daniel Gaghan who recently joined the team and selects media and other non-print material, and he selects the adult print collection and is also involved in deselection or "weeding." Mr. Poll distributed "Life in the Age of Hyper-Innovation." He referred to the human knowledge doubling curve. At one time, human knowledge doubled

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once every 150 years, but by the end of World War II that had shortened to every 25 years, and estimates are it is growing at an exponential rate in the Age of Hyper-Innovation which impacts all information-based services. Mr. Poll said one of the ways to keep up the increasing amount of information is selective retention—otherwise known as weeding.

Mr. Poll reviewed library's efforts to weed, first due to the implementation of the floating collection, followed by RFID tags, and finally CollectionHQ which provided the best analysis of how materials were being used. It revealed that print materials circulation was outpaced by media, especially DVDs, and the library decided to match the collection with what was popular with the public in order to reach Key Result targets.

Mr. Poll said the way they went at it was a surprise to some of the library's patrons, and he used the example of the Oxford Dictionary that gave up on printing to become an online product. Likewise, libraries are having to move toward more digital materials, and libraries must match resources with customer interests. Mr. Poll also commented on changes in publishing, and noted demand is driving services, driving materials and driving space provided to the public. One example is making space for unusual changes such as a Maker Space.

Mr. Poll met with a woman upset with the changes who had written a letter which reflected her love of the library who had once served with the Friends of the Library. He described her frustration with the changes, but they were able to click on their shared commitment to lifelong learning, and he was able to explain how knowledge is growing and libraries' impossible task of providing it all to everyone as well as how the library is making advances in its ability to do that.

Mr. Poll concluded his remarks commenting on the work involved to open three new libraries, his respect for Teresa Valenti in leading the effort, and how happy is to work for the library.

Ms. Bregar referred to "grubby books" and asked when books get to that point whether the library replaces them. Mr. Poll said there are many reasons for the physical failure of material—both heavy use and the dry environment. He often sees a new paperback discarded because the spine is broken. Mr. Poll said they depend on feedback from the community. Mr. Poll said the library has a great program now for customers to request titles. When he arrived, the library filled about a half dozen requests from the public, but the number of requests is now about 10,000, and it is a popular service. He depends on requests to find out what people want.

Ms. Bregar asked if the library makes any special effort to acquire the works of local authors. She mentioned a former student who had published a book of her artwork which is also geared to teaching children to draw, and she asked about the possibility of it being available at the library. Mr. Poll said she could help with that, and he encouraged everyone who knows of a local author to tell them about it. Mr. Poll said the library usually adds at least two copies of books by local authors so one copy will be kept in Special Collections and the second copy will circulate. Mr. Poll relayed a conversation with a man who grew up in Colorado City who had written a book about his experiences growing up in Colorado, and the man was tickled to learn that his book could be on the shelves of the Greenhorn Valley Library in Colorado City.

Mr. Stuart asked about the conclusion with the lady who was unhappy. Mr. Poll said in the end, she thanked him for his time, she was satisfied with a lot of what he shared, she understood the rate of change, and she left knowing she could talk to him at any time. He learned that she did not use the catalog and had been able to survive without using the computer, and he offered to help her with that.

There was additional discussion, and Board members were happy Mr. Poll had worked with her personally.

Mr. Miltner said what he takes from this is that libraries change as people change. Mr. Poll emphasized that staff are here to help. Mr. Poll added that libraries are becoming an interface

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for those who do not have access to technology, and children can take advantage of resources here they may not have at home.

Mr. Walker concluded by distributing an article he had written for next month's newsletter which provides a more formal dialog on the subject.

B. Friends of the Library Report

Dustin Hodge said the Friends have met all financial obligations and have \$38,000 in unrestricted funds. The Half-Price Book Sale will be held on December 4-6. The Scary Story Awards Ceremony was held on October 30 with about 200 people attending. The Creative Writing Contest Awards will be given on December 10. The Volunteer Luncheon will be held on February 17, and the Friends of the Library Annual Meeting is scheduled for April 24. Three students from CSU-Pueblo attended the Friends meeting to thank them for the 20 tickets for students to attend the Black Tie Ball. The Friends of the Library introduced a new Kids Membership. At the first new library opening, the Friends sold 13 memberships

Ms. Bregar asked the Board secretary to provide a separate notice to Board members of the dates provided.

There was a discussion of how much the students seemed to enjoy the Black Tie Ball. Mr. Hodge said the student who asked the author about visiting Paris had read the book in Paris and had never been outside of Colorado. Mr. Hodge drove Ms. McLain to the airport, and he was impressed that she remembered that student's question.

C. Pueblo Library Foundation Report None

D. Attorney Report None

E. Employment Changes

Ms. Bregar said the Board is asked to ratify the October 2014 Employment Changes as presented by the Executive Director.

Mr. Walker reviewed the report which included twelve new hires, seven promotions, and two voluntary terminations.

Mr. Quintana made a Motion, seconded by Mr. Stuart, that the Library Board approve the October 2014 Employment Changes as contained in the November 20, 2014 Board materials.

There being no further discussion, MOTION CARRIED 6-0.

F. Financial Report

Ms. Bregar said the Board is asked to ratify the October 2014 bills and accept the October 2014 Fund Statements. Chris Brogan, Chief Financial Officer, will provide a synopsis of the Financial Report and answer any questions.

On the Combined Balance Sheet, Ms. Brogan pointed out that the total combined balances are about \$4 million down from last year which she attributed to capital building funds available last year. General Fund balances were up about \$300,000 from this time last year.

In the General Fund, the target percentage for the end of October is 83%. Revenues were 96% collected, driven mostly by property tax which was at 99%. Specific ownership tax was 80% collected which is 13% higher than last year, and with the tax sale held this month, Ms. Brogan expects collections for November to be higher and should reach budget projections this year and could possibly increase the 2015 budget. Contracts and Grants were 69% collected. Half of the remaining amount will be coming from the State of Colorado from the grant voted by the legislature of about \$35,000. Everything is tracking as expected.

Expenditures were 71% spent compared with last year when it was 72% spent, so this is a reasonable spend down rate. Personnel was 77% spent and some savings are expected by

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year end. Materials were 72% spent, which is 20% more than last month, and last year was about 5% higher. Facilities were 50% spent which is typical for this time of year. Last year Facilities were 49% spent at the end of September, but part of the reason is that they budget for snow storms that sometimes don't happen. Insurance has exceeded budget somewhat due to premiums for the new locations coming in a bit higher than expected, but this will be offset by other line items in this category. Operating was 80% spent, exactly the same as last year. Information Technology is 96% spent, and Ms. Brogan expects it will go over, but Charles Hutchins is trying to keep expenses in check.

Ms. Brogan provided a brief update on the 2014 estimated budget, and every month she checks again for the remainder of the year. Revenues were down by about \$24,000, mostly in fines and fees, but hopes to over-collect in specific ownership. Expenditures should show savings in salaries and facilities of about \$120,000. Employee insurance was estimated to be overspent, but since it is actually paid a month in advance it is looking better. Ms. Brogan expects savings in Programs of about \$8,000, savings in Facilities of \$74,000, and overspending in Technical Services of about \$43,000. Total savings projected for year-end are \$133,000 which is about \$84,000 better than last year's projections. This estimate is included in the Public Hearing 2015 Budget and will be updated one more time before the final budget is adopted.

Revenue in the Capital Project Fund included grants from the Gates Family Foundation for \$85,000, Temple Hoyne Buell for \$10,000, and the Board of Water Works for \$5,000. The library also received a check from Pueblo County for \$13,691 in payment of their share of the improvement costs for Cibola Road at the Greenhorn Valley Library. There was also \$143 in interest.

Expenditures for the building projects was \$1,154,400 with construction invoices for July and August as well as architect fees and equipment. Expenditures for Lucero were \$433,760, Giodone \$356,870, and Greenhorn Valley \$363,770. Capital asset expenditures included \$5,398 for the Digitization project and \$5,776 for computers on the 2nd floor remodel project.

The library received the 3rd quarter disbursement to the Chamberlain Fund for \$493.85.

In the Check Summary Report, Ms. Brogan said there are a number of finishing expenses for the new libraries throughout the report, and the big items are prefaced by CP for Capital Projects. There are also supplies such as book trucks that were budgeted in the general operating fund shown without the CP. Ms. Brogan pointed out the payment of \$1,014,775.93 to H.W. Houston Construction. There is a payment to Swanhorst & Company for \$6,400 for the final billing on the 2013 audit, but they will be gearing up for the interim audit for 2014 in the next several weeks. Ms. Brogan said Total Office Solutions was an offshoot of Gobins where the library has contracted for the best deal for office supplies in the past, and there will be several entries and includes supplies for the three new libraries.

Ms. Brogan concluded by reviewing the amounts presented for the Board's approval to include ACH payments of \$102,250.41, Payables of \$1,637,183.79, and Payroll of \$197,947.55 for a total of \$1,937,381.75.

Mr. Miltner noted in the Capital Project Fund the budget for total revenues was \$350,188, but the year-to-date collected was \$407,806. Ms. Brogan said the Board will be asked to approve a Resolution to Amend the Budget because they brought in more than they thought they would, and she just deposited a check for \$25,000 so that will grow.

There was another question whether security was provided by library employees, and Ms. Brogan responded security is provided by contract employees and is shown in Contract Services.

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Mr. Quintana asked if the money from the Chamberlain Fund the Board pledged to the new building projects had been fulfilled. Ms. Brogan said it had, and the fund is now starting to build up again.

Dr. Mancha made a Motion, seconded by Mr. Stuart, that the Library Board approve the October 2014 bills and accept the October 2014 Fund Statement as contained in the November 20, 2014 Board materials.

There being no further discussion, MOTION CARRIED 6-0.

VI. BOARD COMMENT

Mr. Stuart said he had a conversation with Kate Fields from OZ Architecture who told him the Board had made the right decision to build the new libraries when they did because to do the same thing today would cost \$1 million more per library. Mr. Stuart said if the Board were making that decision today, it would have only been able to provide two libraries. It was nice to learn that the Board made the correct decision.

Mr. Stuart said something that was close to his hear were the history walls that came out positively wonderful, and he wanted to personally thank Amy Martin for the work on those, and then the furniture. She has been a true blessing and asset to the library in making these libraries happen, and he wanted to thank her publicly.

Ms. Pickman said at the ribbon cutting for the Greenhorn Valley Library, Jackie Wachob spoke about remembering the bookmobile in Rye, and afterwards, on the history wall she saw a photograph of herself as an 8th grader coming out of the bookmobile.

Dr. Mancha commented on the great publicity. He was particularly impressed with the article in *The Chieftain*. He also complimented Midori Clark and her team.

Mr. Miltner said since Board members are representatives of the public, several people have asked him to speak to the Board about the lack of books in the library. They have noticed many of the books at Books Again have 2013 publishing dates and wonder why those books are already discarded. Mr. Miltner said he appreciated the Director's Report tonight and Rich Poll's presentation which helps him explain this. It was a very good presentation, and he appreciated it and feels more comfortable about fielding those questions.

Dr. Mancha said he had attended a conference in Keystone, and some of the discussion had to do with concerns the public was having with changes in the library. He was thinking about this during the Director's Report. Dr. Mancha said there is a fine line between change and getting too far ahead of the community, and we need to track these concerns. He appreciates the fact that information is doubling, but it is important not to get too far ahead of our community. Dr. Mancha suggested tracking the kinds of concerns that are being raised in order to stay in touch with our community.

Mr. Miltner said in this age of getting everything we want in two minutes, we have to help the community understand the new ways the library operates, and if the book you want has floated to Lamb, people have to be more patient. Dr. Mancha agreed that it is important to educate the public. Mr. Stuart added that we often never hear about the person who finds the exact book they wanted, and the reality is that there are more positives than negatives.

Mr. Quintana said on the idea of weeding, he looks forward to having at least one digital branch. Although he does not want to get rid of all books, where technology is going he expects one branch will be completely digital. Mr. Quintana said we are in a really good place as a library district, and he cannot thank this staff enough for all they are doing. Each one, in their own particular way, make it all come to a wonderful conclusion, and he could not be more pleased with the staff.

VII. PUBLIC COMMENT None

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VIII. OLD BUSINESS None

IX. NEW BUSINESS

A. Announcements

- All libraries will be closed on Thursday, November 27 for Thanksgiving Day. All libraries will close at 6:00 p.m. on Wednesday, November 26.
- The Board of Trustees along with one guest are invited to join staff and volunteers at the 2014 Nesbitt Holiday Party on Saturday, December 13 at 6:30 p.m. in the Ryals Room which will include an Italian buffet dinner. RSVP to Jane Carlsen at 562-5633 by December 1.
- The next regular Work Session is scheduled for Tuesday, December 9, at 3:00 p.m. in the Ryals Room at the Rawlings Library, 100 E. Abriendo.
- The next regular Board meeting is scheduled on Thursday, December 11, at 5:30 p.m. at the Rawlings Library.

B. Action/Discussion Items

1. Board Assessment

Ms. Bregar said Board members have received access to an electronic form. Ms. Bregar asked if Trustees had been able to review the electronic form, and everyone indicated they had. Ms. Bregar said the Board Assessment will be on the December 9 Work Session agenda. Mr. Walker noted that the form can be changed if they need to adjust it. No formal action was required at this time.

2. 2015 PCCLD Closings

Ms. Bregar said the Library Board had approved holiday time off for all employees as listed in the Employee Guidelines for January 1 (New Year's Day), January 19 (Martin Luther King Jr. Day), May 25 (Memorial Day), July 4 (Independence Day), September 7 (Labor Day), November 11 (Veterans' Day), November 26 (Thanksgiving Day), December 24 (Christmas Eve), and December 25 (Christmas Day). The Board discussed the following additional customary closures for 2015 at the November 13, 2014 Work Session: Presidents' Day, Monday, February 16, 2015 (All libraries closed for staff development day); Easter Sunday, April 5, 2015 (no holiday pay); Columbus Day, Monday, October 12, 2015 (All libraries closed for staff development day); Thanksgiving Day Eve at 6:00 p.m. (early closing), Wednesday, November 25, 2015; Sunday, December 20, and Sunday, December 27, 2015 (Sundays before Christmas and New Year holidays) (no holiday pay); New Year's Eve at 6:00 p.m. (early closing), Thursday, December 31, 2015.

Ms. Gairaud made a Motion, seconded by Mr. Miltner, that the Trustees approve the Library closings scheduled in 2015.

There being no further discussion, MOTION CARRIED 6-0.

3. Employee Recognition for 2014 PCCLD Achievement

Ms. Bregar said the Trustees discussed an all-employee recognition for 2014 PCCLD achievement at the November 13 Work Session and made recommendations.

Mr. Walker distributed a draft letter as well as a draft certificate. The letter summarizes the accomplishments, and the second paragraph announces the extra personal day. Mr. Miltner suggested a change to "...we are opening three additional libraries..." to "...we have opened..." based on the date of the letter; however, the date selected was arbitrary. There was additional discussion about the next steps and including names on the certificates.

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Mr. Quintana made a Motion, seconded by Ms. Pickman, that the Board approve an additional personal day for all active PCCLD employees in good standing for achievements made in 2014 to be used in 2015 and accept the letter drafted to announce that award to staff.

There being no further discussion, MOTION CARRIED 6-0.

4. Revision to Bylaws - Agenda

Ms. Bregar said the Trustees discussed a recommendation to include Board Comment as an item of business during its regular meetings. The order of business is included in the Board Bylaws in Article IV, paragraph 6.

Mr. Stuart made a Motion, seconded by Mr. Miltner, that the Board approve the addition of *Board Comment* as part of its regular order of business contained in the Board of Trustees Bylaws.

There being no further discussion, MOTION CARRIED 6-0.

X. ADJOURNMENT

Having completed all the items on the agenda, Ms. Bregar adjourned the meeting upon Motion made by Mr. Quintana at 7:00 p.m.

Respectfully submitted,

Jane Carlsen
Secretary