

MEETING NOTICE: There will be a Regular Meeting of the
Blanchard /Santa Paula Library District Board of Trustees
Tuesday, December 17, 2019, at 5:30 p.m.
Blanchard Community Library, Hardison Room
119 N. 8th St., Santa Paula, CA 93060.

AGENDA

- A. CALL TO ORDER
- B. APPROVAL OF THE ORDER OF THE AGENDA
- C. PRESENTATIONS

- a. Recognition of staff

- D. PUBLIC COMMENT

Public comments are welcomed and encouraged. The President of the Board will acknowledge visitors wishing to speak on a topic not on the regular Board agenda. The Board is prohibited from taking action on any item not part of the printed agenda. When addressing the Library Board, please stand to be recognized by the Board President, state your full name and address, and direct your comments to the entire Library Board.

For members in the audience wishing to speak on an Agenda item, the President will announce the item and request the staff or a Board member to give a brief summary. The Board will have an opportunity to ask questions, following which the President will ask whether anyone else wishes to comment. Then the Board will discuss the item and take the appropriate action.

The Library Board of Trustees requests that speakers conduct themselves with civility and keep in mind the rights and well-being of all members of the Santa Paula community.

- E. ELECTION OF OFFICERS
- F. APPROVAL OF MINUTES
 - a. Approval of Minutes: Regular Meeting of November 19, 2019
- G. REPORTS
 - a. Financial Reports
 - b. Friends of the Library
- H. BOARD/ADMINISTRATION COMMENTS, CONCERNS, HANDOUT
- I. OLD BUSINESS
 - a. Census 2020 (information, discussion, possible action)

J. NEW BUSINESS

- a. Approval of 2019 Library Calendar (information, discussion, possible action)
- b. Approval of 2019 Board of Trustees meeting calendar (information, discussion, possible action)
- c. Job Description for Adult Services Librarian (information, discussion, possible action)
- d. Recommendation of the Human Resources Committee on
 - i. Addition to Complaint/Grievance Procedure in Employee Handbook (information, discussion, possible action)
 - ii. Policy on compensation of staff when the library closes due to natural disaster (information, discussion, possible action)
- e. Annual Evaluation of the District Director (information, discussion, possible action)

K. REPORTS (CONTINUED)

- a. Literacy Services
- b. Public Services
- c. Volunteer Coordinator's Report
- d. District Director's Report
- e. Board Committees
 - i. Finance
 - ii. Human Resources
 - iii. Strategic Plan Teams
 - 1. Visioning/Strategic Plan
 - 2. Fundraising/Grants

L. FUTURE AGENDA ITEMS

M. UPCOMING MEETING DATES

Regular Meeting January 28, 2020

N. ADJOURNMENT

In compliance with the Ralph M. Brown Act and the Americans with Disabilities Act, if you need a disability-related modification, accommodation, or other special assistance to participate in this meeting, please contact Ned Branch, District Director of the Blanchard/Santa Paula Community Library, at 805-525-3615 x102. Notification 48 hours before the meeting will enable reasonable arrangements to be made.

REGULAR MEETING OF DECEMBER 17, 2019
F. APPROVAL OF MINUTES

1. Approval of Minutes
 - a. Regular Meeting of November 19, 2019

	MOVED	SECONDED	YES	NO	ABSTAIN	ABSENT
Coughlin						
Hicks						
Nasalroad						
Phillips						
Sandoval						

REGULAR MEETING OF DECEMBER, 2019

MINUTES of the Regular Meeting of the Blanchard/Santa Paula Library District Board of Trustees, Tuesday, November 19, 2019

CALL TO ORDER---The Meeting was called to order at 5:33 p.m. by Board President Tim Hicks. Board members Daniel Sandoval, Nancy Nasalroad and Laura Phillips were in attendance. Maureen Coughlin arrived at 5:53 p. m. District Director Ned Branch was present. A quorum was established.

APPROVAL OF THE ORDER OF AGENDA---(Phillips/Nasalroad, 4-0).

PUBLIC COMMENT ON NON-AGENDA ITEMS---None.

CONSENT CALENDAR---The *Minutes* of the Regular Meeting of October 22, 2019, were approved as corrected (Phillips/Nasalroad, 4-0).

REPORTS---Director Branch presented the *Financial Statements and Budget*. The issues with the health insurance and retirement contributions from the previous budget were corrected. The \$10,000 over-budget in Operations was from the RFID project, the Zip Books program and the Maker-Space expenditures. Much of this will be reimbursed from grants. The property tax revenue is above expected. The \$22, 000 from the City of Santa Paula wasn't recorded in Reimbursement DIF. The City Funds Schedule hasn't been updated. The Financial statements were received and filed (Phillips/Nasalroad, 5-0). Trustee Phillips reported for the *Friends* that they had their 2020 Board elections and party. Linda Wilkinson will be treasurer, Ari Larson will be youth services. Twenty-five members attended, checks were given to the Literacy program and to Olivia for the Summer Reading Program, Family events and her new Elementary Book Club. They hope to donate to Justin's programs too. They have over \$400,000. Sierra Whiting from the school district thanked the Friends for all the books given out at their Back to School events. Volunteers were honored, especially Linda Wilkinson and Ellen Ruby for around 300 hours of service. December half priced books will be any to do with holidays and coffee table books.

BOARD/ADMINISTRATION COMMENTS, CONCERNS, HANDOUTS--- Trustee Sandoval attended the LCAP, Local Control Accountability Plan and reported that the school district is deeply in debt and enrollment is down. Trustee Coughlin shared information on the culling and selling of unwanted Library artwork. Items were given to the Friends. John Nichols will be selling others for a 30% consignment, and if things don't move, he will put them in online auctions for about 50% consignment. An ⁵ auction house has expressed interest in the Asian

MINUTES of the Regular Meeting of the Blanchard/Santa Paula Library District Board of Trustees, Tuesday, November 19, 2019

incense burner but Trustee Phillips wants to reconsider its sale. Trustee Nasalroad found an interesting book display case at a museum.

OLD BUSINESS---none.

NEW BUSINESS---The Board agreed to support the *Census 2020* with in-kind help and offering our location for a kiosk or as a center, but not monetarily (Coughlin/Phillips, 5-0). Trustee Sandoval will be the Library liaison.

REPORTS CONT. ---

District Director's Report: Director Branch is rescheduling the Community Conversation for December, the Library has a table at the Latino Town Hall dinner, staff has finished a Library management course, Marilyn Appleby has submitted some drawings for a new event center building and Chris Wilson will check on ordinances concerning tree removal. The Library will be featured in a film on rural libraries, all but 3 staff have completed the harassment training and staff evaluations should be complete by the end of the year.

Board Committees:

i. ***Finance***

ii. ***Human Resources*** -A meeting will be scheduled in December.

iii. ***Strategic Plan Teams***

1. Visioning/Strategic Plan - Trustee Phillips will prepare a 5 year summary in January. Director Branch suggested publishing an annual report of all the Library has done.

2. Fundraising/Grants - Trustee Nasalroad is hoping to arrange for a Tea Party with Carol Hardison in January. Carol had donated \$250 to the Friends for historical western books in memory of Margaret Ely Davidson.

FUTURE AGENDA ITEMS---The Board agreed to include the following in future Agendas:
Director Evaluation and Contract

UPCOMING MEETING DATE---The next Meeting will be on Tuesday, December 17, 2019, at 5:30 p.m.

ADJOURNMENT---The Meeting was adjourned at 6:51 p.m. (Sandoval/Nasalroad, 5-0).

MINUTES of the Regular Meeting of the Blanchard/Santa Paula Library District Board of Trustees, Tuesday, November 19, 2019

Library Board Clerk

ATTEST:

District Director

G(a) REPORTS: FINANCIAL REPORTS

1. Receive and file November 2019 financial reports

	MOVED	SECONDED	YES	NO	ABSTAIN	ABSENT
Coughlin						
Hicks						
Nasalroad						
Phillips						
Sandoval						

BLANCHARD COMMUNITY LIBRARY
FINANCIAL STATEMENTS
and Supplementary Schedules

November 30, 2019

BLANCHARD COMMUNITY LIBRARY

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BLANCHARD COMMUNITY LIBRARY
STATEMENT OF ASSETS, LIABILITIES AND FUND BALANCE
MODIFIED ACCRUAL BASIS
November 30, 2019

ASSETS

		CURRENT ASSETS	
CASH		\$1,305,235	
RESTRICTED CASH		309,678	
		<u> </u>	\$ 1,614,913
PREPAID EXPENSES		8,682	
TOTAL CURRENT ASSETS		<u> </u>	\$ 1,623,595
FIXED ASSETS NET OF ACCUMULATED DEPRECIATION			<u>746,091</u>
TOTAL ASSETS			<u><u>\$2,369,686</u></u>

LIABILITIES AND FUND BALANCES

		LIABILITIES	
ACCOUNTS PAYABLE		\$10,830	
ACCRUED PAYROLL EXPENSE		5,895	
DEFERRED REVENUE		40,000	
TOTAL LIABILITIES		<u> </u>	\$56,725
		FUND BALANCES	
GENERAL FUND		1,257,192	
FIXED ASSET FUND		746,091	
RESTRICTED FUNDS		309,678	
TOTAL FUND BALANCE		<u> </u>	<u>2,312,961</u>
TOTAL LIABILITIES AND FUND BALANCE			<u><u>\$2,369,686</u></u>

BLANCHARD COMMUNITY LIBRARY

COMPARATIVE STATEMENT OF REVENUE AND EXPENSES

FOR THE MONTH AND PERIOD ENDED NOVEMBER 30, 2019
MODIFIED ACCRUAL BASIS

	NOVEMBER			YEAR TO DATE		
	MONTH ACTUAL	MONTH BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
REVENUE						
PROPERTY TAX	\$4,654	\$230		\$247,330	\$229,086	7.96%
LIBRARY OPERATIONS	481	200	140.50%	3,253	1,000	225.30%
DONATIONS	5,114	2,083	145.51%	7,993	10,417	-23.27%
GRANTS				\$55,500	\$48,000	
	<u>\$10,249</u>	<u>\$2,513</u>		<u>\$314,076</u>	<u>\$288,503</u>	8.86%
EXPENSES						
PERSONNEL	\$53,594	\$55,055	-2.65%	\$275,000	\$259,171	6.11%
OPERATIONS	10,422	12,342	-15.56%	83,427	75,708	10.20%
ADMINISTRATIVE	5,098	6,016	-15.26%	27,638	40,079	-31.04%
FACILITIES	8,222	5,288	55.48%	29,447	26,438	11.38%
	<u>\$77,336</u>	<u>\$78,701</u>	-1.73%	<u>\$415,512</u>	<u>\$401,396</u>	3.52%
NET INCOME (LOSS)	<u>\$(67,087)</u>	<u>\$(76,188)</u>		<u>\$(101,436)</u>	<u>\$(112,893)</u>	-10.15%
NON BUDGETED INCOME (EXPENSES)						
DEFERRED REVENUE		\$6,667			\$33,335	
REIMBURSEMENT DIF		2,500		1,426	\$12,500	
INVESTMENT INTEREST	1,538			1,538		
ELECTIONS						
CAPITAL OUTLAY					\$40,000	
NET AFTER NON BUDGETED ITEMS	\$ (65,549)	\$(67,021)	-80.73%	\$(98,472)	\$(67,058)	

SUPPLEMENTARY SCHEDULES

BLANCHARD COMMUNITY LIBRARY

SCHEDULE OF CASH BALANCES

11/30//2019

COUNTY	\$886,826	
SANTA PAULA CITY	96,705	1
BUILDING FUND	76,276	1
BLAKE	55,455	1
LITERACY	81,242	1
BOOK TRUST	15,879	
GENERAL FUND	25,932	
WELLS FARGO	376,185	
OTHERS	413	
TOTAL CASH	<u>\$1,614,913</u>	

1 Restricted 309,678

Other Unrestricted 1,305,235

BLANCHARD COMMUNITY LIBRARY
COMPARATIVE
STATEMENT OF REVENUE AND EXPENSE
MODIFIED ACCRUAL BASIS
FOR THE PERIOD ENDED

	11/30/18	11/30/19	YTD BUDGET	ANNUAL BUDGET
REVENUE				
PROPERTY TAX	\$257,960	\$247,330	\$ 229,086	\$ 789,538
LIBRARY OPERATIONS	4,940	3,253	1,000	2,400
DONATIONS	33,901	7,993	10,417	40,000
GRANTS	45,700	55,500	48,000	61,000
TOTAL REVENUE	<u>\$342,501</u>	<u>\$314,076</u>	<u>\$288,503</u>	<u>\$892,938</u>
EXPENSES				
PERSONNEL				
WAGES	177,804	198,792	185,522	464,016
RETIREMENT	26,588	32,945	30,460	74,393
HEALTH INSURANCE	25,890	26,631	25,980	62,344
PAYROLL TAX	14,092	15,880	15,961	38,997
EMPLOYEE BENEFIT	962	752	1,248	2,295
	<u>245,336</u>	<u>275,000</u>	<u>259,171</u>	<u>642,045</u>
OPERATIONS				
LIBRARY NETWORK	29,695	40,457	34,000	68,000
PUBLICITY	798	1,354	2,917	7,000
MEMBERSHIPS	3,556	719	2,083	5,000
ACQUISITIONS	11,927	17,351	19,500	39,800
PROGRAMS	6,875	19,000	11,459	27,500
COMPUTER SERVICE	3,783	65	2,833	6,800
BOOK BINDING	909	778	833	2,000
ADVERTISING	956	-		
TRAVEL	1,993	3,703	2,083	5,000
	<u>60,492</u>	<u>83,427</u>	<u>75,708</u>	<u>161,100</u>
ADMINISTRATIVE				
ADVERTISING			104	250
BANK CHARGES	194	174	167	400
COMPUTER NETWORK	3,100	381	2,500	6,000
INSURANCE	4,556	5,454	5,454	13,089
OFFICE EXPENSE	2,001	3,029	4,167	10,000
TELEPHONE	1,149	1,152	1,250	3,000
PLANNING			5,000	6,000
POSTAGE	433	526	313	750
PRINTING	815	1,632	1,125	2,700
PROFESSIONAL FEES	11,469	14,690	19,166	30,000
STAFF DEVELOPMENT	12	600	833	2,000
	<u>23,729</u>	<u>27,638</u>	<u>40,079</u>	<u>74,189</u>
FACILITIES				
BUILDING MAINTENANCE	4,529	9,926	7,708	18,500
JANITORIAL	3,454	3,350	4,167	10,000
UTILITIES	18,548	16,171	14,563	34,950
	<u>26,531</u>	<u>29,447</u>	<u>26,438</u>	<u>63,450</u>
TOTAL EXPENSES	<u>356,088</u>	<u>415,512</u>	<u>401,396</u>	<u>940,784</u>
NET INCOME (LOSS)	<u>\$(13,587)</u>	<u>\$(101,436)</u>	<u>\$(112,893)</u>	<u>\$(47,846)</u>
NON BUDGETED INCOME (EXPENSES)				
DEFERRED REVEUNE			33,335	40,000
REIMBURSEMENT DIF		1,426	12,500	30,000
INVESTMENT INTEREST		1,538		
ELECTION COSTS				
CAPITAL OUTLAY			40,000	
NET AFTER NON BUDGETED ITEMS	<u>\$(13,587)</u>	<u>\$(98,472)</u>	<u>\$(67,058)</u>	<u>\$(17,846)</u>

BLANCHARD COMMUNITY LIBRARY
SCHEDULE OF ACCOUNTS PAYABLE

November 30, 2019

Due to Friends of the Library	\$	467
Credit Card		6,922
Baker & Taylor		1,867
Document Systems		1,211
LA Times		110
Others		253
Total	\$	<u>10,830</u>

BLANCHARD COMMUNITY LIBRARY

CITY FUNDS TRANSACTION

	June 30, 2016	BALANCE
		\$176,201.02
TRANSACTIONS		
	INTEREST	276.73
	INTEREST	249.90
	INTEREST	258.06
	MR 6847	2,014.00
	MR 6891	2,014.00
	MR 6921	4,028.00
	MR 6940	4,028.00
	MR 7181	2,014.00
	MR 7187	2,014.00
3.06.17	CHECK	(4,310.97)
6.26.17	CHECK	(2,691.96)
7.17.17	CHECK	(96.00)
4.15.17	INTEREST	324.37
7.15.17	INTEREST	382.03
8.14.17	MR 7308	2,014.00
10.15.17	INTEREST	483.94
12.11.17	CHECK	(3,491.15)
3.19.18	MR 7614	24,831.73
3.29.18	147 VIEW DR	2,233.73
7.02.18	CHECK	(3,376.63)
7.15.18	INTEREST	854.87
10.04.18	CHECK	(76,977.00)
10.15.18	INTEREST	927.07
10.31.18	CHECK	(17,117.00)
1.15.19	INTEREST	632.26
4.15.19	INTEREST	680.58
6.20.19	MR 32282	744.57
8.21.19	CHECK	(22,441.40)
		<u>(79,496.27)</u>
		<u><u>\$96,704.75</u></u>

BLANCHARD COMMUNITY LIBRARY

ASSET ADDITIONS

IMPROVEMENTS

BATHROOM REMODEL	94,795	From construction in progress
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EQUIPMENT

RFID	29,019	From network charges
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**Blanchard/Santa Paula Library District
General Fund Deposit Detail
November 2019**

Type	Num	Date	Name	Memo	Account	Class	Amount
Deposit		11/07/2019			General Fund		38.60
				Circulation desk week of 10/28/...		General Fund	-21.50
				Circulation desk week of 10/28/...		Friends of the Library	-17.50
				Circulation desk week of 10/28/...		General Fund	0.40
TOTAL							-38.60
Deposit		11/18/2019			General Fund		23.32
Sales Receipt	272	11/18/2019	State of California - Victim ... Donald E & Bettie C Wheat		Restitution 1499.10 - Undeposited Funds	General Fund General Fund	-19.32 -4.00
TOTAL							-23.32
Deposit		11/19/2019			General Fund		294.75
TOTAL							-294.75
Deposit		11/19/2019			General Fund		70.85
TOTAL							0.00
Deposit		11/19/2019			General Fund		70.85
TOTAL							-70.85
Deposit		11/19/2019			General Fund		36.75
TOTAL							-36.75
Deposit		11/25/2019			General Fund		4,400.00
TOTAL							-300.00
							-2,000.00
							-1,500.00
TOTAL							-4,400.00
General Journal	JE-9	11/25/2019			To reimburse General Fund f... General Fund	Building Fund General Fund	8,000.00 -8,000.00
TOTAL							-8,000.00

Blanchard/Santa Paula Library District
 General Fund Deposit Detail
 November 2019

10:41 AM
 12/12/19

Type	Num	Date	Name	Memo	Account	Class	Amount
Deposit		11/27/2019		Deposit	General Fund		54.75
				Circulation desk cash receipts ...	Fines	General Fund	-36.75
				Deposit	2510 - Due to Friends of the Library (Money receiv...	Friends of the Library	-18.00
TOTAL							-54.75

Blanchard/Santa Paula Library District
Monthly General Fund Check Detail
November 2019

Num	Date	Name	Memo	Account	Paid Amount
	11/04/2019		credit card fees	General Fund	
			credit card fees	Bank Charges	-76.29
TOTAL					-76.29
	11/19/2019		Deposit	General Fund	
TOTAL					0.00
EFT	11/01/2019	Blanchard Community Library	Funds transfer for payroll pay date 11/7/19	General Fund	
			Funds transfer for payroll pay date 11/7/19	Payroll (Checking Account - Payroll)	-20,000.00
TOTAL					-20,000.00
EFT	11/07/2019	Calif. Public Employees' Retire...	Health Insurance November 2019	General Fund	
			November	PERS Group Health Insurance	-5,049.33
TOTAL					-5,049.33
EFT	11/07/2019	Calif. Public Employees' Retire...	Cal Pers PEPPRA Contribution for pay period...	General Fund	
			Cal Pers PEPPRA Contribution for pay period 10...	CALPERS (Payee Account - Employee Dedu...	-1,259.72
TOTAL					-1,259.72
EFT	11/07/2019	Calif. Public Employees' Retire...	Cal Pers Classic 817 for the period of 10/06/...	General Fund	
			Cal Pers Classic 817 for the period of 10/06/19...	CALPERS (Payee Account - Employee Dedu...	-332.02
TOTAL					-332.02
EFT	11/20/2019	Blanchard Community Library	Funds transfer for payroll pay date 11/21/19	General Fund	
			Funds transfer for payroll pay date 11/21/19	Payroll (Checking Account - Payroll)	-20,000.00
TOTAL					-20,000.00
EFT	11/25/2019	Calif. Public Employees' Retire...		General Fund	

Blanchard/Santa Paula Library District Monthly General Fund Check Detail November 2019

10:42 AM
12/12/19

Num	Date	Name	Memo	Account	Paid Amount
TOTAL			November PEPPRA Unfunded Accrued Liability November Classic Unfunded Accrued Liability PEPPRA retirement 10/20/19-11/2/19 Classic retirement 10/20/19-11/2/19	PERS Retirement (Contribution Account - Re... PERS Retirement (Contribution Account - Re... PERS Retirement (Contribution Account - Re... PERS Retirement (Contribution Account - Re...	-157.36 -4,286.37 -1,284.75 -301.16 -6,009.64
10581	11/11/2019	Sparkletts	26410174648715	General Fund	
TOTAL			October cooler rental/Oct & Nov delivery	Office Expense	-64.24 -64.24
10582	11/11/2019	Unique Management Services, I...	Invoice #561329	General Fund	
TOTAL			October placements	Collection Services	-62.65 -62.65
10583	11/11/2019	Landscape Valley	Landscape Maintenance for October 2019	General Fund	
TOTAL			Landscape Maintenance for October 2019	Grounds Maintenance	-305.00 -305.00
10584	11/11/2019	Noteworthy Puppets, Inc	Invoice #00475	General Fund	
TOTAL			Invoice #00475	Children's Programs	-375.00 -375.00
10585	11/11/2019	Santa Paula Glass Company	Invoice #2312	General Fund	
TOTAL			changed out closer	Building Maintenance	-105.00 -105.00
10586	11/11/2019	Athens Environmental	A20004977	General Fund	
TOTAL			November trash & recycle service	Trash	-198.69 -198.69
10587	11/11/2019	Midwest Tape	Invoice #97917202	General Fund	

Blanchard/Santa Paula Library District
Monthly General Fund Check Detail
 November 2019

Num	Date	Name	Memo	Account	Paid Amount
			Invoice #97917202	Children's AV	-19.58
TOTAL					-19.58
10588	11/11/2019	Peterson's	Inv-2249069	General Fund	
			Inv-2249069	General	-33.81
TOTAL					-33.81
10589	11/11/2019	City of Santa Paula (067500-00)	111-067500-00	General Fund	
			Fire service charge 9/24/19 to 10/24/19	Water and Sewer	-71.53
TOTAL					-71.53
10590	11/11/2019	City of Santa Paula (067000-00)	111-067000-00	General Fund	
			Water & sewer service 9/24/19 to 10/24/19	Water and Sewer	-370.91
TOTAL					-370.91
10591	11/11/2019	Mitchell Fire Protection	Invoice #001252	General Fund	
			Invoice #001252	Building Maintenance	-600.00
TOTAL					-600.00
10592	11/11/2019	SocCalGas	Acct #151 414 1668 3	General Fund	
			gas charges 10/1/19 to 10/30/19	Gas	-18.52
TOTAL					-18.52
10593	11/11/2019	Kelly Cleaning & Supplies	Invoice #45294275	General Fund	
			Janitorial services for November	Janitorial Services & Supplies	-670.00
TOTAL					-670.00
10594	11/11/2019	Amazon Capital Services	Invoice # 1JNM-7RNQ-NG3V	General Fund	
					-670.00

Blanchard/Santa Paula Library District Monthly General Fund Check Detail

November 2019

Num	Date	Name	Memo	Account	Paid Amount
TOTAL			Invoice # 1JNM-7RNO-NG3V	Children's Programs	-23.49
					-23.49
10595	11/18/2019	Amazon Capital Services	Invoice #17CP-FMKL-3LL4	General Fund	-8.12
TOTAL			Invoice #17CP-FMKL-3LL4	Adult AV	-8.12
					-8.12
10596	11/18/2019	Western Exterminator Company	Invoice #7548003	General Fund	
TOTAL			Invoice #7548003	Pest Control	-112.00
					-112.00
10597	11/18/2019	Frontier Communications	805-525-2384-012885-5	General Fund	
TOTAL			Phone service 11/10/19 to 12/9/19	Telephone Expense	-227.50
					-227.50
10598	11/18/2019	Aguilar's Tree Service	Invoice #225	General Fund	
TOTAL			Tree maintenance 11/13, 11/14/19	Grounds Maintenance	-4,200.00
					-4,200.00
10599	11/18/2019	Stephen McFadden CPA	Invoice 5912	General Fund	
TOTAL			accounting service for October 2019	Accounting Fees (Outside (non-employee) ac...	-834.50
					-834.50
10600	11/18/2019	ELM USA, Inc.	Invoice #26125	General Fund	
TOTAL			Invoice #26125	Book Binding/Mending	-35.85
					-35.85
10601	11/25/2019	Amazon Capital Services		General Fund	
1MV1...	11/18/2019			Adult AV	-17.31

Blanchard/Santa Paula Library District
Monthly General Fund Check Detail
 November 2019

Num	Date	Name	Memo	Account	Paid Amount
1YM...	11/20/2019			Adult AV	-48.10
TOTAL					-65.41
10602	11/25/2019	Ned Branch	Monthly health insurance reimbursement	General Fund	-502.38
	11/01/2019		Monthly health insurance reimbursement	PERS Group Health Insurance	-502.38
TOTAL					-502.38
10603	11/25/2019	Franklin Haynes Marionettes	Holiday family evening event	General Fund	-400.00
50553	11/25/2019		Holiday family evening event	Children's Programs	-400.00
TOTAL					-400.00
10604	11/25/2019	Black Gold Cooperative Library...		General Fund	-107.27
20-120	11/01/2019		CollectionHQ renewal	Collection Services	-225.80
			Envisionware mobile printing	W/FI Hot Spots	-1,293.88
				Network Services/ILS	-776.96
				Network Services/ILS	-2,343.71
TOTAL					-2,343.71
10605	11/25/2019	Neopost	60783370-3896911	General Fund	-50.00
Santa...	11/25/2019		Postage	Postage	-50.00
TOTAL					-50.00
10606	11/25/2019	Southern California Edison	2-03-984-8064	General Fund	-1,570.88
	11/25/2019		10/18/19-11/19/19	Electricity	-1,570.88
TOTAL					-1,570.88

REGULAR MEETING OF DECEMBER 17, 2019
H. BOARD/ADMINISTRATION COMMENTS, CONCERNS, HANDOUTS

REGULAR MEETING OF DECEMBER 17, 2019
J(a) NEW BUSINESS: 2019 LIBRARY CALENDAR

Attached is the proposed schedule of holidays for 2020.

RECOMMENDATION: Approve the proposed schedule of holidays for 2020.

	MOVED	SECONDED	YES	NO	ABSTAIN	ABSENT
Coughlin						
Hicks						
Nasalroad						
Phillips						
Sandoval						

2019 LIBRARY HOLIDAY / JURISDICTION-WIDE CLOSURE SCHEDULE

2020 LIBRARY HOLIDAY / JURISDICTION-WIDE CLOSURE SCHEDULE

Updates posted at www.ats.blackgold.org > General Staff Resources
 Subject to change Holidays/closures at bottom of page affect individual jurisdictions only.



HOLIDAY	PASO ROBLES* closed Sunday	SAN LUIS OBISPO* closed Sunday	SANTA MARIA* closed Sunday	LOMPOC* closed Sunday	GOLETA	SANTA BARBARA*	SANTA PAULA* closed Fri/Sun	BLACK GOLD closed Sat/Sun
Wednesday, Jan 1 New Year's Day	closed	closed	closed	closed	closed	closed	closed	closed
Monday, Jan 20 Martin Luther King, Jr.	closed	closed	OPEN	closed	closed	closed	closed	closed
Monday, Feb 17 Presidents' Day	closed	closed	OPEN	closed	closed	closed	closed	closed
Sunday, April 12 Easter	closed	closed	closed	closed	OPEN	OPEN	closed	closed
Monday, May 25 Memorial Day	closed	closed	closed	closed	closed	closed	closed	closed
Saturday, July 4 Independence Day	closed	closed	closed	closed	closed	closed	closed	closed
Monday, Sept 7 Labor Day	closed	closed	closed	closed	closed	closed	closed	closed
Monday, Oct 12 Columbus Day	OPEN	closed	OPEN	OPEN	OPEN	OPEN	OPEN	OPEN
Wednesday, Nov 11 Veterans' Day	closed	closed	OPEN	closed	closed	OPEN	OPEN	OPEN
Thursday, Nov 26 Thanksgiving	closed	closed	closed	closed	closed	closed	closed	closed
Friday, Nov 27 Day after Thanksgiving	closed	closed	closed	closed	closed	closed	closed	closed
Thursday, Dec 24 Christmas Eve	OPEN	OPEN	OPEN	closed	closed	closed	closed	OPEN
Friday, Dec 25 Christmas	closed	closed	closed	closed	closed	closed	closed	closed
Thursday, Dec 31 New Year's Eve	OPEN	OPEN	OPEN	closed	closed	closed	closed	OPEN
Friday, Jan 1, 2021 New Year's Day	closed	closed	closed	closed	closed	closed	closed	closed

created 10.08.18

Locator: Manager\Admin\Holiday\Info\2020.LibraryHolidaySchedule

Holidays/closures that affect individual jurisdictions:

*PR Closed these Saturdays: May 18 "Wine Festival"; Oct. 12 "Pioneer Day" & Nov 30 Sat after Thanksgiving

*SLO Closed for Lincoln's birthday 2/12

SM Closes at 5pm on Nov. 27th; Dec. 24th and Jan. 31st

*SB Closed for César Chávez Day 4/1

*LM Closes at 5pm on 11/27; Closed Saturday after Thanksgiving 11/30; Dec. 23-28; Dec 31st closes at 5 pm.

10/24

REGULAR MEETING OF DECEMBER 17, 2019
 J(b) NEW BUSINESS: BOARD MEETING CALENDAR FOR 2020

The Board generally meets on the fourth Tuesday of each month for its regular meeting except those months in which holidays make the week difficult. Proposes the following meeting calendar for 2020.

RECOMMENDATION:

Board of Trustees meetings at 5:30 on the following dates:

- January 28
- February 25
- March 24
- April 28
- May 26
- June 23
- July 28
- August 25
- September 22
- October 27
- November 17 (Thanksgiving is November 26)
- December 22

	MOVED	SECONDED	YES	NO	ABSTAIN	ABSENT
Coughlin						
Hicks						
Nasalroad						
Phillips						
Sandoval						

REGULAR MEETING OF DECEMBER 17, 2019

J(c) NEW BUSINESS: JOB DESCRIPTION FOR ADULT SERVICES LIBRARIAN

The Director and the Adult Services Librarian have revised the job description for the Adult Services Librarian

RECOMMENDATION: Approve the revised job description for the Adult Services Librarian.

	MOVED	SECONDED	YES	NO	ABSTAIN	ABSENT
Coughlin						
Hicks						
Nasalroad						
Phillips						
Sandoval						



Blanchard / Santa Paula Library District

Adult Services Librarian

FLSA Category: non-exempt	Reports to: District Director
Rev Date:	Approved by:

Job Summary:

Under the supervision of the District Director, the Adult Services Librarian performs responsible and varied administrative and professional library work related to planning, organizing, and directing the activities of the Adult Services Department. The Adult Services Librarian supervises the entire library, including personnel and facilities, in the absence of the District Director and the Children's Services Librarian.

Primary Responsibilities:

- Assists with the development and implementation of programs, strategies and methodologies to increase customer awareness of library resources and improve the overall user experience.
- Continuously develops a strong knowledge of the library collection and materials to identify and employ strategies for meeting customer needs, enriching the library's collections, and correcting deficiencies.
- Develops, coordinates and implements innovative, age-appropriate programs and outreach for adult patrons.
- Attends conferences, workshops, and meetings and reads professional literature to stay informed on issues related to adult library services.
- Takes advantage of state and regional opportunities for continuing education to keep knowledge of library practices and procedures current.
- Serves on professional and community committees, as requested, to advance the library and the library profession.
- Establishes and maintains working relationships and partnerships with community organizations, groups and individuals, including outreach and programming

Education and Experience:

- Master's Degree in Library Science or Information Science from a program accredited by the ALA.
- Three or more years of progressively responsible library experience preferred.

Job Knowledge, Skills and Abilities:

- Working knowledge of modern library operations, policies and procedures, methods, practices and materials.
- Knowledge of reference sources and research techniques.
- Knowledge of database and online reference sources.
- Knowledge of and skill in operating office equipment, including personal computer and computer programs including word processing applications.
- Ability to provide and follow oral and written instructions and procedures.
- Ability to assist patrons in a cheerful efficient manner.
- Ability to effectively resolve conflict.
- Ability to establish and maintain positive, effective working relationships with other employees and the public.

Physical Demands:

- Lift, move, and carry library books, materials, tables, chairs, equipment, and other items up to 40 pounds.
- Walk or stand up for extended periods.
- Stoop, bend or kneel for extended periods.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

REGULAR MEETING OF DECEMBER 17, 2019

J(d) NEW BUSINESS: HUMAN RESOURCE COMMITTEE RECOMMENDATIONS FOR ADDITION TO COMPLAINT/GRIEVANCE PROCEDURE AND FOR POLICY ON COMPENSATION OF STAFF

The Human Resource Committee met on December 4 to consider

- i. Addition to Complaint/Grievance Procedure in Employee Handbook
The draft of the recommended change is attached.
- ii. Policy on compensation of staff when the library closes due to natural disaster
The committee recommends compensating staff for the hours they would ordinarily work if/when the library closes due natural disaster or other catastrophe for a limited time. The committee wanted the input of other Board members on the matter of how long such compensation would last.

RECOMMENDATION: None

	MOVED	SECONDED	YES	NO	ABSTAIN	ABSENT
Coughlin						
Hicks						
Nasalroad						
Phillips						
Sandoval						

1.1 COMPLAINT/GRIEVANCE PROCEDURE

The District has established a procedure designed to provide all personnel with a means of recourse when they feel they have not been treated in accordance with the District's policy.

Any employee complaint should be discussed with the District Director within ten calendar days of the occurrence of the problem creating the grievance. The Director will make a concerted effort to resolve the grievance in a timely fashion.

In the event that the complaint is a matter involving the District Director, should be addressed to the Board of Trustees' Human Resource Committee.

REGULAR MEETING OF DECEMBER 17, 2019

K(a) REPORTS: LITERACY SERVICES



ADULT LITERACY

BOARD REPORT FOR DECEMBER, 2019

Mommy & Me Literacy Christmas Celebration

Wednesday 11:30-1:00
(In the childcare room)

Ms. Jeri will demonstrate 2 books!
Night of Las Posadas and *Abuela!*
Give your children Words! Words! Words!
We will prepare ginger cookie dough.
Vamos a preparar masa para galletas de jengibre!

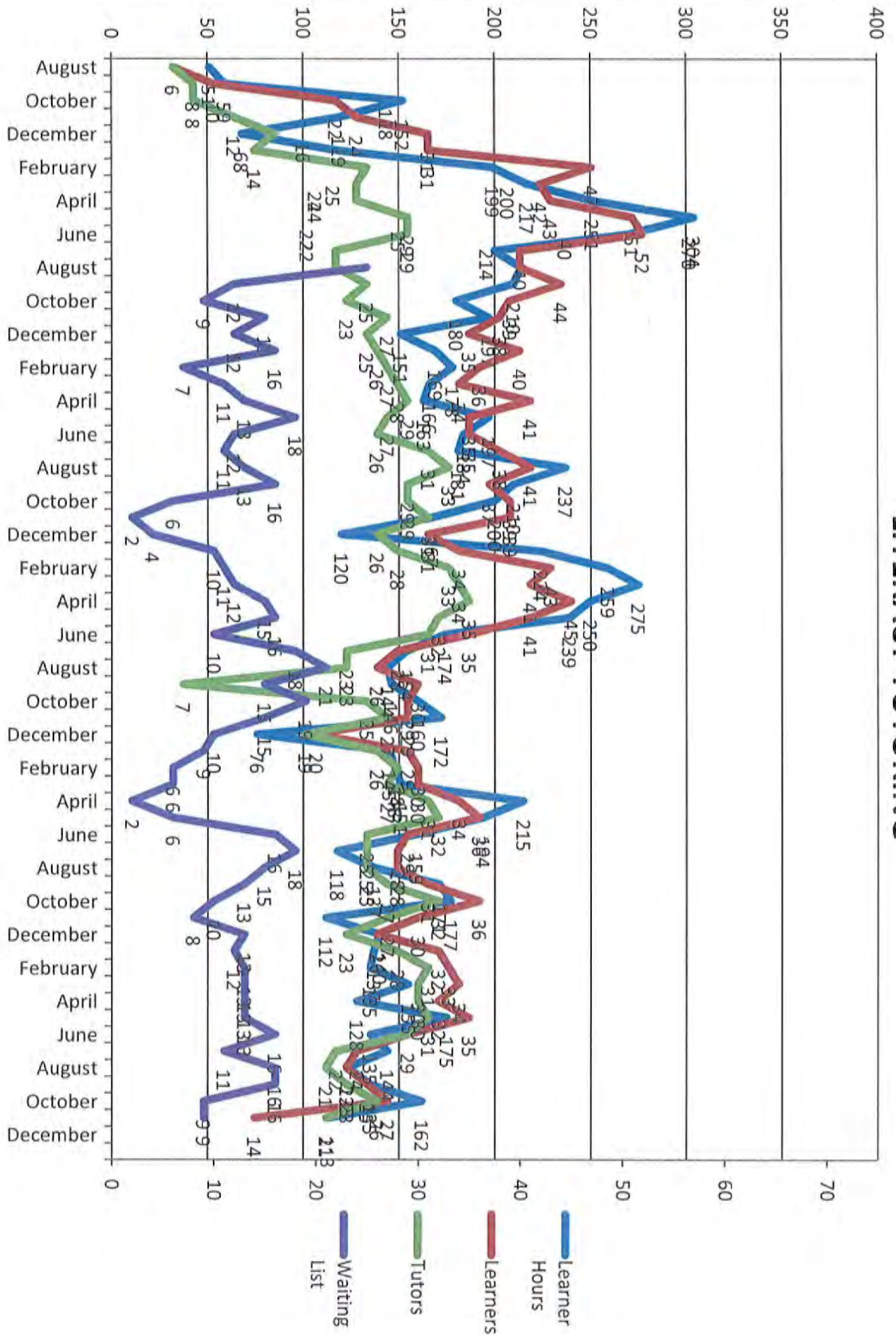


Thursday 11:30-1:30: **CONVIVIO! (POTLUCK!)**
(At the Presbyterian Church across the street)

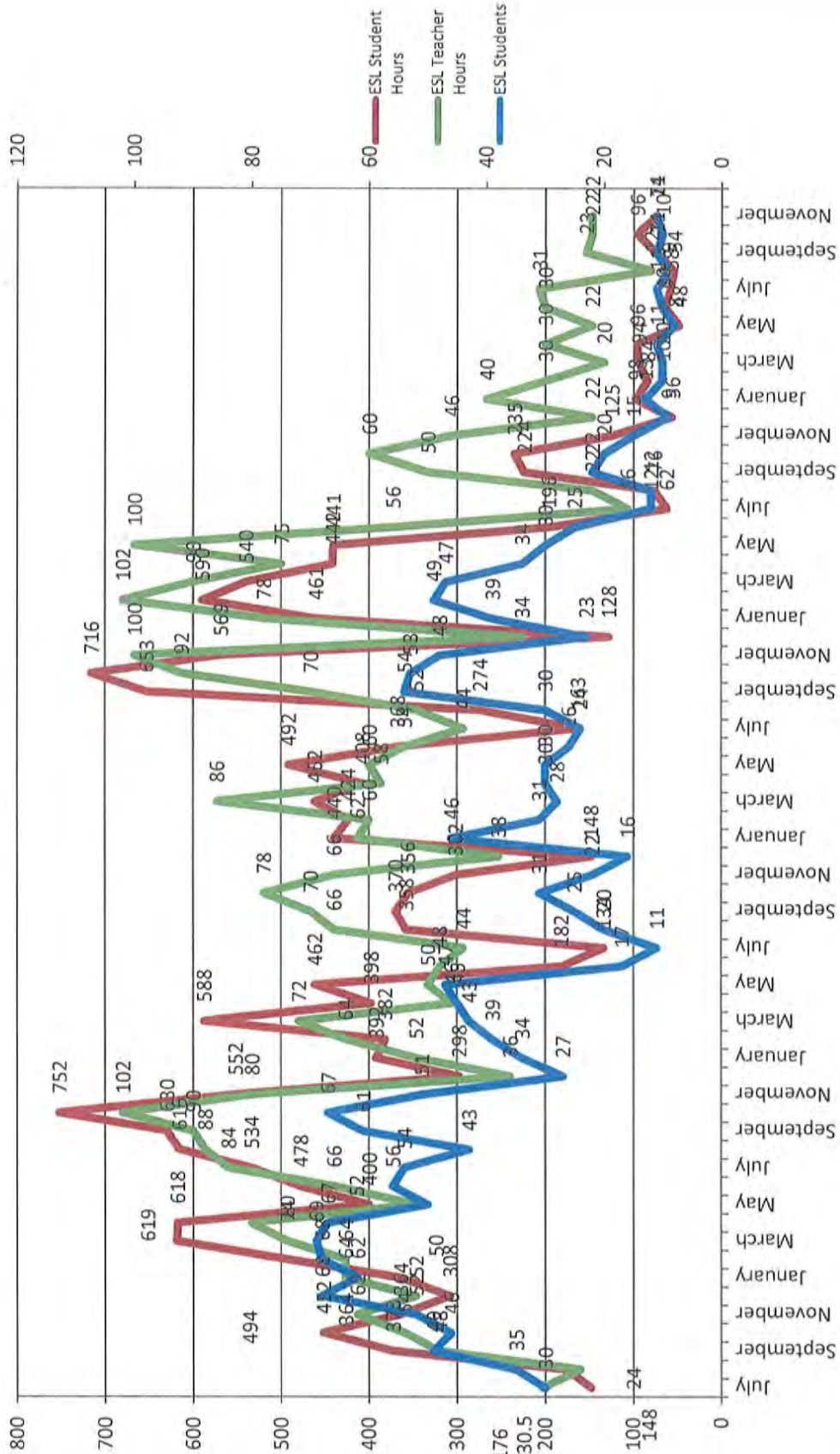
We are going to bake and decorate the gingerbread cookies.
Certificates for the students for the end of the first session.
Vamos a hornear y decorar las galletas y entrega de certificados a los estudiantes! Plus Convivio!



LITERACY TUTORING



ESL CLASSES



REGULAR MEETING OF DECEMBER 17, 2019
K(b) REPORTS: PUBLIC SERVICES

November 2019 Adult Programs and Events

CSU Channel Islands professors Jose Alamillo and Nicholas Centino followed a special screening of 1974 neo-noir mystery, *Chinatown*, with their presentation titled *Race, Water & the Power of Film from the St. Francis Dam Disaster to the Era of #metoo*. Dates have been selected for the Spring lecture series.

Our Family Movies en Español featured the live-action version of *The Lion King*. Next month we will feature the 2018 version of *The Grinch*.

Our Third Thursday movie showing featured *Blinded by the Light*, a comedic musical that follows a Pakistani teenager living in London who finds recognition and inspiration in Bruce Springsteen's music in 1987. Next month will feature the theatrical finale to the popular PBS period series, *Downton Abbey*.

The Blanchard Community Book Club will be taking a holiday break until January, when the group will be discussing Gail Honeyman's NY Times bestselling novel, *Eleanor Oliphant Is Completely Fine*. Our selected title is also available to read on demand on any of our recently acquired Kindle Fires.

Program Name	Description	Audience	Attendance	Date	Start
Chinatown [R]	Movie Screening	Adult	8	14-Nov	4:00 PM
Race, Water and the Power of Film	CI Lecture	Adult	6	14-Nov	6:30 PM
Lion King	Peliculas en Español	Adult	6	19-Nov	6:00 PM
Blinded by the Light	Third Thursday Movie	Adult	9	21-Nov	6:00 PM

**Youth Services Report
November 2019**

1. Family Programs

Tuesday, November 12	Noteworth Puppets: The Three Little Pigs	100
Wednesday, November 20	Family Movie: Lion King	19

2. Teen Scene-

Thursday, November 14	3D Design	0
Thursday, November 21	Game day: Virtual Reality, PS2, Board Games	7

3. Ongoing Programs –

a. Story time

Wednesday	(4)	134
Saturday	(2)	36
Total	(6)	170

b. LEGO (8) **141**

c. Barking for Books (2) **15**

4. Outreach

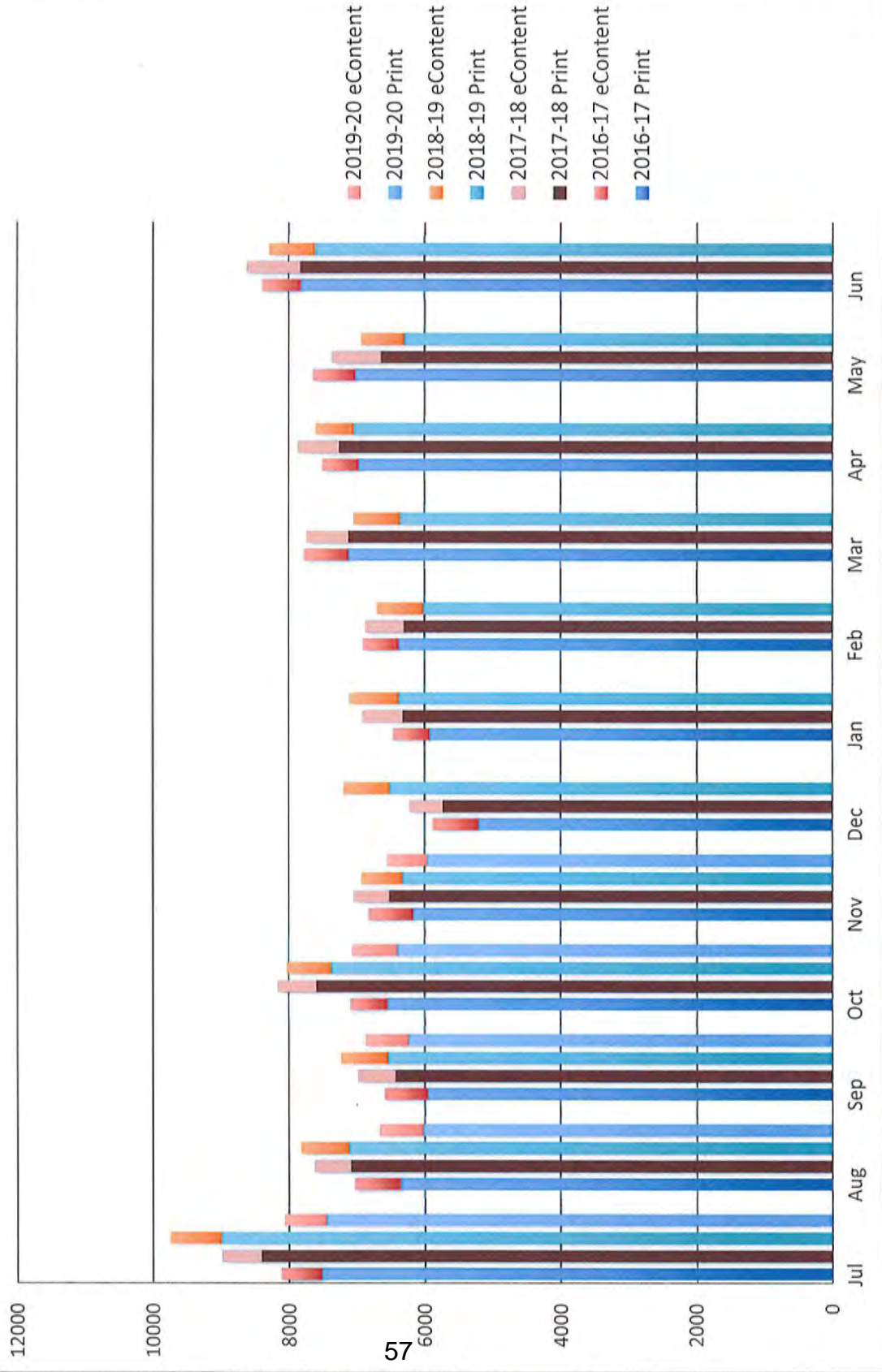
Wednesday, November 6	Boys & Girls Club Mobbile Library	40 students
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REGULAR MEETING OF DECEMBER 17, 2019
K(c) REPORTS: VOLUNTEER COORDINATOR

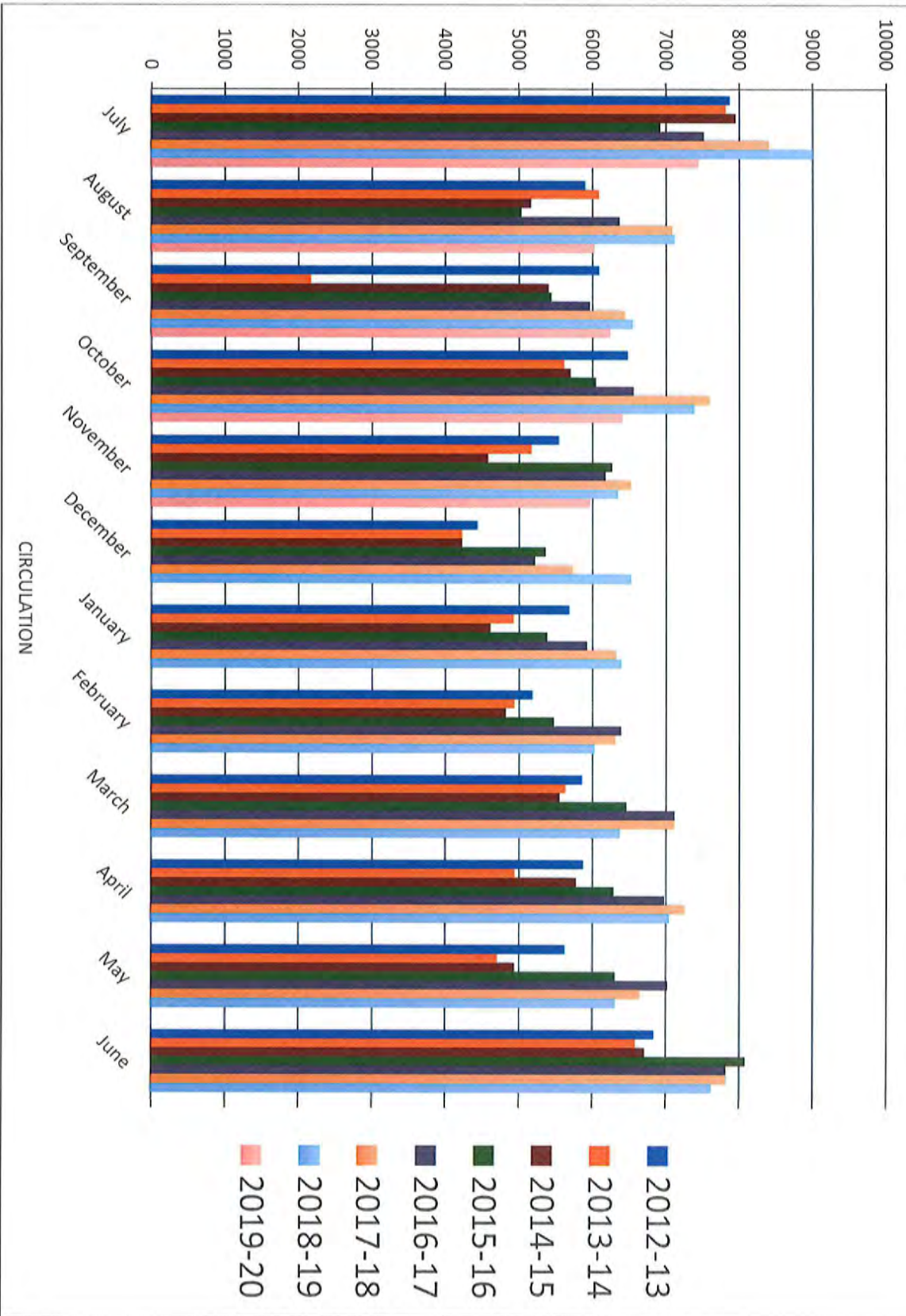
REGULAR MEETING OF DECEMBER 17, 2019
K(d) REPORTS: DISTRICT DIRECTOR'S REPORT

1. Statistics
2. Community Conversations
3. District Director Vacation
4. Report on 2019 Goals
 - a. Website Improvements
 - b. Imagine Fundraising Campaign
 - c. Facilities—Commence Phase 2
 - d. Publicity & Outreach—Expand library sphere of influence, usage, & volunteering
 - e. Staff Development

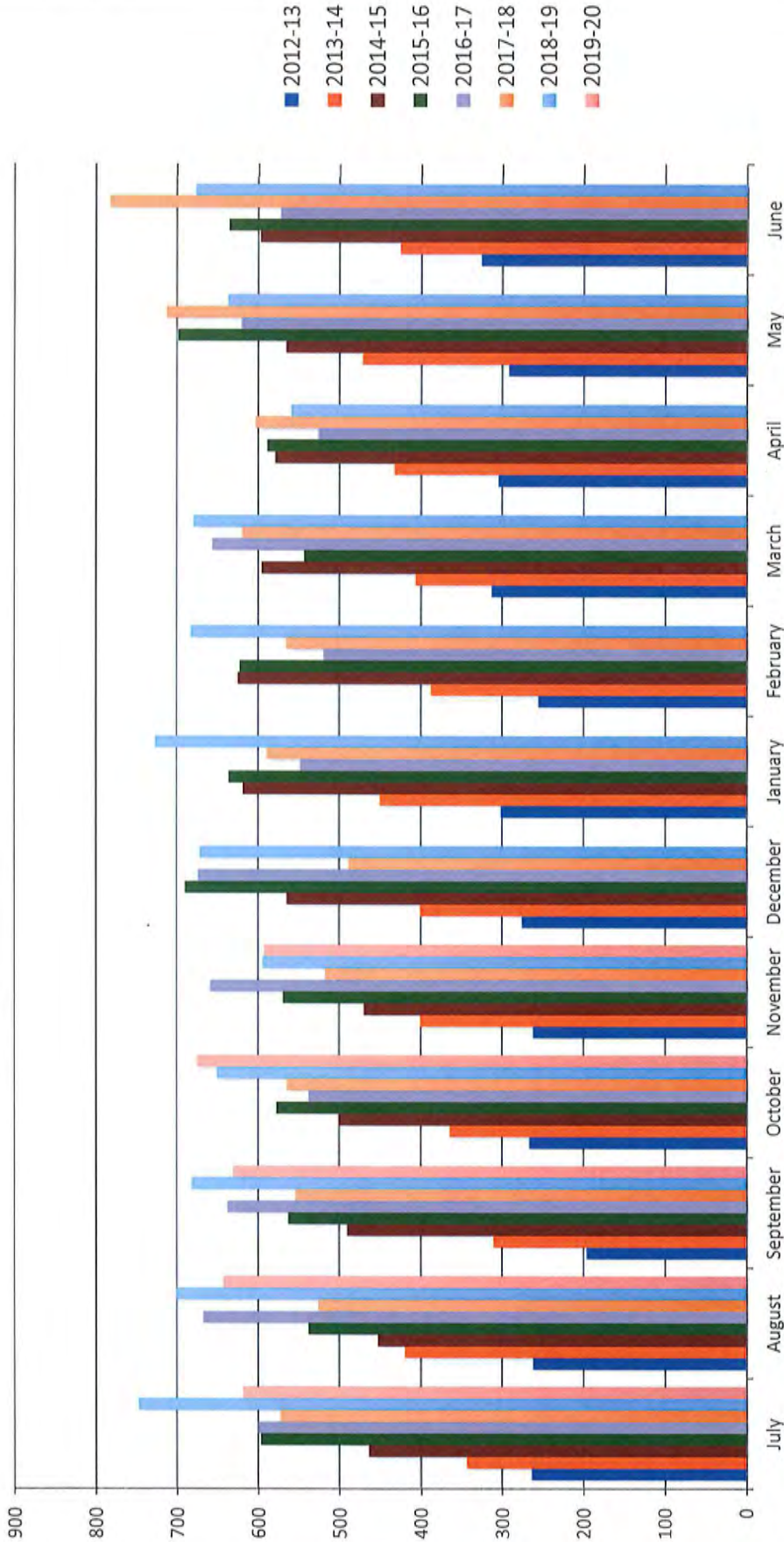
TOTAL CIRCULATION



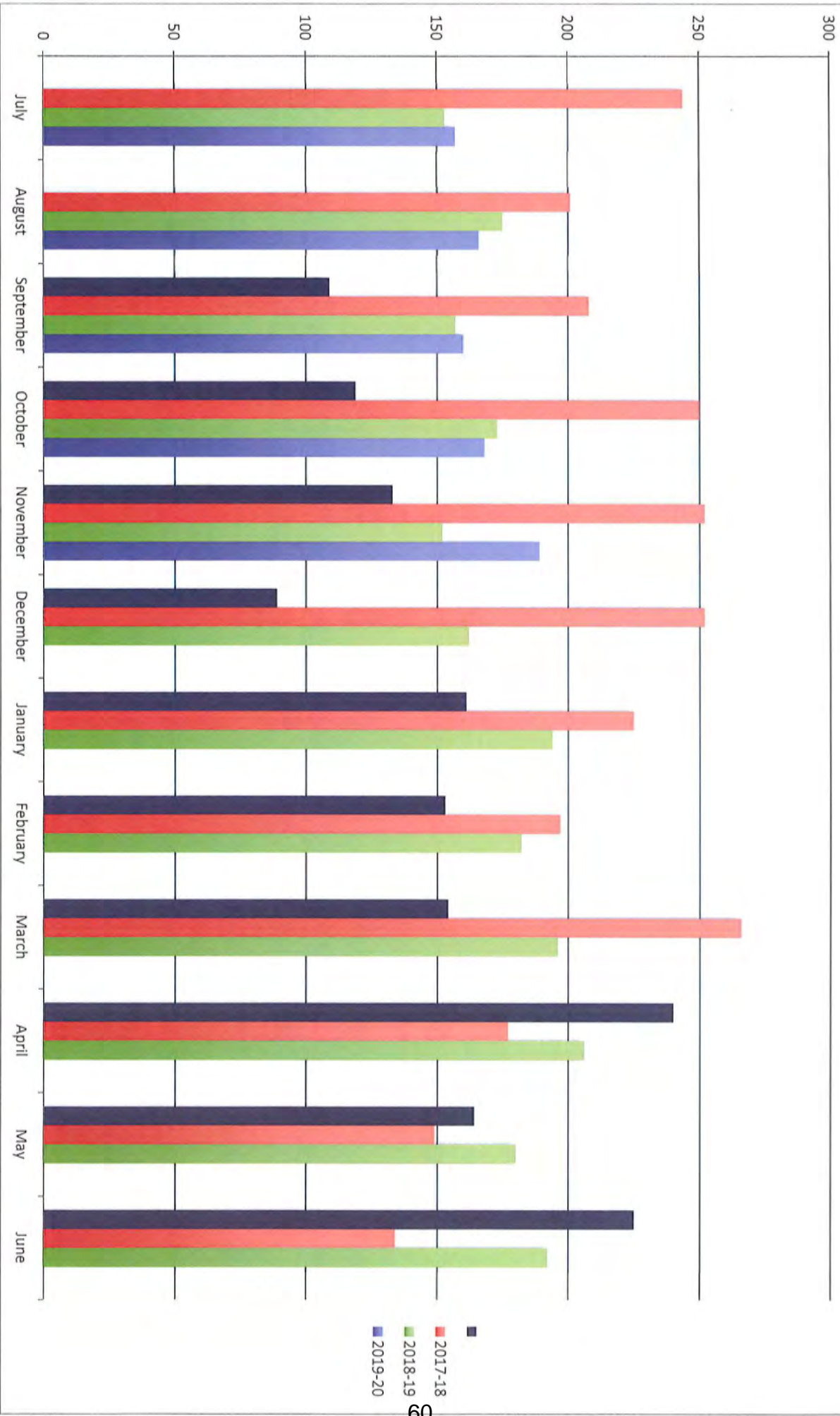
TOTAL PRINT CIRCULATION



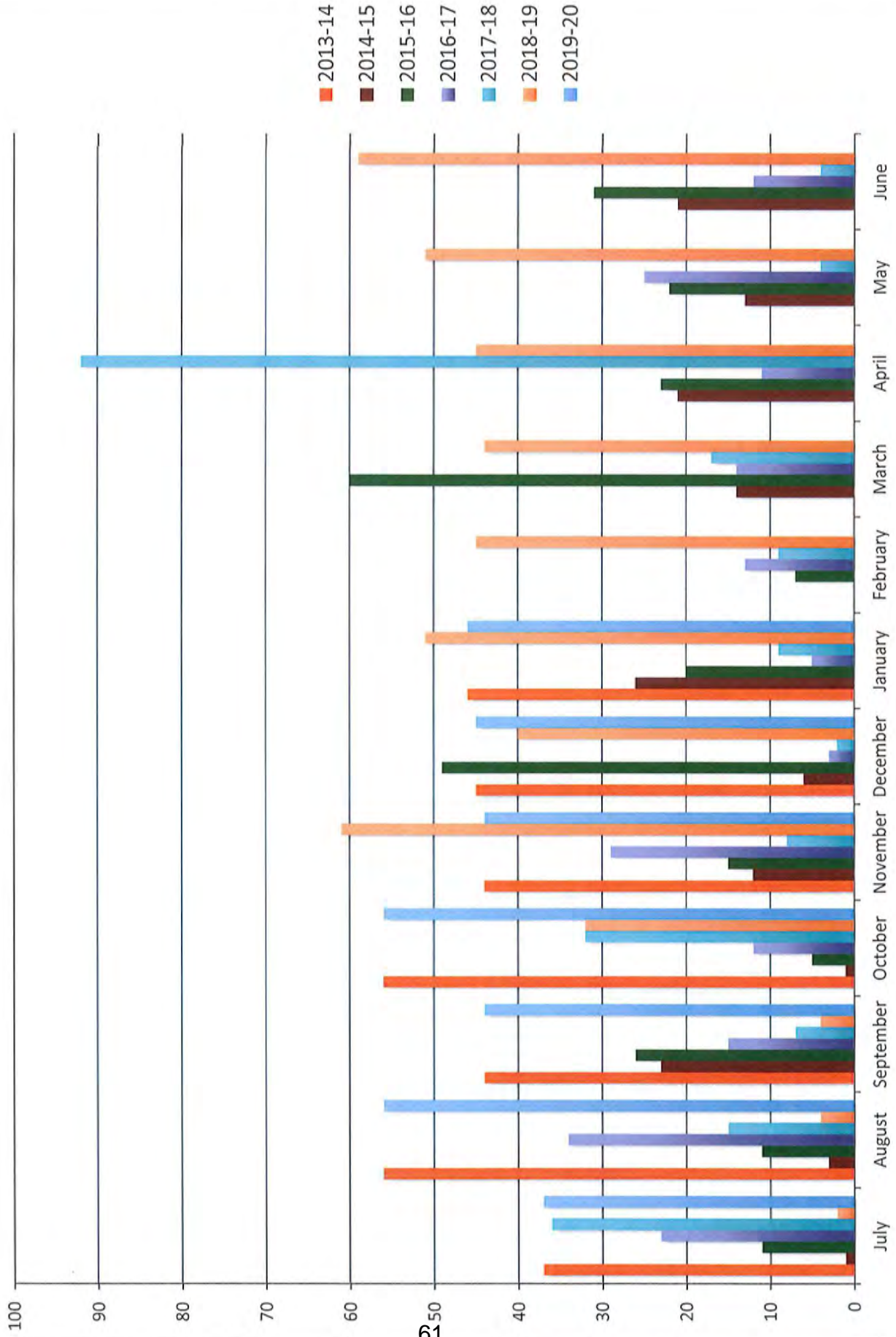
eBOOK CIRCULATION



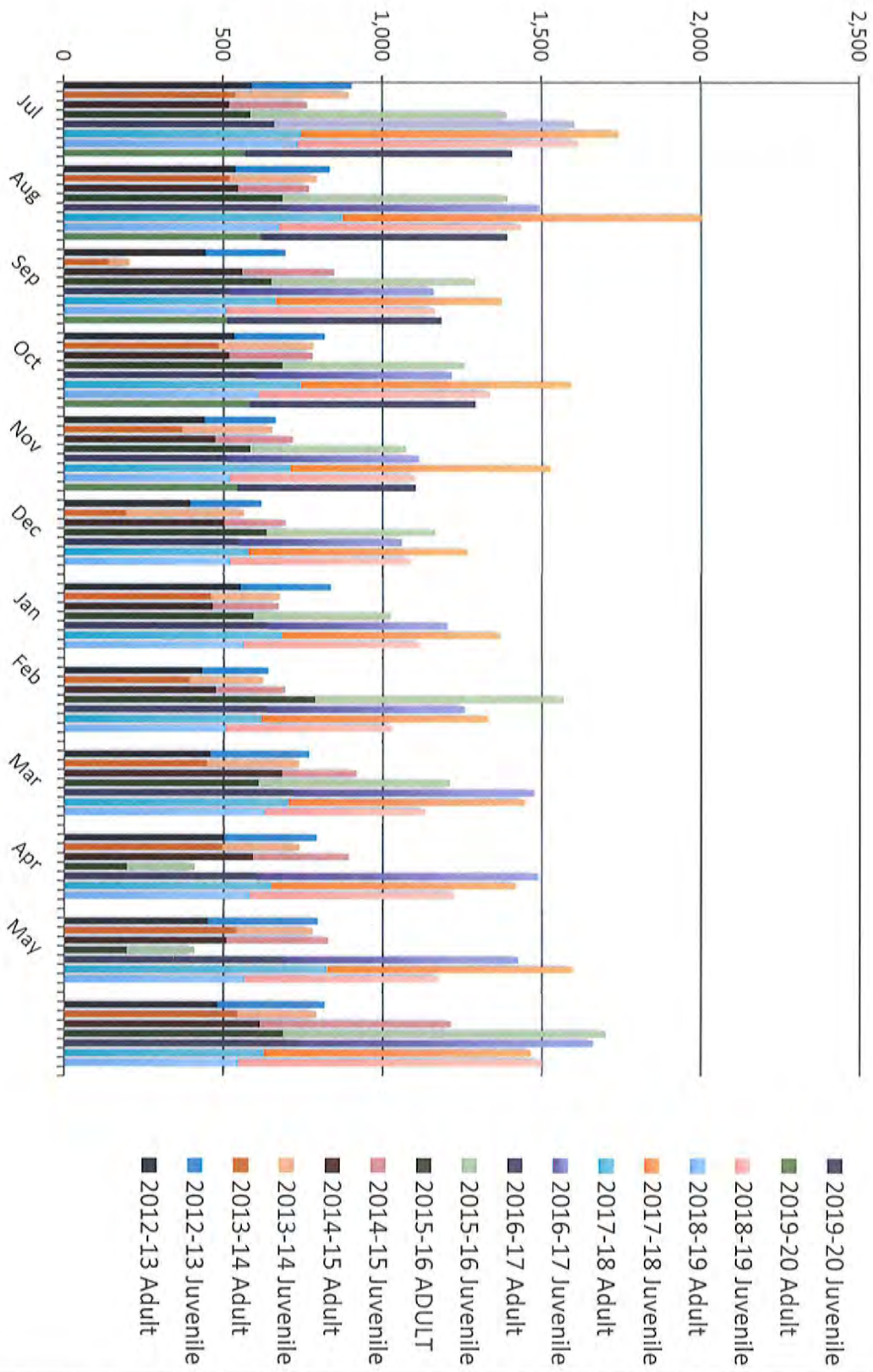
HOOPLA



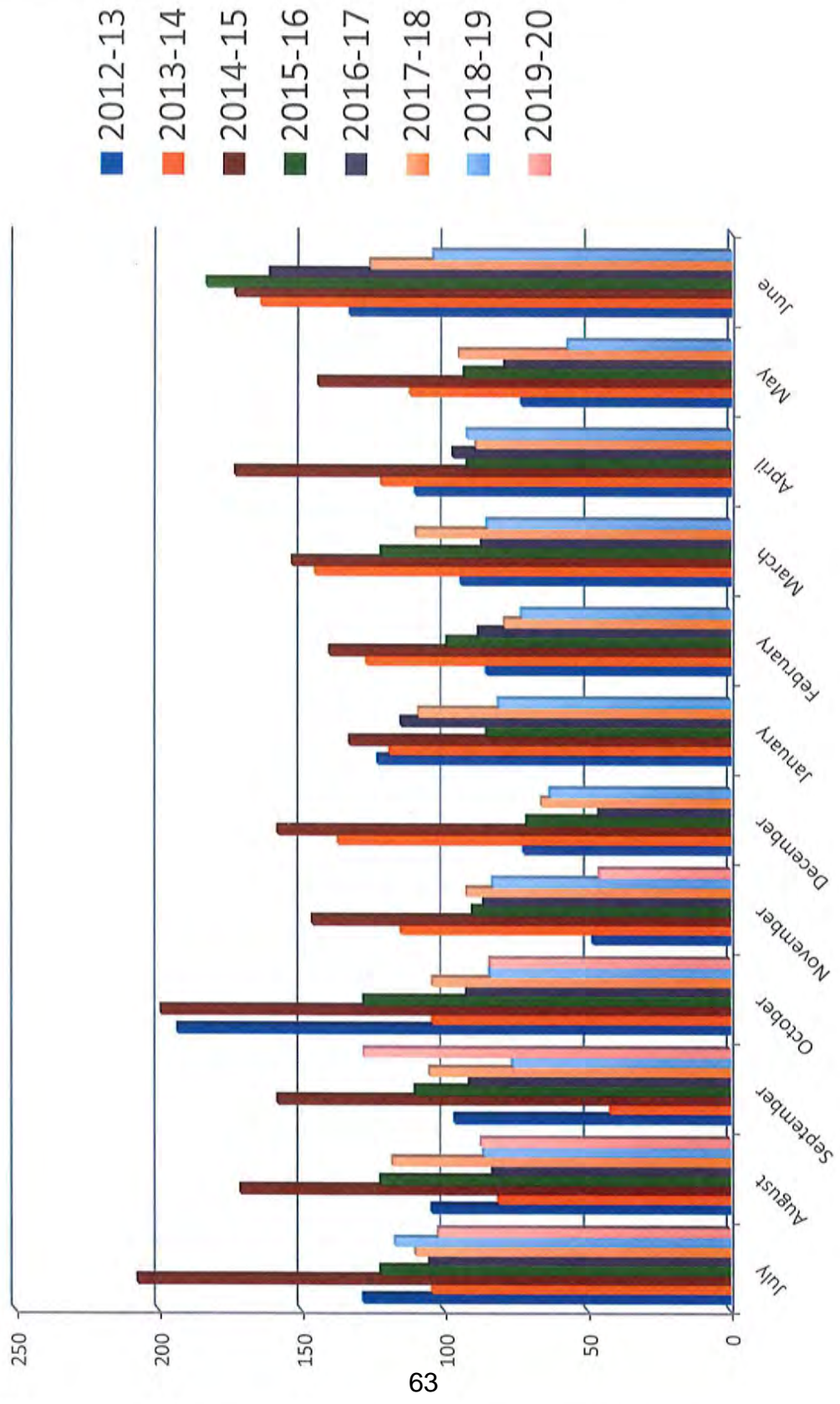
ZINIO CIRCULATION



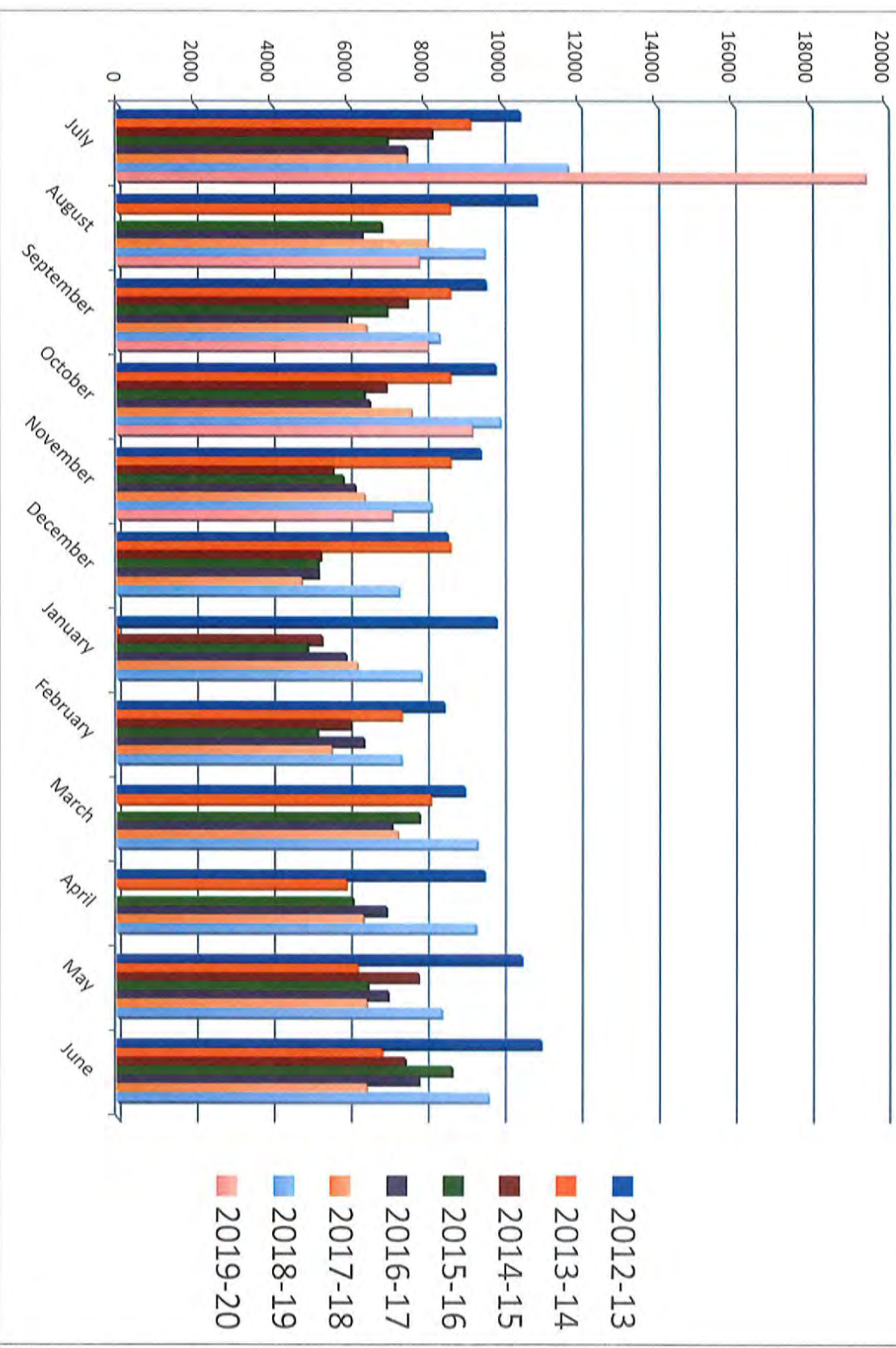
COMPUTER USAGE



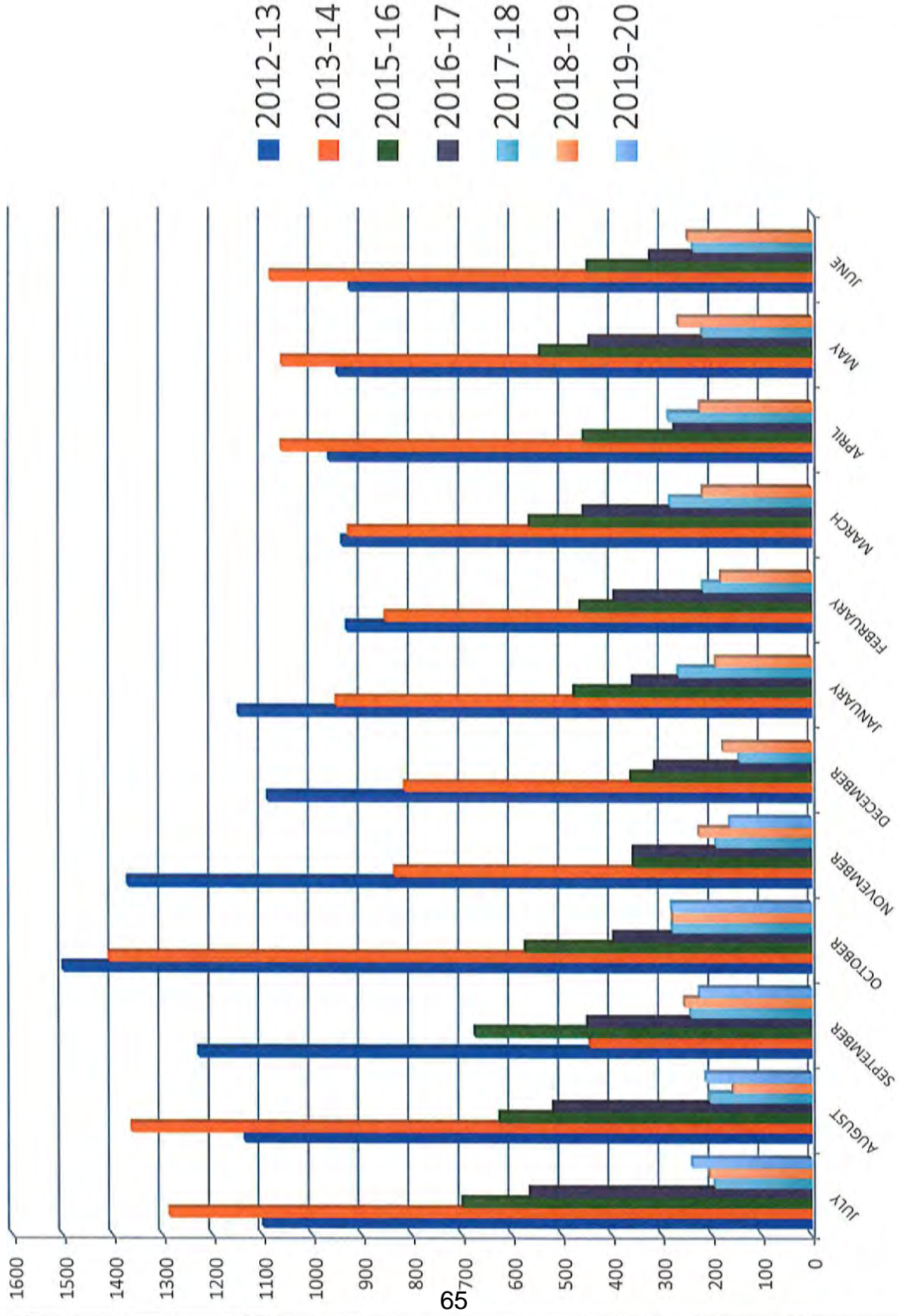
PATRON REGISTRATIONS



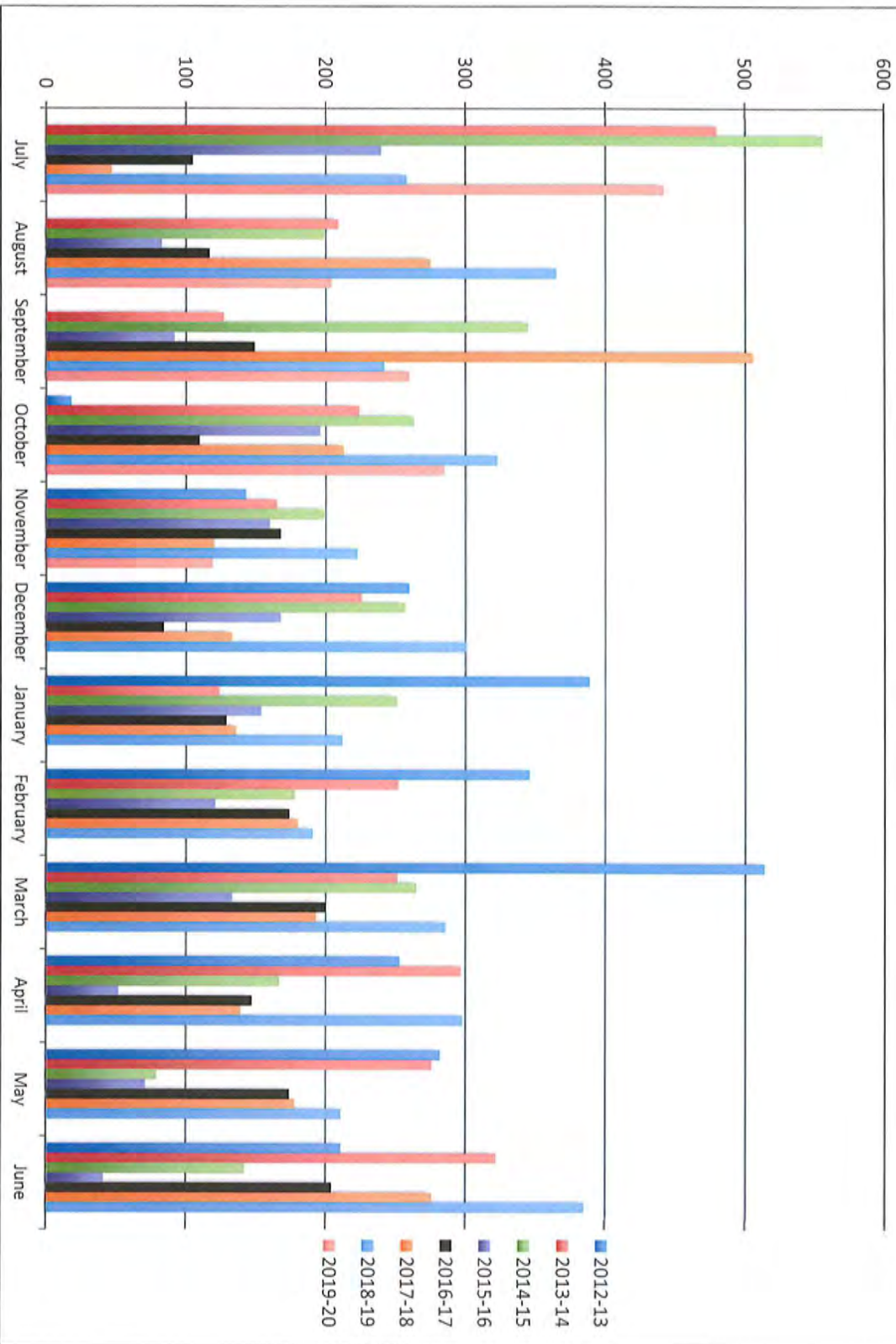
PATRON COUNT



REFERENCE INQUIRIES



VOLUMES ADDED



Leadership and Management Competencies

Foundational Competencies for Library Leaders and Managers

Introduction

LLAMA's 14 Foundational Competencies

Competency Case Studies (New!) (<http://www.ala.org/llama/llama-competencies-committee-case-studies>)

Background

Selection of the Competencies

Competencies Committee (<http://www.ala.org/llama/llama-competencies-committee>)

Introduction

As the professional organization for library leadership and management development, the Library Leadership and Management Association (LLAMA) has identified 14 definitive competencies that can be applied across roles, career stages and library types. This standardized set of concepts and definitions will support personal leadership and management development by providing:

- A shared set of terms and definitions that can be used for leadership development
- A map for professional development
- Evaluation criteria for professional growth
- A baseline of knowledge, skills, and behaviors that can be obtained over the course of an individual's career
- A foundation for library school curriculum
- A framework for staff training
- Guiding principles for use when advocating for the importance of leadership
- A guide for LLAMA's professional development activities

LLAMA's 14 Foundational Competencies

(Each competency definition is accompanied by a suggested source or sources for further exploration.)

Communication skills

Change management

Team building (personnel)

Collaboration and partnerships

Emotional intelligence

Problem solving

Evidence-based decision making

Conflict resolution (personnel)

Budget creation and presentation

Forward thinking

Critical thinking

Ethics

Project management

Marketing and advocacy

Communication skills

Leaders effectively employ a wide range of well-developed verbal, non-verbal and written communication methods to interact with employees and stakeholders, conveying information clearly and efficiently and using active listening for consistent, mutual understanding.

Barrett, D. J. (2006). "Strong communication skills a must for today's leaders." *Handbook of business strategy*, 7(1), 385-390.

Change management

Leaders provide an environment open to innovation and collaboration by ensuring continuous two-way communication, flexibility, and willingness to learn from mistakes made, and by providing the training necessary to make the change happen.

Kanter, R. M. (1999, summer). The enduring skills of change leaders. *Leader to Leader* (13), 16-17.

Team building (personnel)

Leaders unify a group of individuals behind a commonly-shared vision by using strong communication skills to encourage dedication to mutual accountability, investment in the team's goal and purpose, and support for success of the team and its members.

Kouzes, J., & Posner, B. (2002). *The leadership challenge* (2nd ed.). San Francisco, CA: John Wiley & Sons. p. 155.

KU Work Group for Community Health and Development. (2015). Chapter 13, Section 4: Building teams: Broadening the base for leadership. Lawrence, KS: University of Kansas. Retrieved from the Community Tool Box: <http://ctb.ku.edu/en/table-of-contents/leadership/leadership-ideas/team-building/main> (<http://ctb.ku.edu/en/table-of-contents/leadership/leadership-ideas/team-building/main>)

Collaboration and partnerships

Leaders work and encourage others to work in cooperation with others within the library as well as with other organizations in order to achieve a common goal. Leaders look for ways to strengthen the role of the library in the community by seeking out opportunities to work with others in a mutually beneficial way, engaging stakeholders, and building relationships.

Smallwood, C. (Ed.). (2010). *Librarians as community partners: An outreach handbook*. Chicago, IL: American Library Association.

Mattessich, P. W., Murray-Closé, M., & Monsey, B.R. (2001). *Collaboration: What makes it work* (2nd ed.). Saint Paul, MN: Wilder Foundation.

Emotional intelligence

Leaders are effective in understanding and improving the way they perceive and manage their own and other people's emotions, applying concepts such as self-awareness, self-regulation, motivation, empathy, and social skills to inform interpersonal interactions.

Goleman, D. (1995). *Emotional intelligence*. New York, NY: Bantam Books.

Salovey, P., Mayer, J., & Caruso, D. (2004). Emotional intelligence: Theory, findings, and implications. *Psychological Inquiry*, 197-215.

Problem solving

Leaders solve problems – taking proactive measures to avoid conflicts and address issues when they arise, and guiding employees to find appropriate information that allows them to generate and evaluate a diverse set of alternative solutions – to prevent issues from escalating and to encourage employees' abilities to do the same.

Griswold, A. (2013, Nov. 8). "4 problem-solving tactics of great leaders." *Business Insider*. Retrieved from <http://www.businessinsider.com/problem-solving-tactics-of-great-leaders-2013-11> (<http://www.businessinsider.com/problem-solving-tactics-of-great-leaders-2013-11>)

Reiter-Palmon, R., & Illies, J. J. (2004). Leadership and creativity: Understanding leadership from a creative problem-solving perspective. *Leadership Quarterly*, 15(1), 55-77. Retrieved from <http://digitalcommons.unomaha.edu/psychfacpub/31> (<http://digitalcommons.unomaha.edu/psychfacpub/31>)

Evidence-based decision making

Leaders make use of research derived from trials, literature reviews, or other activities that provides objective information on issues of concern in order to help determine whether a particular policy or program will work at their organization and to demonstrate its effectiveness.

Cartwright, N., & Hardie, J. (2012). *Evidence-based policy: A practical guide to doing it better*. Oxford: Oxford University Press.

Evidence based library and information practice. Retrieved from <https://ejournals.library.ualberta.ca/index.php/EBLIP/index> (<https://ejournals.library.ualberta.ca/index.php/EBLIP/index>)

Conflict resolution (personnel)

Leaders support differences of opinion, and help individuals resolve conflict in a constructive manner when it threatens to become counterproductive to the organization's mission and strategic goals, encouraging communication, collaboration and compromise.

Cloke, K., & Goldsmith, J. (2011). *Resolving conflicts at work: Ten strategies for everyone on the job*. San Francisco, CA: Jossey-Bass.

Montgomery, J. G., Cook, E. I., Wagner, P. J., & Hubbard, G. T. (2005). *Conflict management for libraries: Strategies for a positive, productive workplace*. Chicago, IL: American Library Association.

Budget creation and presentation

Leaders create budgets that consider the needs of the department or organization, incorporating the input of team members, and reflecting the institutional mission and priorities, and then communicate the value of library services to stakeholders, presenting qualitative and quantitative data to making a case for their proposed budget.

Doost, Roger K. (2007). Budgets and budgeting. In B. S. Kaliski (Ed.), *Encyclopedia of business and finance* (2nd ed., Vol. 1. pp. 58-60). Detroit, MI: Macmillan Reference USA.

Forward thinking

Leaders maintain an understanding of important trends and developments in the library landscape, and use that understanding to position their library to take advantage of opportunities as they arise, moving the library

forward from a position of strength.

Kouzes, J., & Posner, B. (2010). Focusing on the future sets leaders apart. In *The truth about leadership* (pp. 45-60). San Francisco, CA: Jossey-Bass.

Critical thinking

Leaders apply critical thinking – which implies a high level of understanding, the ability to break a problem down into its constituent parts, and the skills to effectively analyze and assess the issues – to their libraries' challenges to identify and implement solutions.

Halpern, D. (2013). *Thought and knowledge: An introduction to critical thinking* (5th ed.). New York, NY: Psychology Press.

Ethics

Leaders use ethics in the process of deciding what should be done, reflecting on the reasons for a proposed course of action that takes into account the organization's decision-making process, its system of production and maintenance, and its culture and values, with the goal of bringing forth the resources so that people can make better decisions.

Brown, M. (2000). *Working ethics: Strategies for decision making and organizational responsibility*. Berkeley, CA: Basic Resources.

Project management

Leaders take deliberate steps to execute, monitor, analyze, and report on the progress of a work group charged with the creation of a unique product, service or result in order to deliver the on-time/on-budget results, learning and integration that the project and its stakeholders require.

Kerzner, H. (2003). *Project management: A systems approach to planning, scheduling, and controlling* (8th ed.). New York, NY: Wiley.

Project Management Institute. (2013). *A guide to the project management body of knowledge (PMBOK® guide)* (5th ed.). Newtown Square, PA: Project Management Institute, Inc.

Marketing and advocacy

A leader collaboratively creates key activities and goals of the organization and aggressively seeks out opportunities to communicate the goals with both internal and external constituencies.

Sarjeant-Jenkins, R. (2012). Why market? Reflections of an academic library administrator. *Library Leadership & Management*, 26(1), 1-8. Retrieved from <https://journals.tdl.org/llm/index.php/llm/article/view/5903> (<https://journals.tdl.org/llm/index.php/llm/article/view/5903>)

Heyman, D. R. (2011). *Nonprofit management 101 : A complete and practical guide for leaders and professionals*. San Francisco, CA: Jossey-Bass.

Rosenbach, W. E., Taylor, R., & Youndt, M. A. (2012). *Contemporary issues in leadership* (7th ed.). Boulder, CO: Westview Press.

Background

While there is much in the professional management and leadership literature regarding competencies, a standardized way for translating these into library leadership and management has been lacking. LLAMA recognized this gap, and has been working to develop competencies that have been formalized, providing

consistency in evaluation, leadership and management development, and benchmarking across the library profession. This process began by tasking the 2008 Emerging Leader class with the creation of an initial list of competencies for library leaders. The result of their work was documented in "Developing Core Leadership Competencies for the Library Profession" published in the spring 2009 issue of *Library Leadership and Management*.

In March 2011, LLAMA appointed the LLAMA Competencies Task Force to build on the initial work done by the 2008 Emerging Leaders. The new task force issued a report in May 2012, recommending that LLAMA:

1. Adopt the following definition of competencies: "Professional competencies comprise the knowledge, skills, and abilities which are teachable, measurable, and objective and which define and contribute to performance in librarianship."
2. Create a standing Competencies Committee charged with periodic review of LLAMA's competency statements
3. Adopt an evidence-based, stakeholder inclusive process for competency statement review by the Competencies Committee

The recommendation for a standing committee was instituted for 2012-2013 with this group undertook a review of the original competencies list and evaluated items against adopted definition of competencies, identifying proposed competencies which were not "teachable, measurable, and objective." The 2013-2014 committee restructured the work and brought it into alignment with ALA's Core Competencies of Librarianship, Section 8, "Administration and Management."

Selection of the competencies

The selection process began in early 2016 with the Committee taking the "LLAMA Competencies List 2014-2015" and paring it down, removing items that were very specific or that applied to leaders in specialized areas. The remaining 49 items were sent out as a survey to LLAMA members, asking them to choose up to ten that they considered to be core.

The survey garnered 282 responses and from these responses, three items emerged clearly as the top competencies: Communication skills, Change management, and Team building (personnel). Each of these competencies was selected by at least 50% of respondents.

Of the rest of the items, a natural breakpoint fell at items selected by at least 25% of respondents. Using this threshold resulted in a total of fourteen competencies:

- Communication skills (60.3%)
- Change management (59.9%)
- Team building (personnel) (54.3%)
- Collaboration and partnerships (44.7%)
- Emotional intelligence (40.8%)
- Problem solving (33.7%)
- Evidence-based decision making (33.3%)
- Conflict resolution (personnel) (31.6%)

- Budget creation and presentation (30.9%)
- Forward thinking (30.1%)
- Critical thinking (29.1%)
- Ethics (28%)
- Project planning and scheduling (26.2%)
- Marketing and advocacy (26.2%)

Competencies committee (<http://www.ala.org/llama/llama-competencies-committee>)

Foundational Leadership Competencies - White Paper ([/llama/sites/ala.org/llama/files/content/LLAMA%20Foundational%20Competencies%20-%20White%20Paper.pdf](http://www.ala.org/llama/sites/ala.org/llama/files/content/LLAMA%20Foundational%20Competencies%20-%20White%20Paper.pdf))