



AGENDA

Regular Meeting Board of Library Trustees | Altadena Library District

Community Room – Main Library – April 22, 2019 – 5:00 p.m.

PUBLIC REQUESTS FOR DOCUMENTS: The District provides a public inspection copy of all materials included in the agenda packet distributed to the Board members. Members of the public who wish to obtain a copy of any document may do so by completing a Request for Public Document form and submitting it to Administration who will arrange for the documents to be copied at a charge of 15¢ per page. Request forms are available at the District Administration offices.

In compliance with the Americans with Disability Act, if you need special assistance to participate in the meeting, please contact Kylynn Chaney at (626) 798-0833 x118 at least 48 hours prior to the meeting so the Altadena Library District may make reasonable arrangements to ensure accessibility to the meeting.

1. Call to order

2. Open Session

- a. Roll Call
- b. Approval/Reordering of Agenda Items
- c. Adoption of Agenda
- d. Public Comment on Non-Agenda Items

3. Consent Calendar

The Board of Library Trustees hereby approves the items and recommended actions in the Consent Calendar listed below:

- a. Approval of Minutes – Regular Meeting held March 25, 2019, Page # 3-6
- b. Statistical Reports – YTD – March 2019, Page #7-10
- c. Departmental Monthly Reports – March 2019, Page #11-22

4. Consideration of Items Removed from the Consent Calendar

Items removed from the Consent Calendar will be discussed individually at this time.

5. Reports (Information)

- a. Reports of Support Groups
 - (i) Altadena Library Foundation
 - (ii) Friends of the Altadena Library

- b. District Director's Report – March 2019, Page #23-34
 - (i) Library General Operations
 - c. Financial Reports – February 2019, Page #35-47
 - d. Committee Reports
 - (i) Bylaws Committee Page#48
 - (ii) Budget Committee
 - (iii) Executive Search Committee
 - (iv) Strategic Planning Committee, Page#49-50
 - (v) Facilities Committee, Page #51
 - e. Trustee Reports
- 6. Unfinished Business**
- a. Brown Act Refresher (Information)
- 7. New Business**
- a. California Voter Rights Act (Information) Page#53-59
 - b. Selection of Strategic Planning Consultant (Action)
 - c. Process for Selection of Architectural and Space Planning Service Consultant (Action)
- 8. Correspondence, Page #60-67**
- 9. Proposed Future Agenda Items**
- 10. Adjournment**

Individuals may address the Board regarding any item of Library business on or not on the agenda. Comments are limited to 3 minutes per item. At the discretion of the Board President, individuals may be allowed a longer presentation. While all comments are welcome, the Brown Act does not allow the Board to take action on any item not on the agenda. If speaking before the Board, please give your name and state the agenda item and/or issue you wish to address.

MINUTES

Regular Meeting Board of Library Trustees | Altadena Library District
Community Room – Main Library – March 25, 2019 – 5:00 p.m.

PUBLIC REQUESTS FOR DOCUMENTS: The District provides a public inspection copy of all materials included in the agenda packet distributed to the Board members. Members of the public who wish to obtain a copy of any document may do so by completing a Request for Public Document form and submitting it to Administration who will arrange for the documents to be copied at a charge of 15¢ per page. Request forms are available at the District Administration offices.

1. Call to order – 5:01 p.m.

<https://youtu.be/ByaUtTcYtZc?t=1>

2. Open Session

a. Roll Call

Present: Trustee Capell, Trustee Clark, Trustee Kahn, Trustee McMullins

Absent: Trustee Andruet

b. Approval/Reordering of Agenda Items <https://youtu.be/ByaUtTcYtZc?t=34>

Trustee Kahn asked that item 5d(ii) be moved to 7d

c. Adoption of Agenda

Moved by Trustee McMullins to adopt the agenda with noted changes

Second by Trustee Kahn

Aye: Trustee Capell, Trustee Clark, Trustee Kahn, Trustee McMullins

d. Public Comment on Non-Agenda Items <https://youtu.be/ByaUtTcYtZc?t=125>

3. Consent Calendar <https://youtu.be/ByaUtTcYtZc?t=150>

The Board of Library Trustees hereby approves the items and recommended actions in the Consent Calendar listed below:

a. Approval of Minutes – Regular Meeting held February 25, 2019,

b. Statistical Reports – YTD – February 2019,

c. Departmental Monthly Reports – February 2019,

Moved by Trustee Kahn to approve the consent calendar

Second by Trustee McMullins

Aye: Trustee Capell, Trustee Clark, Trustee Kahn, Trustee McMullins

5. Reports (Information) <https://youtu.be/ByaUtTcYtZc?t=192>

a. Reports of Support Groups

(i) Altadena Library Foundation

Foundation President Bridget Brewster reported

- (ii) Friends of the Altadena Library - none
- b. District Director's Report – February 2018 <https://youtu.be/ByaUtTcYtZc?t=344>
 - (i) Library General Operations

Interim Director Cleary reported on current library operations including updates to policies, staffing and the RFID project. She noted her work on the various Board committees and work with staff on current projects. She presented her preliminary findings on the legal billing structure. She noted upcoming events including repair café and the summer reading program launching June 1st.

Trustees Kahn and McMullins had questions regarding the RFID conversion. Public Services Director Terrazas provided information regarding the process.

Trustee Clark asked for clarification about the legal billing process.

- d. Financial Reports – January 2019 <https://youtu.be/ByaUtTcYtZc?t=798>
Staff Accountant Fabry reported.
- d. Committee Reports <https://youtu.be/ByaUtTcYtZc?t=877>
 - (i) Bylaws Committee

Trustee McMullins provided a report on the progress of the committee, noting that the committee will be holding a special meeting for the purpose of public review and input of the draft board policy. Trustee Clark provided some clarification as well. Trustee Capell asked about swearing in of new trustees.

- o Presentation of Draft Altadena Library Board of Trustees Policy

- (iii) Strategic Planning Committee <https://youtu.be/ByaUtTcYtZc?t=1367>

Trustee Clark reported on the progress of the Strategic Planning Committee and the RFP which is due April 17th.

- e. Trustee Reports <https://youtu.be/ByaUtTcYtZc?t=1676>

Trustee Kahn, Trustee McMullins, Trustee Clark

6. Unfinished Business

- a. Brown Act Refresher (Information) <https://youtu.be/ByaUtTcYtZc?t=2138>
Administrative Assistant Chaney presented the powerpoint provided by Best, Best & Krieger.

7. New Business

- a. Resolution 2019-02 - Establishing Authorized Signatures (Action) <https://youtu.be/ByaUtTcYtZc?t=3191>
Moved by Trustee Capell to adopt the resolution
Second by Trustee McMullins
Aye: Trustee Capell, Trustee Clark, Trustee Kahn, Trustee McMullins

b. CA Form 700 – Statement of Economic Interests (Information)

Administrative Assistant Chaney reminded the Trustees that Statements are due April 2nd.

c. District Art Collection Conservation (Action) <https://youtu.be/ByaUtTcYtZc?t=3545>

Interim Director Cleary presented her findings on the District's art collection and asked the Board for direction on how to move forward. There was discussion about the artwork and direction given to the Director to research an appraisal process of the artwork for FY 19/20, bring back a proposal to the Board in June.

e. Selection of Executive Search Consultant (Action)

<https://youtu.be/ByaUtTcYtZc?t=4199>

Trustee Kahn presented on the progress of the Committee and presented a matrix of the RFP responses. She asked for the Board's approval to give the Committee the authority to continue to research the top two firms and make a selection between the two. Trustee Clark asked for some clarification about the firms presented.

(ii) Executive Search Committee

Moved by Trustee Kahn to proceed with investigation of the top two firms and enter into a contract with the top selected firm.

Second by Trustee Capell

Aye: Trustee Capell, Trustee Clark, Trustee Kahn, Trustee McMullins

e. Approval of additional Strategic Planning Committee member (Action)

<https://youtu.be/ByaUtTcYtZc?t=5189>

Moved by Trustee McMullins to accept Jill Barnes Hawkins as an additional Strategic Planning Committee member

Second by Trustee Kahn

Aye: Trustee Capell, Trustee Clark, Trustee Kahn, Trustee McMullins

9. Proposed Future Agenda Items <https://youtu.be/ByaUtTcYtZc?t=5303>

California Voter Rights Act, Coordination of Committee Public Outreach Efforts

10. In Memory of Felipe Avila

Trustee Clark provided information in remembrance of Felipe and led a moment of silence.

11. Adjournment

Moved by Trustee McMullins to adjourn the meeting

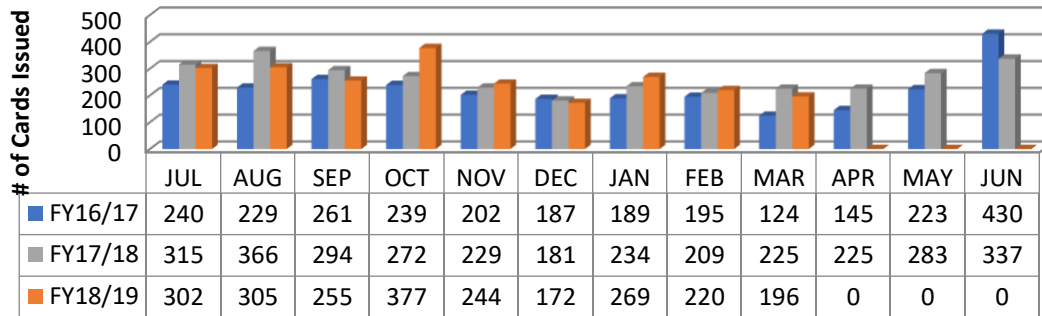
Second by Trustee Kahn

Meeting adjourned at 6:35 p.m.

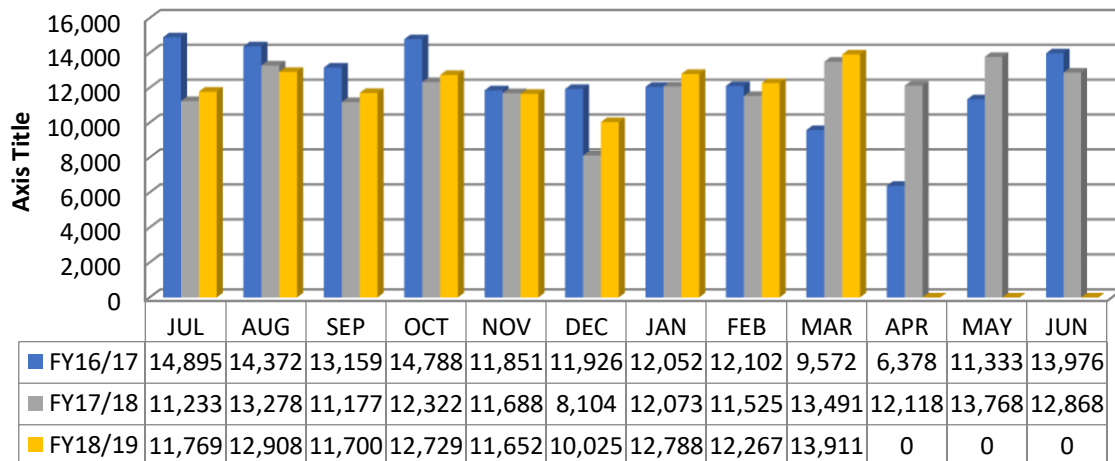
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Statistical Graphs for the Month of March 2019

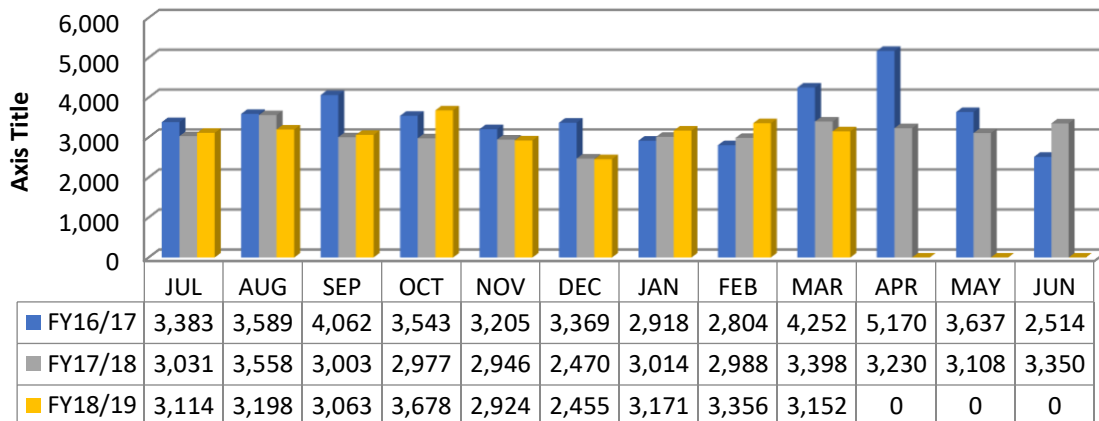
New Cards Issued



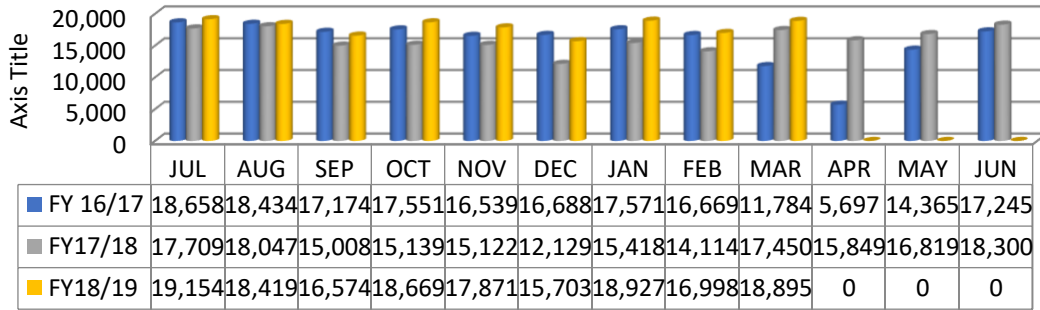
Visitors - Main



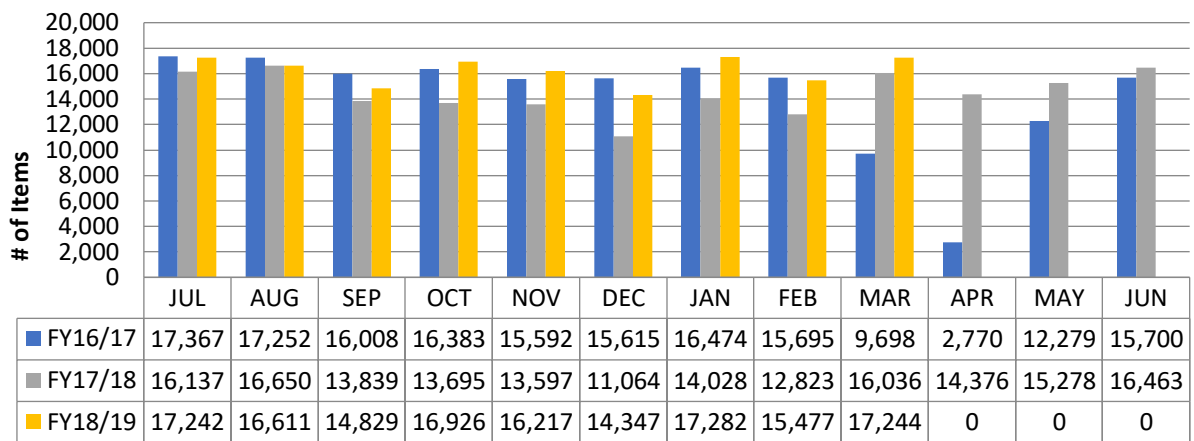
Visitors - Branch



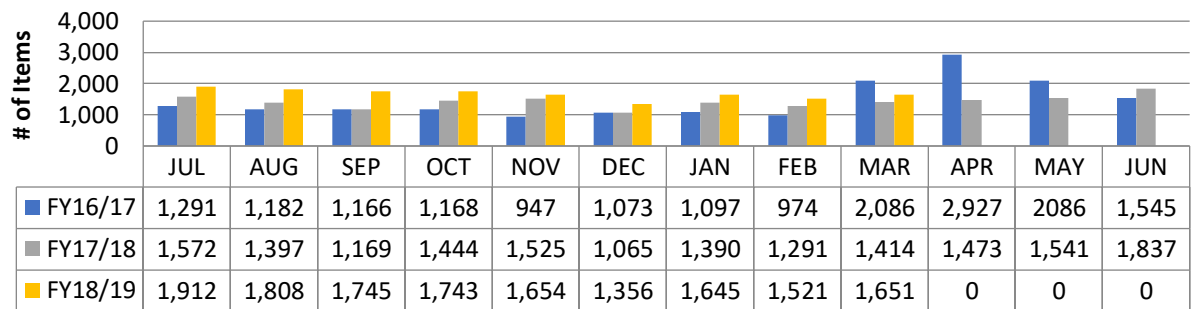
Items Checked Out



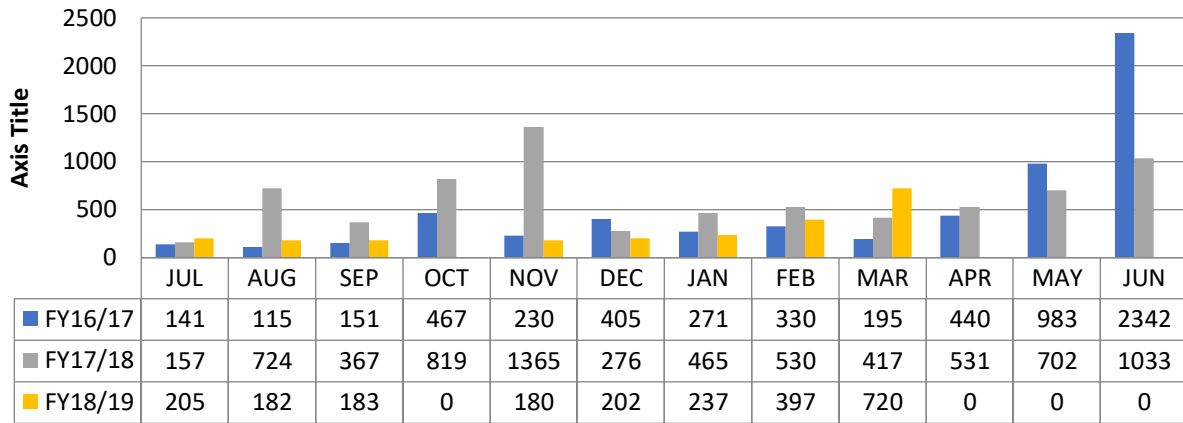
Circulation Main



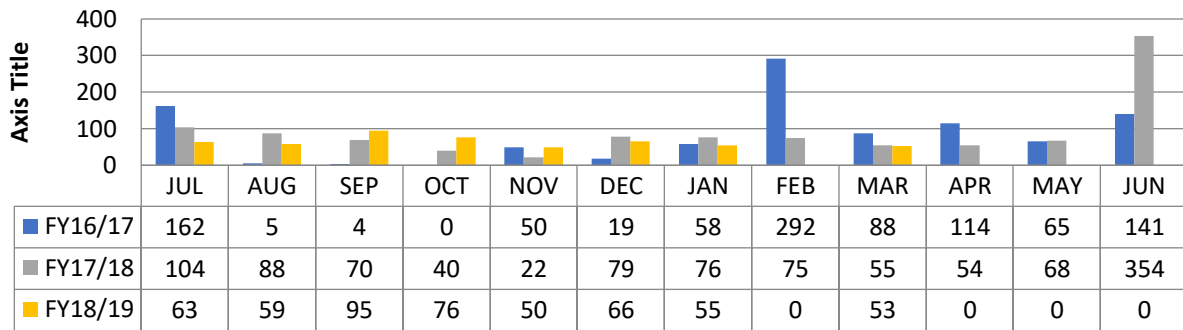
Circulation Branch



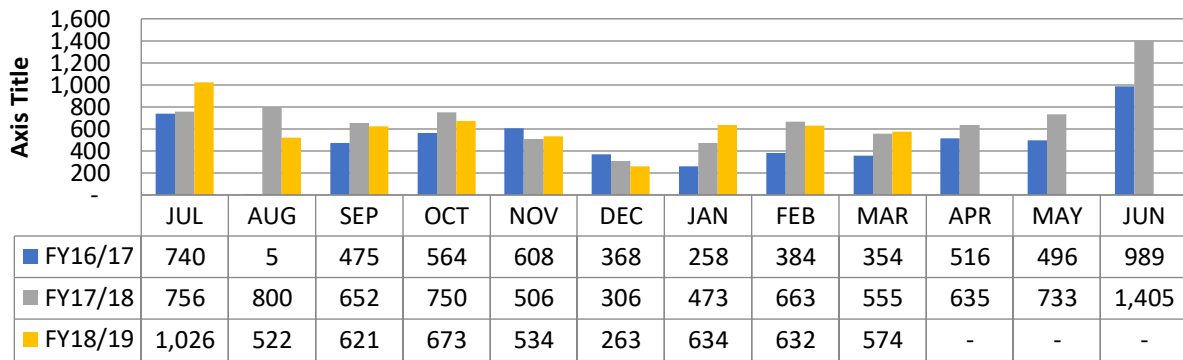
Adult Program Attendance



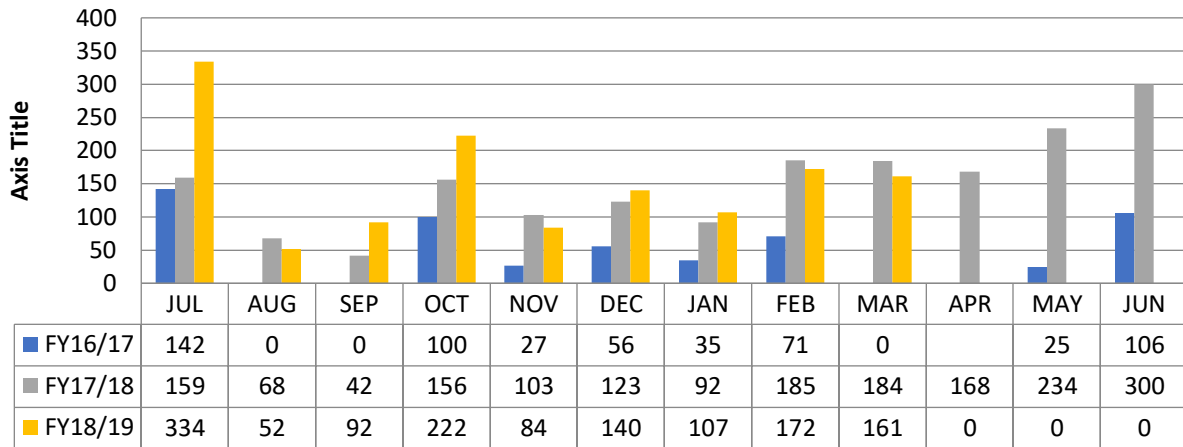
Young Adult Program Attendance



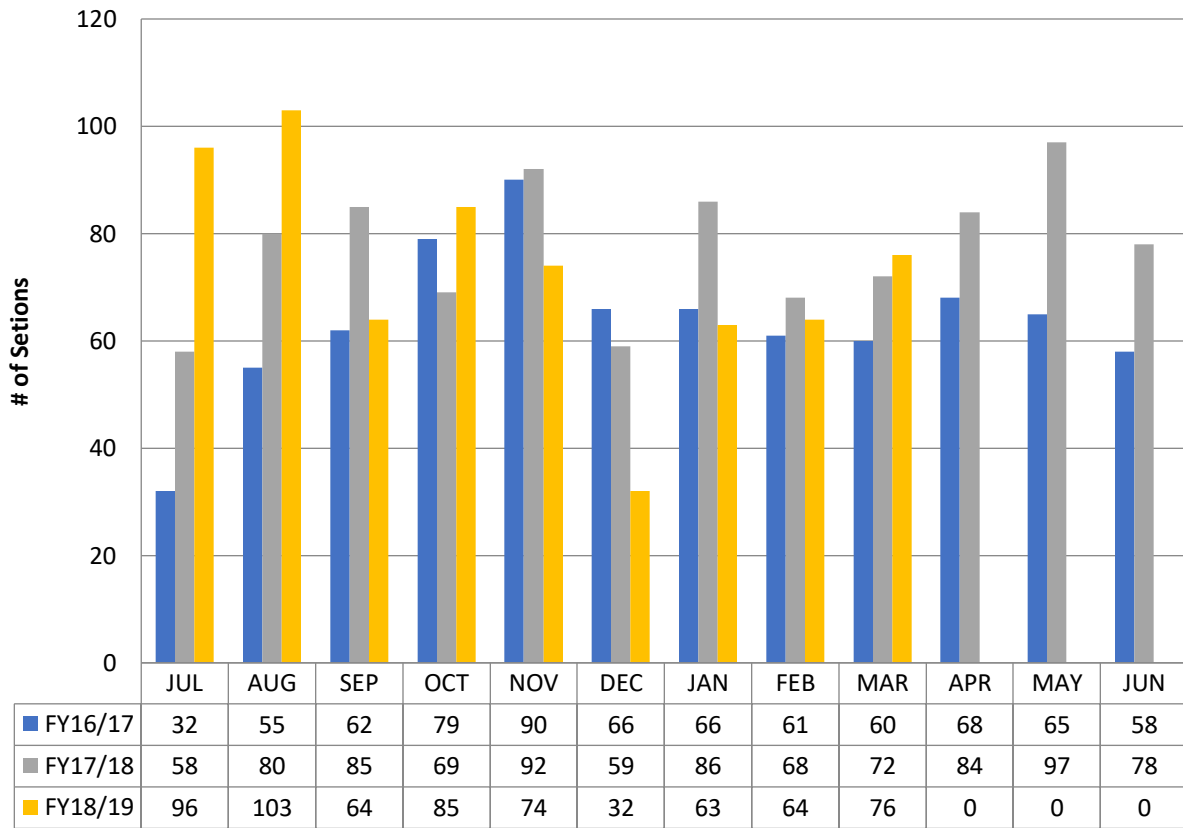
Childrens Program Attendance



Branch Program Attendance



Literacy Tutor Sessions





**BOARD OF LIBRARY TRUSTEES
PUBLIC SERVICES DIRECTOR'S REPORT for March 2019**

DEPARTMENT: Public Services Director
PREPARED BY: Estella Terrazas

MEETING DATE: April 22, 2019
LOCATION: Community Room

Staffing News

- The flu bug kept hitting us hard in March; one day we had 21% of staff out sick! I really appreciate our staff who banded together to cover desks and programs for their fellow sick co-workers!
- Helen M. returned to full-time employment, and we are happy to have her smiling presence back in the library.
- To allow as many staff as possible to attend the memorial service for former employee, Felipe Avila, I worked an evening shift at Bob Lucas. The evening gave me the opportunity to work with Rebecca. Rebecca is working towards her MLIS, and we had a great conversation about librarianship and library services.

Library Collections

- We had our annual visit from our Baker & Taylor Customized Library Services Manager who is based in North Carolina. CLS is the division of B&T that enables our materials to arrive "shelf ready," i.e., the items come processed with labels, laminated, or in appropriate cases, and with catalog records created.
- We also had a visit from a vendor selling an electronic book and audiobook product. We have good usage statistics with our current product, OverDrive; however, we are considering this other platform. The product being offered allows sharing of e materials among a group of California libraries; therefore, increasing the amount of titles available to our Altadena Library card holders.
- RFID Update: We continued tagging and encoding materials at a steady pace.
- Since July of 2018, we receive over one hundred purchase suggestions each month. We had a slight decrease in March with a total of 98 requests; however, we continue to have requests for materials for all of our age groups and collections.

Outreach

- The library had an information table during the Eliot's Women's History Assembly, and, I happily spoke to attendee about our services.

Meeting Highlights

- The City of Pasadena is forming Early Childhood Network Hubs to provide supportive services to children and their families. Diana, Christina, and I

participated in a conference call to discuss becoming an official “Hub.” I hope to share more on this initiative in future reports.

Professional Development

- Chloe, Katie, and I attended a webinar titled, “Turning Outward: Using Outreach and Engagement to Develop Unconventional and Unique Collaborations Within Your Communities.” Due to the title and description, we did not realize the webinar’s focus was on academic libraries; however, the speaker did provide some ideas public libraries can incorporate into community engagement.



**BOARD OF LIBRARY TRUSTEES
VOLUNTEER REPORT for March 2019**

DEPARTMENT: Volunteers

PREPARED BY: Yuni LaFontaine

MEETING DATE: April 2019

LOCATION: Community Room

Volunteers at The Altadena Library put in a tremendous amount of service time this March! As we progress towards the end of the school year many of our student volunteers are increasing their presence in our library.

This March the library hosted another successful Repair Café event. Volunteers from Repair Café joined forces with Altadena Library volunteers to create a fabulous community service event that not only helped the people of Altadena but also helped the environment!

Homework Helpers was a new program this year and has been a learning process. We will be heading towards their last month of the school year this May and it has been such a great start for our new volunteer program, with new students still joining us each week. Our young students have worked so hard on their school work and our Homework Guides have been so generous with their time and knowledge. It has been a truly enriching growth experience for all involved.

The RFID tagging of our collection has continued its progress and our Altadena Library Volunteers have done their part to help keep us on schedule!

We hosted another Stargazing Night in March and it was such a great night of learning thanks to the volunteers who came and shared their love of the skies with our patrons. We look forward to more programs like these and other opportunities that are enhanced by the service that our many volunteers provide.

Volunteers in March performed a total of 593.25 hours

Teen Volunteers performed 118 hours of service

Adults performed 475.25 hours of service

Activity	Hours
Altadena Library Foundation Board	9.5
Book Sale	2
Games Night	19.5
Children's Programs	2
Easter Seals	18
Fab Lab/3D Printing	25
Friends of The Altadena Library	101
Homework Helper	21
Literacy Tutor	93.75
Repair Cafe	229
RFID updates	35.5
Shelving	30
Stargazing/Telescope Night	7



BOARD OF LIBRARY TRUSTEES
March 2019

DEPARTMENT: Technical Services
PREPARED BY: Carlene Chiu

Collection Development is now called Technical Services! A technical services department specializes in acquiring, organizing and preserving all kinds of library materials. With this departmental name change, we would like to highlight our technical skills in working with a variety of online systems such as Koha (cataloging, acquisitions, circulation, serials and reports modules), Baker & Taylor (ordering), OCLC Connexion (cataloging), and OCLC World Share (inter-library loans).

For the month of March the T.S. team has been helping with tagging. Not only did the T.S. team help train other staff members and volunteers on how to tag, they have been tagging items downstairs and upstairs. As tagging occurred, books that were in bad condition were pulled off the shelves. The books were evaluated and reordered. Weeded books were brought down and discarded by the technical services and circulation staff.

Selena, Library Clerk I, had a chance to fill in upstairs and help patrons at the information desk and at the teen desk. These opportunities give her the chance to practice her customer service skills and gain experience answering reference questions at the information desks.

As we our fiscal year winds to an end, selectors are sending in their orders. As I order for fiction, DVDs, and music, I am finalizing my purchases and ensuring popular and bestselling titles get into the hands of our patrons. Vicky, our Library Associate who handles acquisitions monitors the holds to item ratio to ensure that we have enough of copies of a popular item. An example would be the Green Book that had a record number of holds.



**BOARD OF LIBRARY TRUSTEES
FACILITIES REPORT for March 2019**

DEPARTMENT: Facilities

PREPARED BY: Jonathan Arevalo

MEETING DATE: April 22, 2019

LOCATION: Community Room

Facilities Highlights for the Month of March:

The facilities department has been addressing some of our ADA issues that were brought up in our Facilities Assessment report. One of those issues are the door knobs to all our doors at the main library. The Door knobs have been replaced with new door levers to help meet ADA compliance.

We have also installed keypad door hardware for our security needs.



**BOARD OF LIBRARY TRUSTEES
TEEN SERVICES REPORT for March 2019**

DEPARTMENT: Teen Services
PREPARED BY: Katie Sullivan

MEETING DATE: April 22, 2019
LOCATION: Community Room

Programming Highlights:

Teen Services offered 11 programs over the month of March with 53 teens participating.

The weekly Dungeons and Dragons Club continued to have strong turnout, leading to a reevaluation of space usage on Tuesday nights as they have split from one campaign into two.

Nom Nom Group attracted six participants as they made meatball subs on Tuesday, March 12.

Outreach:

Aveson Charter School visited in ten groups over the course of two days bringing the total of student visitors to 189. While in the library, they learned about the library's Overdrive subscription where they can log on for access to ebooks and digital audiobooks.



Staffing:

The vacancy of Teen Librarian I was advertised across multiple job listing sites.

**BOARD OF LIBRARY TRUSTEES
ADULT SERVICES REPORT for March 2019**

DEPARTMENT: Adult Services
PREPARED BY: Katie Sullivan

MEETING DATE: April 22, 2019
LOCATION: Community Room

Programming Highlights:

Adult Services offered 15 programs in the month of March with 720 attendees in total. Two programs made up the bulk of the attendance with 268 people attending Second Saturday with band Allan Wasserman Jazz Ensemble and there were 250 attendees to our Repair Café.

On Saturday, March 2nd, Hazel Clayton Harrison and Gloria Sanyika hosted The Art of Weaving Baskets & Poetry Workshop where people practiced weaving of both textiles and words.

Another great program we hosted was on March 16 when we hosted local author Elisa Callow who introduced us to her newly published book: *The Urban Forager: Culinary Exploring & Cooking on L.A.'s Eastside*. It was a great community reaction with a lively discussion on local foods and cultures.



Not only did Ms. Callow talk about her book, she provided delicious home-made treats.

Information Services:

The information desk was busy in February fielding 500 reference and 248 technical questions by library users.

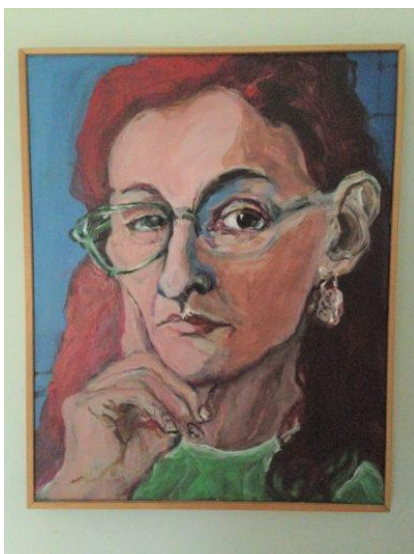
Art on Display:

March and April will feature two artists in different locations.

From March 2 through April 29, artist Linda Ternoir will showcase her paintings and ink drawings in the Reading Court at the Main Library.



From March 7 through April 29, visual artist Kres Mersky will showcase her collection in the Community Room at the Main Library with an Artist Reception on Monday, April 15 at 7:00pm.





**BOARD OF LIBRARY TRUSTEES
BOB LUCAS BRANCH REPORT for March 2019**

DEPARTMENT: Bob Lucas Branch
PREPARED BY: Diana Wong

MEETING DATE: April 22, 2019
LOCATION: Community Room

Springtime is in full bloom and we are happy to see warmer, sunnier days. We are also happy to report that we received 3,152 visitors this month at the Bob Lucas Branch. A breakdown shows 161 of these visitors came in for our regular programming, like storytimes and crafting. This month included special programming for children with *Dinosaurs Rock*, whose instructors presented an educational and interactive presentation on dinosaurs. The grand finale of the program gave the opportunity for children to participate in a fossil dig where they kept and took home authentic specimens. On the adult front, our crafting session brought in three regulars who enjoyed learning a technique called resistance art. Lastly, this month concludes our educational offerings to teens to practice taking the ACT and SAT. Unfortunately, due to low turn-out for all sessions, this program will be discontinued. However, we are brainstorming ideas on how else to serve the teen population.

On the collection side of things, statistics show an overall increase in circulation of materials in comparison to the past two fiscal years. It looks like weeding our collection, adding new titles and expanding our selection to include audiobooks, music and video games has definitely paid off! And, by looking a little more closely at the statistics, Fiction and DVDs receives over 79% of circulation in the Adult collection; Graphic Novels and Fiction receives 84% of circulation in Young Adults; and picture books, fiction and DVDs receives 64% of circulation in our Children's collection. Being that these are our most popular materials, we will continue to maintain and build on these collections.

Further, we have been considering ways to change things up to enhance browsing and increase circulation of our materials. One of the things we did recently was relocate the juvenile graphic novels to a more prominent area in the library because we noticed that this collection receives movement and a lot of browsing. So, to make space for the shift, we conducted a deep weeding of our children's fiction books, which had many titles that had not circulated since early 2017. This made ample space for the shift, as well as, room to grow the graphic novels. Soon, we will be working on our Children's World language Fiction collection (mostly Spanish language). Similarly, to the juvenile graphic novels, our children's Spanish collection receives a good amount of movement, but it only consists of 6% of the overall children's collection. Seeing that there is a demand for this collection, we will need to decide on whether to conduct a deeper weeding of the collection to allow for newer titles or decrease the size of another collection to give more space for are larger world language fiction collection.



**BOARD OF LIBRARY TRUSTEES
CHILDREN'S REPORT for March 2019**

DEPARTMENT: Children's & Family Services
PREPARED BY: Christina McTighe

MEETING DATE: April 22, 2019
LOCATION: Community Room

Winter is over! Or maybe it's coming? It's hard to tell these days. Here's March!

In March, the children's department host 23 programs for children aged 0-5 and their families, with a total attendance of 429. We also hosted 11 programs for children in grades K-5 and their families, with a total attendance of 145. We also visited or were visited by 3 classes, for a total of 44 students.

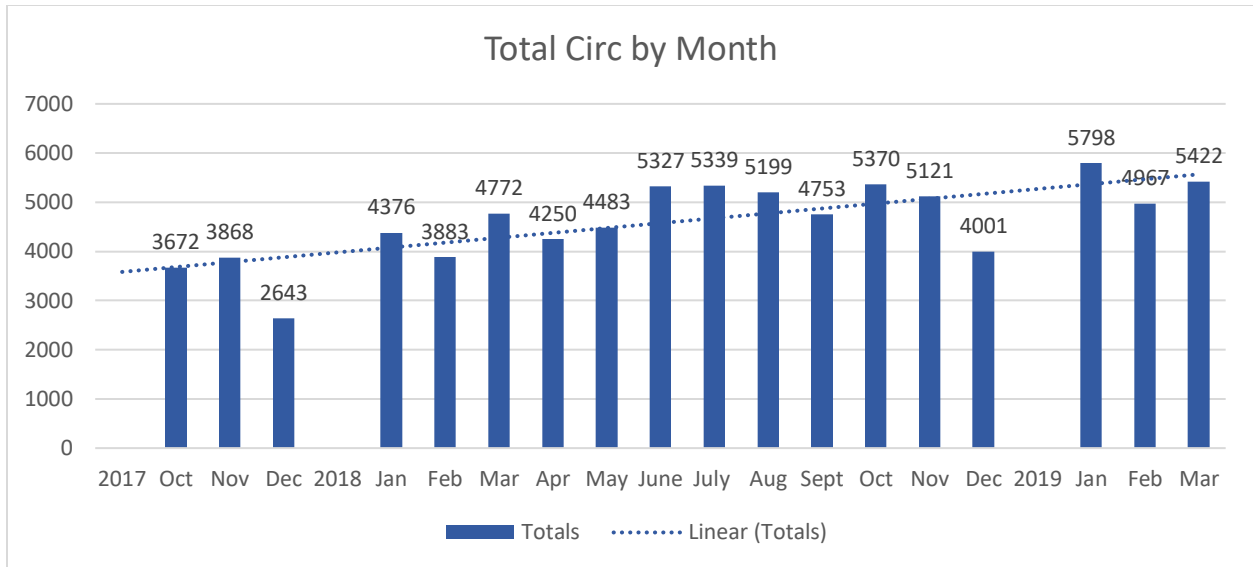
Some highlights for the month include: Another successful Spanish-language family movie Saturday. Our Spanish-speaking families came together to watch Shrek and to feast on Porto's fine pastries and empanadas. Mr. Ben and his Bots created underwater fireworks, and dyed flowers using food coloring and transpiration. We now have 118 families signed up for 1000 Books Before Kindergarten.

The Children's Librarian attended a conference in Madison, WI called Power Up: A Leadership Conference For Youth Services Managers And Staff from March 28-29. It was a great opportunity to meet with other Children's Librarians and supervisors from around the country to talk about our teams, our patrons, our collections, and how to make it all work together. Some highlights included a session on how to streamline your programming, so that the things you do (and spend money on) are thoughtful and intentional—and not always just for fun (though that's not a bad reason to do a program, either!). Rather than loading down our calendar and staff with programs, though, and we should think about how the things that we do line up with the library's mission and values. We are sure our team is going to be applying some of these thoughts to our next round of programming planning (Fall 2019 will be here before you know it!).

There was also a wonderful keynote session from Dr. Sarah Park Dahlen of the St. Catherine's University MLIS program, wherein she talked about white supremacy in children's books and collection development—about how the choices that we make as materials selectors have a great impact on our patrons and their experiences of the world. This is something that we take very seriously as a department—we are aware that, for many of our patrons, their experiences with books from the library may be their first introduction to serious topics, marginalized people, or just people who are different from themselves, and that we owe it to our patrons to make sure that those

introductions and further explanations are guided by texts and resources that are authentic, reflective of real lives and experiences, and intersectional.

Last month, we shared a chart that mapped the growth of our circulation in the Children’s Department— from October 2017 to March 2019, our circulation has increased from around 3,600 items a month to around 5,400 items a month.



We truly consider this to be a triumph of our collection development strategy—to find new homes for books which our patrons do not use in house, thereby freeing up space (both physical and mental—a solid wall of books can be really overwhelming to look through!) for our patrons to explore and discover those items that are most useful to the community. So the next time someone asks “Where are all the books?” we are happy to tell them they’re exactly where they should be—in the playrooms, on the nightstands, and in the backpacks of our patrons and their families.



**BOARD OF LIBRARY TRUSTEES
Director's Report for March 2019**

DEPARTMENT: Administration
PREPARED BY: Cindy Cleary

MEETING DATE: April 22, 2019
LOCATION: Community Room

MAY BOARD MEETING SCHEDULE REMINDER:

Due to the Memorial Day Holiday the next Board meeting will be on Monday, May 20 at 5:00 p.m.

TEEN LIBRARIAN RECRUITMENT:

We have extended an offer to a candidate to fill our Librarian I Teen position. We are hoping that the person will accept and be onboard in time for the start of the Summer Reading Program.

EMPLOYEE EVALUATIONS:

Since approximately 2012 ALD written evaluations have not been given to employees on a consistent basis. Over the last several months an evaluation form was drafted and now completed that will give supervisors the opportunity to assess performance, establish goals and support employee professional development. Current employees will be given annual evaluations. New employees will receive an evaluation after three months, six months at the end of their introductory period, and every twelve months thereafter. Special evaluations will be presented on an as-needed basis. The annual evaluation form is included in the packet. A shorter version is being developed for the introductory period.

COST-EFFECTIVE LEGAL SERVICES:

In further conversation with BB&K a list was developed outlining cost-saving measures. A summary of that conversation is included in the packet.

UPCOMING EVENTS

Friend's Book Sale:

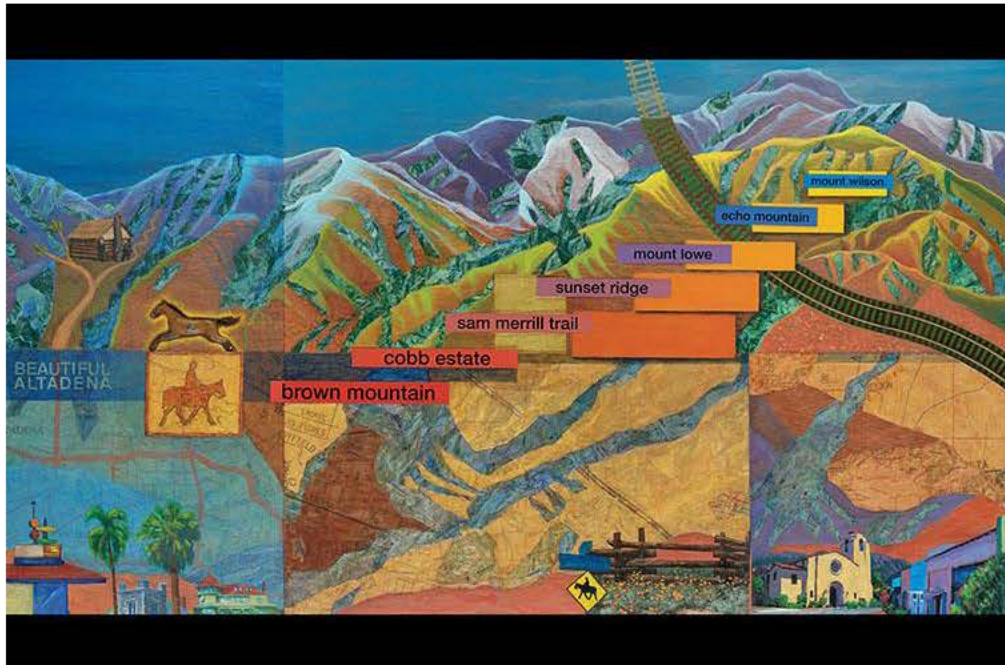
The eagerly anticipated book sale is scheduled on Saturday, May 18 from 10-4 and Sunday, May 19 from 1-4. The book sale will take place in the Main Library parking lot.

Summer Reading Program:

The Summer Reading Program for all ages will kick-off on June 1. This year's theme is "A Universe of Stories." Programming will be space themed in honor of the 50th anniversary of Apollo 11.

Metro's Eyes of Artists Poster Series:

On Saturday, May 18 from 2-4 the library will be hosting a very special reception to unveil the MTA selected poster created by local artist Leah Knecht. The poster features Altadena landmarks and will be displayed onboard Metro trains and buses. The image is included in the packet.





Altadena Library District Performance Assessment

Employee's Name		
Employee ID Number		
Position Title		
Department and Branch Location		
Supervisor's Name		
Anniversary Date	Assessment Date	Next Anniversary Date

Verification of Performance Assessment	
<i>By signing this form, employee confirms he/she discussed assessment in detail with their supervisor.</i>	
Employee Signature:	Date:
Supervisor Signature:	Date:
Director Signature:	Date:

Date Employee's Response Due:
Employee's Response:

Employee Performance Assessment

EXAMPLES OF SUCCESSFULLY MEETS	EXAMPLES OF EXEMPLARY	EXAMPLES OF DOES NOT MEET /IMPROVEMENT NEEDED
<p>ATTENDANCE/PUNCTUALITY: Dependable attendance and punctuality with no patterned and/or excessive absences.</p>	<p>Not applicable</p>	<ul style="list-style-type: none"> • Demonstrates a pattern of disregard for assigned work schedule by arriving late. • Shows pattern in schedule changes or sick leave usage. • Schedule changes or sick leave usage is excessive. • Frequently extends rest and meal periods beyond scheduled times. • Employee frequently requests vacation without prior or appropriate notification.
<p>COMMUNICATION SKILLS: Effectively communicates information in a clear and concise manner. Tactfully communicates information and is an active listener and as needed. Regularly displays honest, open, appropriate, professional communication.</p>	<ul style="list-style-type: none"> • Demonstrates the highest standards in written communication, utilizing available and emerging technology and systems to maximize efficiency, productivity and impact. • Writes and speaks in varied settings and styles to convey messages and ideas in a persuasive, effective, and inspiring manner. • Outstanding ability to explain and teach. 	<ul style="list-style-type: none"> • Often fails to make thoughts, ideas and explanations clear to others, in speaking and/or in writing. • Feedback is typified by the need to reword or elaborate in order to obtain required level of understanding. • Writes and speaks in ways that are less effective and, at times, unclear in conveying messages and ideas. • Inconsistently shares knowledge and/or information in a timely, effective manner.
<p>INTERPERSONAL SKILLS: Consistently maintains a positive and respectful attitude towards fellow staff and community members. Follows through on commitments in a timely manner. Handles conflict resolution as expected.</p>	<ul style="list-style-type: none"> • Always models, encourages, and supports others to display honest, open, appropriate, professional communication. • Recognizes staff members' roles and expertise. • Follows through on commitments and communicates in a timely manner. • Consistently, in all cases, seen by community members and fellow staff as possessing high functional knowledge and skills. • Exceptional at handling conflict resolution 	<ul style="list-style-type: none"> • Rarely displays honest and open communication. • Displays inappropriate, unprofessional communication. • Fails to recognize staff members' roles and expertise. • Rarely follows through on commitments. • Expects management to work out issues between co-workers.

Employee Performance Assessment

<p>ACCEPTANCE OF SUPERVISION AND ASSIGNMENTS: Willingly performs assigned tasks and responsibilities. Embraces constructive criticism and takes the opportunity to improve based upon the feedback provided. Treats others respectfully when receiving feedback.</p>	<ul style="list-style-type: none"> • Always solicits and enthusiastically accepts feedback with plans and actions to correct or improve as warranted by the situation. 	<ul style="list-style-type: none"> • Infrequently responds to feedback. • Rarely takes responsibility for behavior or performance, responds defensively and/or places blame. • Resistant to coaching.
<p>EMBRACING CHANGE: Open to and supports library transition processes; implements required changes; engaged.</p>	<ul style="list-style-type: none"> • Adopts and/or leads change and highly effective at helping staff through transition processes. • Facilitates action and troubleshoots obstacles. • Model of engagement and flexibility. 	<ul style="list-style-type: none"> • Resists change with negative behavior and/or attitude, refuses to accept transitions are necessary. • Creates roadblocks to change and does not support transition processes. • Out of sync with the organization.
<p>CUSTOMER SERVICE: Consistently satisfies the needs of both community members and co-workers.</p>	<ul style="list-style-type: none"> • Exceptional at anticipating and satisfying evolving customer needs. • Is recognized for service excellence by internal and/or external customers. • Processes both routine and non-routine customer inquiries and concerns in ways that result in a high degree of customer satisfaction. 	<ul style="list-style-type: none"> • Rarely meets internal/external customer needs. • Subject of specific complaints regarding level of service. • Often appears indifferent to customer concerns. • Provides minimal response to customers.
<p>COLLABORATION: Regularly listens to others' perspectives and accepts responsibility in working for the good of the team. Cooperates well with others and contributes to shared outcomes. Checks in with others who will be impacted by the idea or project.</p>	<ul style="list-style-type: none"> • Always understands and integrates others' perspectives while still representing own views. • Exceptional at finding common ground and solving problems for the good of all. • Is recognized as a role model in generating cooperation to achieve the best possible outcomes. • Checks in with others who will be impacted by the idea or project. 	<ul style="list-style-type: none"> • Rarely listens to, or, disregards others' perspectives. • Views shared are usually negative and disruptive. • Generally uncooperative, may inhibit the larger group from achieving outcomes. • Rarely checks in with others who will be impacted by the idea or project.

Employee Performance Assessment

<p>PRODUCTIVITY AND PERFORMANCE: Effectively manages time, assignments, priorities, and resources to fulfill the duties of the position. Maintains a balanced and efficient workflow by producing quality work product that has few errors and the quantity is within an acceptable timeframe. Learns from mistakes. Achieves expected performance and results.</p>	<ul style="list-style-type: none"> • Proactive in identifying opportunities for process/system improvements and efficient use of resources. • Assignments are always completed as scheduled and at the desired level of output. • Assignments often completed ahead of schedule and at a level of quality and/or quantity that exceeds expectations • Ideas and suggestions to improve productivity are offered and frequently generate positive results. • Drives exceptional performance and results by setting clear goals and providing the highest level of staff support. Impacts positive results across the organization. 	<ul style="list-style-type: none"> • Unable to prioritize time. • Assignments are often not completed as scheduled and/or the desired level of work output is not met. • Work is below the quality standard and occasionally needs to be redone by the employee or others, resulting in delays. • Rarely monitors performance, progress and rarely learns from mistakes. • Rarely provides support to staff.
<p>INITIATIVE: A self-starter who is motivated, capable of working independently and routinely identifies problems and carries out solutions. Uses enthusiasm and sound judgement in the development of new ideas to improve self and the organization.</p>	<ul style="list-style-type: none"> • Exceptionally independent and frequently finds ways to improve own work. • Once given direction, does not require unplanned support or guidance to execute role. • Explores and implements new skills, technologies and/or advances in field to improve quality and efficiency. 	<ul style="list-style-type: none"> • Rarely independent, needs constant direction. • Requires constant supervision and excessive unplanned support or guidance to execute role. • Usually turns to others to solve problems.
<p>JOB KNOWLEDGE AND APPLICATION: Regularly displays knowledge of policies and procedures related to position. Regularly learns new skills and attempts to enhance capabilities and improve performance. Uses sound judgement and seeks appropriate guidance.</p>	<ul style="list-style-type: none"> • Possesses job knowledge that is well beyond normally expected as demonstrated by thorough understanding of how to perform regular work assignments as well as how those assignments relate to other areas. • Pursues additional job-related training, certification, education, licensing, or qualifications beyond basic requirements. • Serves as resource to others regarding work processes and procedures. • Eagerly learns new skills to enhance own capabilities to improve performance. 	<ul style="list-style-type: none"> • Knowledge of policies and procedures to related to position is lacking. • Frequently requires assistance from supervisor or others in order to complete tasks related to position. • Rarely shows interest in learning new skills and avoids opportunities to enhance capabilities.

Employee Performance Assessment

<p>SAFETY: Safely operates vehicles, equipment, and tools and maintains a safe working environment. Follows applicable safety procedures while engaged in job tasks.</p>	<ul style="list-style-type: none"> Keeps up on best practices, actively and consistently maintains and promotes safety practices and principles. 	<ul style="list-style-type: none"> Does not follow safe work habits. Does not complete required safety trainings. Does not identify or report incidents or hazards. Inhibits or hinders others from following safe work practices.
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SUPERVISORS ONLY

<p>SUPERVISION: May regularly suggest development opportunities for staff, delivers appropriate feedback and effectively coaches for development. Acknowledges and responds to unacceptable behaviors.</p>	<ul style="list-style-type: none"> Strategically identifies development opportunities for staff. Feedback to others is precise and appropriate. Highly trusted development coach and mentor throughout the organization. Expertly acknowledges and responds to unacceptable behaviors. 	<ul style="list-style-type: none"> Does not support development opportunities for staff. Does not provide meaningful feedback. Avoids coaching for development. Does not address unacceptable behaviors.
<p>PERFORMANCE ASSURANCE/ INTERNAL CONTROLS: Ensures processes are in place to manage performance and productivity of employees, implementing procedures that lower identified risks through supervisory control and reporting mechanisms.</p>	<ul style="list-style-type: none"> Monitors employee progress and proactively adjusts resource allocations. Proactively removes barriers to help accomplish team goals. Continuously reviews and modifies processes to generate enhanced employee productivity. Employs an ongoing system of communication and review to provide employees with notice of deficiencies and of opportunities to improve performance. 	<ul style="list-style-type: none"> Disregards or ineffectively provides staff direction, monitoring, and development. Often ignores performance management or administrative policies. Documented policies and procedures are not in place. Does not hold direct reports accountable for providing timely and quality results. Does not strive to apply or contribute to best practices in discipline or specialty area.
<p>FISCAL RESPONSIBILITY: Employee understands fiscal management and procurement practices relative to department objectives to keep operations running efficiently within an allotted budget and to meet the overall organizational budget goals.</p>	<ul style="list-style-type: none"> Frequently uses fewer than expected resources while still delivering high-quality work for less than budgeted costs. If budget is required to be spent; spends accurately and appropriately. 	<ul style="list-style-type: none"> Does not follow purchasing protocols. Fails to meet fiscal responsibility or budgeting goals.

Employee Performance Assessment

Employee:

CORE DIMENSIONS FOR ALL EMPLOYEES	SUCCESSFULLY MEETS	EXEMPLARY	DOES NOT MEET/ IMPROVEMENT NEEDED
ATTENDANCE/PUNCTUALITY: Dependable attendance and punctuality with no patterned and/or excessive absences.			
COMMUNICATION SKILLS: Effectively communicates information in a clear and concise manner. Tactfully communicates information and is an active listener and as needed. Regularly displays honest, open, appropriate, professional communication.			
INTERPERSONAL SKILLS: Consistently maintains a positive and respectful attitude towards fellow staff and community members. Follows through on commitments in a timely manner. Handles conflict resolution as expected.			
ACCEPTANCE OF SUPERVISION AND ASSIGNMENTS: Willingly performs assigned tasks and responsibilities. Embraces constructive criticism and takes the opportunity to improve based upon the feedback provided. Treats others respectfully when receiving feedback.			
EMBRACING CHANGE: Open to and supports library transition processes; implements required changes; engaged.			
CUSTOMER SERVICE: Consistently satisfies the needs of both community members and co-workers.			
COLLABORATION: Regularly listens to others' perspectives and accepts responsibility in working for the good of the team. Cooperates well with others and contributes to shared outcomes. Checks in with others who will be impacted by the idea or project.			
PRODUCTIVITY AND PERFORMANCE: Effectively manages time, assignments, priorities, and resources to fulfill the duties of the position. Maintains a balanced and efficient workflow by producing quality work product that has few errors and the quantity is within an acceptable timeframe. Learns from mistakes. Achieves expected performance and results.			

Employee Performance Assessment

<p>INITIATIVE: A self-starter who is motivated, capable of working independently and routinely identifies problems and carries out solutions. Uses enthusiasm and sound judgement in the development of new ideas to improve self and the organization.</p>			
<p>JOB KNOWLEDGE AND APPLICATION: Regularly displays knowledge of policies and procedures related to position. Regularly learns new skills and attempts to enhance capabilities and improve performance. Uses sound judgement and seeks appropriate guidance.</p>			
<p>SAFETY: Safely operates vehicles, equipment, and tools and maintains a safe working environment. Follows applicable safety procedures while engaged in job tasks.</p>			
SUPERVISOR DIMENSIONS			
<p>SUPERVISION: May regularly suggest development opportunities for staff, delivers appropriate feedback and effectively coaches for development. Acknowledges and responds to unacceptable behaviors.</p>			
<p>PERFORMANCE ASSURANCE/ INTERNAL CONTROLS: Ensures processes are in place to manage performance and productivity of employees, implementing procedures that lower identified risks through supervisory control and reporting mechanisms.</p>			
<p>FISCAL RESPONSIBILITY: Employee understands fiscal management and procurement practices relative to department objectives to keep operations running efficiently within an allotted budget and to meet the overall organizational budget goals.</p>			

SUMMARY RATING		
The Summary Rating is not an average of individual ratings. The Summary is in relation to overall accomplishments of objectives and responsibilities.		
SUCCESSFULLY MEETS	EXEMPLARY	DOES NOT MEET/ IMPROVEMENT NEEDED

Employee Performance Assessment

Narrative Assessment

Employee:

Departmental Goals:

Employee's Goals:

General Comments and Summary of Accomplishments:



Legal Services Report

DEPARTMENT: Administration
PREPARED BY: Cindy Cleary

MEETING DATE: April 22, 2019
LOCATION: Community Room

The Altadena Library District and BB&K will work together to utilize revenues wisely. The following are specific services and actions that will be taken in order to achieve our goals:

GENERAL

Attendance Only at Mandatory Meetings; Telephone Attendance: BB&K will work with library management and staff to attend only those meetings at which they are needed. The option of phoning in to meetings is available.

Perform Only "Legal" Services: BB&K will work with the Executive Director to ensure that staff does not rely on General Counsel staff to perform non-legal work.

Use of Paralegals; BB&K Team Approach: BB&K's team of highly qualified public law paralegals are experts in core public law issues, such as: (1) the Brown Act; (2) the Public Records Act and document retention requirements (including review of PRA requests and produced documents); (3) conflicts of interest, such as the Political Reform Act (including code preparation and adoption, training and Form 700 preparation) and Government Code Section 1090; and (4) ordinance and resolution research/drafting. Cost-effective legal services will be enhanced by utilizing the skills of paralegals for these types of legal services.

Bundling/Cost Sharing with other Clients: BB&K will suggest ways to cost share with other districts on the research and work product when issues are similar.

Training to Reduce Need: As requested BB&K will provide training in some areas so that library staff can perform certain services rather than the General Counsel's staff. Areas of training may include the following:

- Use of model contracts, agreements and amendments;
- Preparation of simple resolutions and ordinance;
- Use of model agenda/staff reports;
- Risk management & safety techniques;
- CEQA training

LITIGATION

Strategic Litigation Implementation: With staff's assistance, BB&K will be even more strategic regarding what litigation services are provided on specific cases, and only perform services when they are absolutely necessary. Some services can be performed as late as possible, since cases change or disappear over time.

Telephone Appearances: BB&K will use telephonic court appearances whenever possible, to save on travel and court waiting time.

Risk Management/Tort Claims Review: The General Counsel's role in tort claims review can be limited to the following: (1) employment matters; (2) first amendment issues; (3) civil rights issues; (4) vehicle accidents involving a Library employee; (5) a represented claimant; or (6) an amount in controversy exceeding the jurisdiction of the small claims court.

ADMINISTRATION

Monthly Accounting Summaries: A detailed accounting summary assists the district in tracking legal service dollars. The summary may be tied to budgets to create and assist in meeting goals.



**BOARD OF LIBRARY TRUSTEES
STAFF REPORT**

DEPARTMENT: Administration

MEETING DATE: April 22, 2019

PREPARED BY: Nicole Fabry

LOCATION: Community Room

TITLE: Summary Report of Financial Statements for February 2019

February 2019 FINANCIAL STATEMENTS

The following financial reports are for the month of February 2019. The financial statements are unaudited.

As indicated on this report, actual year-to-date revenues exceed actual year-to-date expenditures reflecting a net income of \$975,615.63. ALD cash and cash equivalents are \$2,969,631.12.

REVENUE HIGHLIGHTS

The District currently has \$2,969,631.12 in cash and cash equivalents.
The (unaudited) net income for the month of February is \$975,615.63.

Printing revenue and rental income are exceeding budget expectations at 89.8% and 145% of budget.

PAYMENTS FROM SUPPORT ORGANIZATIONS

In February 2019 there were no payments to report.

EXPENDITURE HIGHLIGHTS

ALD paid \$14,300.00 in February 2019 for much-needed tree trimming of Deodar Cedars and Canary Island Pines at the main location.

Altadena Library District
Profit & Loss Prev Year Comparison
July 2018 through February 2019

	Jul '18 - Feb 19	Jul '17 - Feb 18	\$ Change	% Change
Ordinary Income/Expense				
Income				
DONATIONS AND GRANTS				
4705 · Altadena Library Foundation	5,000.00		5,000.00	100.0%
4710 · Friends of the Library	11,553.85	12,000.00	(446.15)	(3.7)%
4730 · Undesignated	325.15	1,767.65	(1,442.50)	(81.6)%
4740 · CA Library Literacy Services		18,000.00	(18,000.00)	(100.0)%
4750 · Cal State Library	18,000.00	18,281.00	(281.00)	(1.5)%
Total DONATIONS AND GRANTS	34,879.00	50,048.65	(15,169.65)	(30.3)%
FINES & FEES				
4305 · Fees	2,349.88	3,313.79	(963.91)	(29.1)%
4310 · MFM Revenue	7,180.81	4,506.78	2,674.03	59.3%
4340 · Passport Services Fees	70,784.95	66,873.69	3,911.26	5.9%
4350 · Sales of Products	592.00	3,206.55	(2,614.55)	(81.5)%
4810 · Community Room Fees	580.00		580.00	100.0%
Total FINES & FEES	81,487.64	77,900.81	3,586.83	4.6%
INTEREST INCOME & ADJUSTMENTS				
4210 · Chase Bank	154.54	1,589.74	(1,435.20)	(90.3)%
Total INTEREST INCOME & ADJUSTMENTS	154.54	1,589.74	(1,435.20)	(90.3)%
OTHER REVENUE & ADJUSTMENT				
4915 · Rental Revenue	5,800.00	2,325.00	3,475.00	149.5%
4920 · Reimbursements	400.55	10,740.60	(10,340.05)	(96.3)%
4999 · Rewards & Incentives		5,539.05	(5,539.05)	(100.0)%
Total OTHER REVENUE & ADJUSTMENT	6,200.55	18,604.65	(12,404.10)	(66.7)%
REVENUES				
Property Taxes				
4010 · Current-Year Secured				
4010.00 · Current Secured	2,414,259.34	1,415,535.25	998,724.09	70.6%
4010.01 · Revenue Residual	16,979.60	18,120.28	(1,140.68)	(6.3)%
4010.02 · Statutory Revenue	2,709.57	2,271.68	437.89	19.3%
4010.03 · SB 813 Supplemental	8,877.18	36,804.03	(27,926.85)	(75.9)%
Total 4010 · Current-Year Secured	2,442,825.69	1,472,731.24	970,094.45	65.9%
4020 · Current-Year Unsecured				
4020.00 · Current Unsecured	84,437.18	74,867.25	9,569.93	12.8%
Total 4020 · Current-Year Unsecured	84,437.18	74,867.25	9,569.93	12.8%
4030 · Prior-Year Secured				
4030.00 · Prior Secured	(6,853.14)	31,162.96	(38,016.10)	(122.0)%
4030.03 · SB 813 Redemption	2,229.81	3,019.24	(789.43)	(26.2)%
4030.05 · Secured Tax Refunds	(30,518.65)	(26,348.54)	(4,170.11)	(15.8)%
Total 4030 · Prior-Year Secured	(35,141.98)	7,833.66	(42,975.64)	(548.6)%
4040 · Prior-Year Unsecured				
4040.00 · Prior Unsecured	(9,372.72)	6,970.45	(16,343.17)	(234.5)%
Total 4040 · Prior-Year Unsecured	(9,372.72)	6,970.45	(16,343.17)	(234.5)%
4050 · Homeowners Exemption	6,779.14	6,940.95	(161.81)	(2.3)%
4060 · Special Assessment				
4060.01 · Per Parcel Benefit Assessment	829,943.06	515,143.28	314,799.78	61.1%
Total 4060 · Special Assessment	829,943.06	515,143.28	314,799.78	61.1%

Altadena Library District
Profit & Loss Prev Year Comparison
July 2018 through February 2019

	Jul '18 - Feb 19	Jul '17 - Feb 18	\$ Change	% Change
4080 · Penalties, Interest & Costs-Ref	8,867.93	9,209.91	(341.98)	(3.7)%
4220 · County Interest Allocation	16,855.06	4,280.93	12,574.13	293.7%
4250 · Change in Property Tax Accrual		(5,793.87)	5,793.87	100.0%
Total Property Taxes	3,345,193.36	2,092,183.80	1,253,009.56	59.9%
Total REVENUES	3,345,193.36	2,092,183.80	1,253,009.56	59.9%
Total Income	3,467,915.09	2,240,327.65	1,227,587.44	54.8%
Expense				
'PERSONNEL RELATED EXPENSES				
5000 · SALARIES & WAGES				
5010 · Salaried	289,195.78	241,085.32	48,110.46	20.0%
5020 · Hourly	840,441.10	731,661.94	108,779.16	14.9%
Total 5000 · SALARIES & WAGES	1,129,636.88	972,747.26	156,889.62	16.1%
5100 · Employer-Portion Taxes/Benefits				
5120 · Payroll Taxes (ER)				
5250 · FUTA		4,241.17	(4,241.17)	(100.0)%
5120 · Payroll Taxes (ER) - Other	92,123.60	79,838.14	12,285.46	15.4%
Total 5120 · Payroll Taxes (ER)	92,123.60	84,079.31	8,044.29	9.6%
5210 · PERS Retirement				
5210.01 · CalPers CLASSIC (ER Contr)	16,694.63	19,418.99	(2,724.36)	(14.0)%
5210.02 · CalPers PEPRA (ER Contr)	49,342.47	51,086.57	(1,744.10)	(3.4)%
5218 · PERS Unfunded	116,139.00	61,203.92	54,935.08	89.8%
Total 5210 · PERS Retirement	182,176.10	131,709.48	50,466.62	38.3%
Total 5100 · Employer-Portion Taxes/Benefits	274,299.70	215,788.79	58,510.91	27.1%
5200 · Insurance				
5220 · Health Insurance	80,753.90	79,165.23	1,588.67	2.0%
5221 · Health Insurance - Retirees	47,518.71	50,331.08	(2,812.37)	(5.6)%
5230 · Dental Insurance	10,007.15	7,948.62	2,058.53	25.9%
5240 · Vision Insurance	2,957.97	1,900.02	1,057.95	55.7%
5260 · Life Insurance	1,033.52	838.94	194.58	23.2%
5270 · Workers' Compensation	15,272.25	13,493.59	1,778.66	13.2%
5280 · Disability Insurance		(349.95)	349.95	100.0%
Total 5200 · Insurance	157,543.50	153,327.53	4,215.97	2.8%
Total 'PERSONNEL RELATED EXPENSES	1,561,480.08	1,341,863.58	219,616.50	16.4%
CAPITAL				
7310 · Equipment, Furniture & Fixtures	26,607.41	16,593.23	10,014.18	60.4%
7320 · Structures & Improvements	11,889.00	73,390.00	(61,501.00)	(83.8)%
Total CAPITAL	38,496.41	89,983.23	(51,486.82)	(57.2)%
FACILITIES, GROUNDS & MAINTENAN				
7205 · Maintenance Contracts	8,434.29	35,572.81	(27,138.52)	(76.3)%
7210 · Building Maint & Repairs	16,820.16	25,346.58	(8,526.42)	(33.6)%
7220 · Landscape	15,423.48	8,165.92	7,257.56	88.9%
Total FACILITIES, GROUNDS & MAINTENAN	40,677.93	69,085.31	(28,407.38)	(41.1)%

Altadena Library District
Profit & Loss Prev Year Comparison
July 2018 through February 2019

	Jul '18 - Feb 19	Jul '17 - Feb 18	\$ Change	% Change
LIBRARY MATERIALS				
6110 · Cataloging Expenses	16,922.70	13,477.52	3,445.18	25.6%
6115 · Electronic Databases & Subscrip	14,410.05	15,170.58	(760.53)	(5.0)%
6120 · Books	69,194.73	63,495.42	5,699.31	9.0%
6125 · Audio CD	6,191.86	8,346.53	(2,154.67)	(25.8)%
6130 · DVD's & Videogames	14,541.00	16,397.77	(1,856.77)	(11.3)%
6135 · Processing of Materials	21,272.76	21,699.36	(426.60)	(2.0)%
6140 · Periodicals	9,950.15	12,617.11	(2,666.96)	(21.1)%
6150 · Downloadables	14,068.75	11,077.83	2,990.92	27.0%
Total LIBRARY MATERIALS	166,552.00	162,282.12	4,269.88	2.6%
MISCELLANEOUS EXPENSE				
7510 · Miscellaneous Expense				
7540 · Trustee Election		10,084.06	(10,084.06)	(100.0)%
Total MISCELLANEOUS EXPENSE		10,084.06	(10,084.06)	(100.0)%
OPERATING EXPENSES				
6430 · Insurance-Gen, Prop, Liab, Eq	26,138.73	38,693.92	(12,555.19)	(32.5)%
6432 · Earthquake Insurance	18,550.00		18,550.00	100.0%
6618 · Recruitment	346.50		346.50	100.0%
6620 · Membership Dues & Subscriptions	11,932.76	11,931.01	1.75	
6623 · Trustee Prof. Development	600.00		600.00	100.0%
6625 · Training & Education	4,750.12	5,630.24	(880.12)	(15.6)%
6626 · Staff Recognition	3,178.34	1,008.78	2,169.56	215.1%
6627 · Advertising / Marketing	1,806.89	3,213.95	(1,407.06)	(43.8)%
6628 · Volunteer Recognition	1,286.00		1,286.00	100.0%
6710 · Meetings & Travel	5,402.75	4,470.49	932.26	20.9%
6730 · Mileage & Parking Reimbursement	675.20	482.62	192.58	39.9%
6740 · Postage & Delivery	4,610.79	4,872.44	(261.65)	(5.4)%
6745 · Banking & Service Fees	1,364.48	1,297.64	66.84	5.2%
6746 · Payroll Fees	6,320.00	6,345.00	(25.00)	(0.4)%
6750 · Printing & Reproduction	4,014.23	12,092.34	(8,078.11)	(66.8)%
6755 · Small Equipment	4,768.45	6,802.70	(2,034.25)	(29.9)%
6765 · Janitorial Supplies	5,475.89	11,805.17	(6,329.28)	(53.6)%
6770 · Operating Supplies	13,812.99	11,617.45	2,195.54	18.9%
6780 · Operating Software	1,344.80	2,186.34	(841.54)	(38.5)%
6920 · Electricity	22,970.65	23,924.90	(954.25)	(4.0)%
6930 · Natural Gas	2,343.25	1,768.91	574.34	32.5%
6940 · Water & Sewage	3,418.72	4,049.71	(630.99)	(15.6)%
6950 · Refuse	3,398.61	3,096.07	302.54	9.8%
6960 · Products for Resale	37.22	3,219.47	(3,182.25)	(98.8)%
6970 · Equipment Lease & Rental	16,631.32	10,932.47	5,698.85	52.1%
7530 · County Tax Collection Fees	33,235.82	30,826.64	2,409.18	7.8%
Total OPERATING EXPENSES	198,414.51	200,268.26	(1,853.75)	(0.9)%
PROFESSIONAL & TECHNICAL				
7125 · Audit and Financial Consulting	42,080.03	27,671.98	14,408.05	52.1%
7130 · Legal Fees	237,946.24	7,621.10	230,325.14	3,022.2%
7131 · Legal Settlement	111,800.00		111,800.00	100.0%
7140 · Architectural & Engineering		5,800.00	(5,800.00)	(100.0)%
7145 · Collection Agency	1,825.80	1,557.30	268.50	17.2%
7155 · Consultants - Other	22,379.03	54,474.21	(32,095.18)	(58.9)%
7170 · Telecommunications	6,273.34	4,036.02	2,237.32	55.4%
7175 · Internet Service	10,182.03	30,194.71	(20,012.68)	(66.3)%
7180 · Technology Equipment	10,522.68	27,848.59	(17,325.91)	(62.2)%
7185 · Technology Maintenance Fees	14,921.25	14,677.58	243.67	1.7%
7190 · Website Development	851.96	858.00	(6.04)	(0.7)%
Total PROFESSIONAL & TECHNICAL	458,782.36	174,739.49	284,042.87	162.6%

Altadena Library District
Profit & Loss Prev Year Comparison
July 2018 through February 2019

	Jul '18 - Feb 19	Jul '17 - Feb 18	\$ Change	% Change
PROGRAMS				
6200 · Youth Services	6,468.06	4,489.11	1,978.95	44.1%
6210 · Teen Services	2,283.91	3,933.72	(1,649.81)	(41.9)%
6220 · Adult Services	13,750.76	18,431.21	(4,680.45)	(25.4)%
6230 · Bob Lucas Branch Services	3,462.57	1,848.75	1,613.82	87.3%
6240 · Literacy Services	1,930.87	1,719.75	211.12	12.3%
Total PROGRAMS	27,896.17	30,422.54	(2,526.37)	(8.3)%
Total Expense	2,492,299.46	2,078,728.59	413,570.87	19.9%
Net Ordinary Income	975,615.63	161,599.06	814,016.57	503.7%
Net Income	975,615.63	161,599.06	814,016.57	503.7%

Altadena Library District
Profit & Loss
 February 2019

	Feb 19
Ordinary Income/Expense	
Income	
DONATIONS AND GRANTS	
4710 · Friends of the Library	170.10
Total DONATIONS AND GRANTS	170.10
FINES & FEES	
4305 · Fees	128.71
4310 · MFM Revenue	877.30
4340 · Passport Services Fees	7,903.95
4350 · Sales of Products	12.00
4810 · Community Room Fees	75.00
Total FINES & FEES	8,996.96
INTEREST INCOME & ADJUSTMENTS	
4210 · Chase Bank	9.01
Total INTEREST INCOME & ADJUSTMENTS	9.01
REVENUES	
Property Taxes	
4010 · Current-Year Secured	
4010.00 · Current Secured	
4010.01 · Revenue Residual	
4010.02 · Statutory Revenue	
4010.03 · SB 813 Supplemental	7,633.35
Total 4010 · Current-Year Secured	7,633.35
4020 · Current-Year Unsecured	
4020.00 · Current Unsecured	
Total 4020 · Current-Year Unsecured	
4030 · Prior-Year Secured	
4030.00 · Prior Secured	4,885.74
4030.03 · SB 813 Redemption	430.60
4030.05 · Secured Tax Refunds	(24,324.86)
Total 4030 · Prior-Year Secured	(19,008.52)
4040 · Prior-Year Unsecured	
4040.00 · Prior Unsecured	
Total 4040 · Prior-Year Unsecured	
4050 · Homeowners Exemption	
4060 · Special Assessment	
4060.01 · Per Parcel Benefit Assessment	2,006.12
Total 4060 · Special Assessment	2,006.12
4080 · Penalties,Interest & Costs-Ref	2,123.46
4220 · County Interest Allocation	3,784.10
Total Property Taxes	(3,461.49)
Total REVENUES	(3,461.49)
Total Income	5,714.58
Expense	
'PERSONNEL RELATED EXPENSES	
5000 · SALARIES & WAGES	
5010 · Salaried	54,110.35
5020 · Hourly	111,426.89
Total 5000 · SALARIES & WAGES	165,537.24

Altadena Library District
Profit & Loss
February 2019

	Feb 19
5100 · Employer-Portion Taxes/Benefits	
5120 · Payroll Taxes (ER)	17,247.88
5210 · PERS Retirement	
5210.01 · CalPers CLASSIC (ER Contr)	1,680.11
5210.02 · CalPers PEPRA (ER Contr)	5,442.82
Total 5210 · PERS Retirement	7,122.93
Total 5100 · Employer-Portion Taxes/Benefits	24,370.81
5200 · Insurance	
5220 · Health Insurance	6,190.25
5221 · Health Insurance - Retirees	5,975.61
5230 · Dental Insurance	1,256.78
5240 · Vision Insurance	375.42
5260 · Life Insurance	107.93
Total 5200 · Insurance	13,905.99
Total 'PERSONNEL RELATED EXPENSES	203,814.04
CAPITAL	
7320 · Structures & Improvements	1,989.00
Total CAPITAL	1,989.00
FACILITIES, GROUNDS & MAINTENAN	
7210 · Building Maint & Repairs	2,230.64
7220 · Landscape	14,466.43
Total FACILITIES, GROUNDS & MAINTENAN	16,697.07
LIBRARY MATERIALS	
6110 · Cataloging Expenses	1,531.85
6120 · Books	6,161.96
6125 · Audio CD	599.66
6130 · DVD's & Videogames	1,804.47
6135 · Processing of Materials	2,635.62
6150 · Downloadables	4,425.02
Total LIBRARY MATERIALS	17,158.58
MISCELLANEOUS EXPENSE	
7510 · Miscellaneous Expense	(9.72)
Total MISCELLANEOUS EXPENSE	(9.72)
OPERATING EXPENSES	
6618 · Recruitment	57.75
6623 · Trustee Prof. Development	600.00
6627 · Advertising / Marketing	32.00
6710 · Meetings & Travel	475.21
6730 · Mileage & Parking Reimbursement	40.60
6740 · Postage & Delivery	510.37
6745 · Banking & Service Fees	180.69
6746 · Payroll Fees	790.00
6750 · Printing & Reproduction	179.54
6765 · Janitorial Supplies	604.60
6770 · Operating Supplies	1,725.97
6780 · Operating Software	24.99
6920 · Electricity	2,041.71
6930 · Natural Gas	1,014.15
6940 · Water & Sewage	159.25
6950 · Refuse	595.41
6960 · Products for Resale	37.22

Altadena Library District
Profit & Loss
February 2019

	Feb 19
6970 · Equipment Lease & Rental	1,889.90
7530 · County Tax Collection Fees	
Total OPERATING EXPENSES	10,959.36
PROFESSIONAL & TECHNICAL	
7125 · Audit and Financial Consulting	5,287.88
7130 · Legal Fees	17,287.66
7145 · Collection Agency	331.15
7155 · Consultants - Other	3,143.46
7170 · Telecommunications	1,161.36
7180 · Technology Equipment	5,721.83
7185 · Technology Maintenance Fees	240.00
Total PROFESSIONAL & TECHNICAL	33,173.34
PROGRAMS	
6200 · Youth Services	544.53
6210 · Teen Services	943.00
6220 · Adult Services	877.10
6230 · Bob Lucas Branch Services	1,137.33
Total PROGRAMS	3,501.96
Total Expense	287,283.63
Net Ordinary Income	(281,569.05)
Net Income	<u>(281,569.05)</u>

Altadena Library District
Profit & Loss Budget vs. Actual
 July 2018 through February 2019

	Jul '18 - Feb 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
DONATIONS AND GRANTS				
4705 · Altadena Library Foundation	5,000.00	10,000.00	(5,000.00)	50.0%
4710 · Friends of the Library	11,553.85	24,000.00	(12,446.15)	48.1%
4730 · Undesignated	325.15	2,000.00	(1,674.85)	16.3%
4735 · Designated		1,000.00	(1,000.00)	
4740 · CA Library Literacy Services		15,000.00	(15,000.00)	
4750 · Cal State Library	18,000.00	20,000.00	(2,000.00)	90.0%
4755 · HUD Grant				
Total DONATIONS AND GRANTS	34,879.00	72,000.00	(37,121.00)	48.4%
FINES & FEES				
4305 · Fees	2,349.88	6,000.00	(3,650.12)	39.2%
4310 · MFM Revenue	7,180.81	8,000.00	(819.19)	89.8%
4340 · Passport Services Fees	70,784.95	120,000.00	(49,215.05)	59.0%
4350 · Sales of Products	592.00	3,000.00	(2,408.00)	19.7%
4810 · Community Room Fees	580.00			
Total FINES & FEES	81,487.64	137,000.00	(55,512.36)	59.5%
INTEREST INCOME & ADJUSTMENTS				
4210 · Chase Bank	154.54	400.00	(245.46)	38.6%
Total INTEREST INCOME & ADJUSTMENTS	154.54	400.00	(245.46)	38.6%
OTHER REVENUE & ADJUSTMENT				
4910 · Miscellaneous Income				
4915 · Rental Revenue	5,800.00	4,000.00	1,800.00	145.0%
4920 · Reimbursements	400.55			
4940 · Transfer in from Reserves				
4999 · Rewards & Incentives		4,600.00	(4,600.00)	
Total OTHER REVENUE & ADJUSTMENT	6,200.55	8,600.00	(2,399.45)	72.1%
REVENUES				
Property Taxes				
4010 · Current-Year Secured				
4010.00 · Current Secured	2,414,259.34	2,350,000.00	64,259.34	102.7%
4010.01 · Revenue Residual	16,979.60	40,000.00	(23,020.40)	42.4%
4010.02 · Statutory Revenue	2,709.57		2,709.57	100.0%
4010.03 · SB 813 Supplemental	8,877.18		8,877.18	100.0%
Total 4010 · Current-Year Secured	2,442,825.69	2,390,000.00	52,825.69	102.2%
4020 · Current-Year Unsecured				
4020.00 · Current Unsecured	84,437.18	80,000.00	4,437.18	105.5%
Total 4020 · Current-Year Unsecured	84,437.18	80,000.00	4,437.18	105.5%
4030 · Prior-Year Secured				
4030.00 · Prior Secured	(6,853.14)	35,000.00	(41,853.14)	(19.6)%
4030.01 · Secured Refunds				
4030.02 · Statutory Revenue				
4030.03 · SB 813 Redemption	2,229.81	5,000.00	(2,770.19)	44.6%
4030.04 · Property Tax Penalties				
4030.05 · Secured Tax Refunds	(30,518.65)	(30,000.00)	(518.65)	101.7%
Total 4030 · Prior-Year Secured	(35,141.98)	10,000.00	(45,141.98)	(351.4)%
4040 · Prior-Year Unsecured				
4040.00 · Prior Unsecured	(9,372.72)	10,000.00	(19,372.72)	(93.7)%
Total 4040 · Prior-Year Unsecured	(9,372.72)	10,000.00	(19,372.72)	(93.7)%
4050 · Homeowners Exemption				
4060 · Special Assessment	6,779.14	15,000.00	(8,220.86)	45.2%
4060.01 · Per Parcel Benefit Assessment				
4060.01 · Per Parcel Benefit Assessment	829,943.06	810,000.00	19,943.06	102.5%
4060.02 · Direct Assessments				
4060.02 · Direct Assessments				
Total 4060 · Special Assessment	829,943.06	810,000.00	19,943.06	102.5%

Altadena Library District
Profit & Loss Budget vs. Actual
 July 2018 through February 2019

	Jul '18 - Feb 19	Budget	\$ Over Budget	% of Budget
4080 · Penalties, Interest & Costs-Ref	8,867.93	10,000.00	(1,132.07)	88.7%
4220 · County Interest Allocation	16,855.06	20,000.00	(3,144.94)	84.3%
4250 · Change in Property Tax Accrual				
Total Property Taxes	3,345,193.36	3,345,000.00	193.36	100.0%
Total REVENUES	3,345,193.36	3,345,000.00	193.36	100.0%
Total Income	3,467,915.09	3,563,000.00	(95,084.91)	97.3%
Expense				
'PERSONNEL RELATED EXPENSES				
5000 · SALARIES & WAGES				
5010 · Salaried	289,195.78	460,500.00	(171,304.22)	62.8%
5020 · Hourly	840,441.10	1,254,500.00	(414,058.90)	67.0%
Total 5000 · SALARIES & WAGES	1,129,636.88	1,715,000.00	(585,363.12)	65.9%
5100 · Employer-Portion Taxes/Benefits				
5120 · Payroll Taxes (ER)				
5250 · FUTA				
5120 · Payroll Taxes (ER) - Other	92,123.60	137,500.00	(45,376.40)	67.0%
Total 5120 · Payroll Taxes (ER)	92,123.60	137,500.00	(45,376.40)	67.0%
5120.02 · Soc Security & Medicare, Hourly				
5210 · PERS Retirement				
5210.01 · CalPers CLASSIC (ER Contr)	16,694.63	24,000.00	(7,305.37)	69.6%
5210.02 · CalPers PEPRA (ER Contr)	49,342.47	75,000.00	(25,657.53)	65.8%
5218 · PERS Unfunded	116,139.00	116,500.00	(361.00)	99.7%
5210 · PERS Retirement - Other				
Total 5210 · PERS Retirement	182,176.10	215,500.00	(33,323.90)	84.5%
5222 · OPEB Contribution		80,000.00	(80,000.00)	
5251 · SUI, Hourly				
Total 5100 · Employer-Portion Taxes/Benefits	274,299.70	433,000.00	(158,700.30)	63.3%
5200 · Insurance				
5220 · Health Insurance	80,753.90	129,000.00	(48,246.10)	62.6%
5221 · Health Insurance - Retirees	47,518.71	73,300.00	(25,781.29)	64.8%
5230 · Dental Insurance	10,007.15	15,000.00	(4,992.85)	66.7%
5240 · Vision Insurance	2,957.97	4,500.00	(1,542.03)	65.7%
5260 · Life Insurance	1,033.52	1,500.00	(466.48)	68.9%
5270 · Workers' Compensation	15,272.25	20,000.00	(4,727.75)	76.4%
5280 · Disability Insurance				
Total 5200 · Insurance	157,543.50	243,300.00	(85,756.50)	64.8%
Total 'PERSONNEL RELATED EXPENSES	1,561,480.08	2,391,300.00	(829,819.92)	65.3%
CAPITAL				
7310 · Equipment, Furniture & Fixtures	26,607.41	40,000.00	(13,392.59)	66.5%
7320 · Structures & Improvements	11,889.00	200,000.00	(188,111.00)	5.9%
Total CAPITAL	38,496.41	240,000.00	(201,503.59)	16.0%
FACILITIES, GROUNDS & MAINTENAN				
7205 · Maintenance Contracts	8,434.29	15,000.00	(6,565.71)	56.2%
7210 · Building Maint & Repairs	16,820.16	25,000.00	(8,179.84)	67.3%
7220 · Landscape	15,423.48	18,000.00	(2,576.52)	85.7%
Total FACILITIES, GROUNDS & MAINTENAN	40,677.93	58,000.00	(17,322.07)	70.1%
LIBRARY MATERIALS				
6110 · Cataloging Expenses	16,922.70	22,000.00	(5,077.30)	76.9%
6115 · Electronic Databases & Subscrip	14,410.05	25,000.00	(10,589.95)	57.6%
6120 · Books	69,194.73	140,000.00	(70,805.27)	49.4%
6125 · Audio CD	6,191.86	20,000.00	(13,808.14)	31.0%
6130 · DVD's & Videogames	14,541.00	30,000.00	(15,459.00)	48.5%
6135 · Processing of Materials	21,272.76	40,000.00	(18,727.24)	53.2%
6140 · Periodicals	9,950.15	18,000.00	(8,049.85)	55.3%
6150 · Downloadables	14,068.75	20,000.00	(5,931.25)	70.3%
6155 · Library of Things		5,000.00	(5,000.00)	
Total LIBRARY MATERIALS	166,552.00	320,000.00	(153,448.00)	52.0%

Altadena Library District
Profit & Loss Budget vs. Actual
 July 2018 through February 2019

	Jul '18 - Feb 19	Budget	\$ Over Budget	% of Budget
MISCELLANEOUS EXPENSE				
7510 · Miscellaneous Expense				
7540 · Trustee Election		60,000.00	(60,000.00)	
Total MISCELLANEOUS EXPENSE		60,000.00	(60,000.00)	
OPERATING EXPENSES				
6430 · Insurance-Gen, Prop, Liab, Eq	26,138.73	45,000.00	(18,861.27)	58.1%
6432 · Earthquake Insurance	18,550.00			
6618 · Recruitment	346.50			
6620 · Membership Dues & Subscriptions	11,932.76	13,000.00	(1,067.24)	91.8%
6623 · Trustee Prof. Development	600.00			
6625 · Training & Education	4,750.12	12,000.00	(7,249.88)	39.6%
6626 · Staff Recognition	3,178.34	5,000.00	(1,821.66)	63.6%
6627 · Advertising / Marketing	1,806.89	6,500.00	(4,693.11)	27.8%
6628 · Volunteer Recognition	1,286.00			
6710 · Meetings & Travel	5,402.75	10,000.00	(4,597.25)	54.0%
6730 · Mileage & Parking Reimbursement	675.20	1,000.00	(324.80)	67.5%
6740 · Postage & Delivery	4,610.79	9,000.00	(4,389.21)	51.2%
6745 · Banking & Service Fees	1,364.48	2,000.00	(635.52)	68.2%
6746 · Payroll Fees	6,320.00	12,000.00	(5,680.00)	52.7%
6750 · Printing & Reproduction	4,014.23	10,000.00	(5,985.77)	40.1%
6755 · Small Equipment	4,768.45	10,000.00	(5,231.55)	47.7%
6765 · Janitorial Supplies	5,475.89	10,000.00	(4,524.11)	54.8%
6770 · Operating Supplies	13,812.99	25,000.00	(11,187.01)	55.3%
6780 · Operating Software	1,344.80	1,500.00	(155.20)	89.7%
6790 · Hardware (Computers / Tech)				
6920 · Electricity	22,970.65	35,000.00	(12,029.35)	65.6%
6930 · Natural Gas	2,343.25	5,000.00	(2,656.75)	46.9%
6940 · Water & Sewage	3,418.72	5,000.00	(1,581.28)	68.4%
6950 · Refuse	3,398.61	5,000.00	(1,601.39)	68.0%
6960 · Products for Resale	37.22	1,000.00	(962.78)	3.7%
6970 · Equipment Lease & Rental	16,631.32	31,000.00	(14,368.68)	53.6%
7530 · County Tax Collection Fees	33,235.82	35,000.00	(1,764.18)	95.0%
Total OPERATING EXPENSES	198,414.51	289,000.00	(90,585.49)	68.7%
PROFESSIONAL & TECHNICAL				
7125 · Audit and Financial Consulting	42,080.03	60,000.00	(17,919.97)	70.1%
7130 · Legal Fees	237,946.24	350,000.00	(112,053.76)	68.0%
7131 · Legal Settlement	111,800.00	112,000.00	(200.00)	99.8%
7135 · Technology Consulting		6,000.00	(6,000.00)	
7140 · Architectural & Engineering		50,000.00	(50,000.00)	
7145 · Collection Agency	1,825.80	3,500.00	(1,674.20)	52.2%
7155 · Consultants - Other	22,379.03	100,000.00	(77,620.97)	22.4%
7170 · Telecommunications	6,273.34	8,500.00	(2,226.66)	73.8%
7175 · Internet Service	10,182.03	35,000.00	(24,817.97)	29.1%
7180 · Technology Equipment	10,522.68	25,000.00	(14,477.32)	42.1%
7185 · Technology Maintenance Fees	14,921.25	20,000.00	(5,078.75)	74.6%
7190 · Website Development	851.96	1,500.00	(648.04)	56.8%
Total PROFESSIONAL & TECHNICAL	458,782.36	771,500.00	(312,717.64)	59.5%
PROGRAMS				
6200 · Youth Services	6,468.06	12,700.00	(6,231.94)	50.9%
6210 · Teen Services	2,283.91	5,000.00	(2,716.09)	45.7%
6220 · Adult Services	13,750.76	30,000.00	(16,249.24)	45.8%
6230 · Bob Lucas Branch Services	3,462.57	4,500.00	(1,037.43)	76.9%
6240 · Literacy Services	1,930.87	2,000.00	(69.13)	96.5%
Total PROGRAMS	27,896.17	54,200.00	(26,303.83)	51.5%
Total Expense	2,492,299.46	4,184,000.00	(1,691,700.54)	59.6%
Net Ordinary Income	975,615.63	(621,000.00)	1,596,615.63	(157.1)%
Net Income	<u>975,615.63</u>	<u>(621,000.00)</u>	<u>1,596,615.63</u>	<u>(157.1)%</u>

Altadena Library District
Balance Sheet
As of February 28, 2019

Feb 28, 19

ASSETS**Current Assets****Checking/Savings****Cash & Cash Equivalents****Cash in Banks**

1021 · Chase General Acct...2951	100,187.29
1026 · Chase HY Svgs...6883	36,139.22
1041 · Chase HY Svgs...6875	30,929.83

Total Cash in Banks	167,256.34
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Cash on Hand

1080 · Petty Cash	500.00
1081 · Cash Register - Main	150.00
1082 · Petty Cash - Branch	100.00
1083 · Cash Register - Branch	100.00

Total Cash on Hand	850.00
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Cash with County

1010.00 · Cash in County Treasury	2,838,354.45
1013 · FMV - COLA Funds	(36,829.67)

Total Cash with County	2,801,524.78
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Total Cash & Cash Equivalents	2,969,631.12
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Total Checking/Savings	2,969,631.12
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Other Current Assets

1400 · Property Taxes Rec - Secured	1,062,201.64
1401 · Parcel Assessment Receivable	359,859.40
1410 · Property Tax Rec - Unsecured	2,519.45

Total Other Current Assets	1,424,580.49
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Total Current Assets	4,394,211.61
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Fixed Assets**Capital Assets****Accumulated Depreciation**

1800 · Accum Depr (S & I)	(1,118,428.14)
1900 · Accum Depr (FF & E)	(15,846.24)

Total Accumulated Depreciation	(1,134,274.38)
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Depreciable Assets

1550 · Structures & Improvements	1,712,098.10
1700 · Furniture, Fixtures & Equipment	79,965.35

Total Depreciable Assets	1,792,063.45
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Non-Depreciable Assets

1500 · Land	77,280.28
1510 · Artwork	102,500.00

Total Non-Depreciable Assets	179,780.28
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Total Capital Assets	837,569.35
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Total Fixed Assets	837,569.35
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Altadena Library District
Balance Sheet
 As of February 28, 2019

Feb 28, 19

Other Assets	
Deferred Outflows of Resources	
1990 · DOR - Pension Contributions	180,238.00
1991 · DOR - Pension Related	524,894.00
1993 · DOR - OPEB Related	7,322.00
Total Deferred Outflows of Resources	712,454.00
Total Other Assets	712,454.00
TOTAL ASSETS	5,944,234.96
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LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · Accounts Payable	34,504.13
Total Accounts Payable	34,504.13
Credit Cards	
2010 · UMB Card Services...3219	36,772.45
Total Credit Cards	36,772.45
Other Current Liabilities	
2005 · Other Accrued Expenses	
2050 · Accrued Vacation Payable	70,967.15
Total 2005 · Other Accrued Expenses	70,967.15
2100 · Payroll Payable	
2100.09 · Disability Insurance	(501.80)
Total 2100 · Payroll Payable	(501.80)
Total Other Current Liabilities	70,465.35
Total Current Liabilities	141,741.93
Long Term Liabilities	
Deferred Inflows of Resources	
2601 · DIR - Pension Related	274,678.00
Total Deferred Inflows of Resources	274,678.00
2700 · Net Pension Liability	2,302,407.00
2701 · Net OPEB Liability	1,089,770.00
Total Long Term Liabilities	3,666,855.00
Total Liabilities	3,808,596.93
Equity	
3300 · Retained Earnings	1,160,022.40
Net Income	975,615.63
Total Equity	2,135,638.03
TOTAL LIABILITIES & EQUITY	5,944,234.96
<hr/>	

Altadena Library District Board of Trustees Bylaws Committee Report (April 2019)

Committee Members: Gwen McMullins (chair), Katie Clark

Meetings: none

I. Formation & Scope of Work

The Bylaws Committee, an *ad hoc* committee, is tasked with updating the policies of the Altadena Library District Board of Trustees (last revised in 2006, formerly “Bylaws”).

II. Special Meeting Scheduled

A Special Meeting of the Board of Trustees has been called for Monday, 4/29/19, to allow for a full discussion of the updated Policies by the board and members of the public. [Copies of the updated policies are available online](#), as well as in last month’s board packet, and members of the public are encouraged to attend. Should you wish to submit your questions or thoughts in advance, please send an email to hello@altadenalibrary.org with the subject line “Board Policies.”

III. Online and Social Media Policies In Process

In conjunction with outside counsel and Interim Director Cindy Cleary, the drafting of the two remaining policies are in process, addressing Email and Personal Devices (§15.2), as well as Social Media and Online Activity (§15.3).

These policies represent a rapidly evolving area of case law, and one in which there is not settled best practice, which is why outside counsel has taken a more active collaborative role.

The goal is to create an accessible, easy to understand set of guidelines for trustees to follow that help them engage with their responsibilities and communicate with members of the District while at the same time meeting legal requirements for electronic record retention, Brown Act compliance, and PRA needs. A second draft is expected by 4/19/19 at the latest, and updated sections will be posted, circulated to the Board, and included in the materials for the special meeting as soon as they are available.

IV. Recommendations

The committee has no action to recommend at this time.

Report Approved By:
Gwen McMullins, Bylaws Committee Chair

Report Prepared By:
Katie Clark, Bylaws Committee Member

ALD Board of Trustees Strategic Planning Committee Report (April 2019)

Committee Members: Katie Clark (chair), Jason Capell, Cindy Cleary, Hafsa Abdus-Shakur, Cynthia Carmona, Anne Chomyn, Sharon Collins, Juanita Gutierrez, Monica Hubbard, Veronica Jones, Cherri King; Jill Barnes-Hawkins

Meetings:

Sunday, April 28th, 4-5:30pm, Bob Lucas Branch Library

I. Formation & Scope of Work

The Strategic Planning Committee is a Special Committee tasked with developing a new strategic plan for the Altadena Library District. The Board approved additional committee member Jill Barnes-Hawkins at its March meeting. The work of the SPC will be supplemented and/or facilitated by a strategic planning consultant hired by the District.

II. Strategic Planning Consultant

An RFP was issued in March for strategic planning consultants to “conduct a far-reaching and inclusive input process to inform a Strategic Plan and guide the District over the next 3-5 years.” The deadline was Wednesday, April 17th; at the time this report was prepared (4/16/19), five submissions had been received.

Proposals are scheduled for review by the committee chair and the Interim Director on Friday afternoon, and the Board will have received the results of that review prior to this meeting.

III. Upcoming Meeting

The next meeting of the full SPC is scheduled for Sunday, April 28th; an agenda will be posted online and publicly. (A draft agenda is attached to this report for discussion.)

IV. Recommendations

The Chair recommends the following action:

That the Board authorize the Chair and the Interim Director to hire a Strategic Planning Consultant on behalf of the District.

Report prepared by:
Katie Clark, Strategic Planning Committee Chair

ALD Board of Trustees Strategic Planning Committee Report (April 2019)

Committee Members: Katie Clark (chair), Jason Capell, Cindy Cleary, Hafsa Abdus-Shakur, Cynthia Carmona, Anne Chomyn, Sharon Collins, Juanita Gutierrez, Monica Hubbard, Veronica Jones, Cherri King; Jill Barnes-Hawkins

“The Altadena Library District is dedicated to providing free and equal access to information, ideas, technology and the joy of reading to educate and empower our diverse community.”

Strategic Planning Committee Meeting | AGENDA

Altadena Library District Bob Lucas Branch – Sunday, April 28th, 2019 – 4:00-5:30 p.m.

- 1. Call to Order**
- 2. Open Session**
 - a. Roll Call
 - b. Approval/Reordering of Agenda Items
 - c. Adoption of Agenda
 - d. Public Comment on Non-Agenda Items
- 3. Update on Strategic Planning Process (informational)**
 - a. Results of members’ conversations with their networks
 - b. Strategic Planning Consultant process
- 5. ALD Core Values & Mission (discussion)**
- 6. Future Agenda Items & Scheduling**
- 7. Adjournment**

ACCESSIBILITY: In compliance with the Americans with Disability Act, if you need special assistance to participate in the meeting, please contact Kylynn Chaney at (626) 798-0833 x118 at least 48 hours prior to the meeting so the Altadena Library District may make reasonable arrangements to ensure accessibility to the meeting.

PUBLIC COMMENT & PARTICIPATION: This meeting is open to the public, and individuals may address the committee regarding any item of committee business on or not on the agenda. Comments are limited to 3 minutes per item. At the discretion of the Committee Chair, individuals may be allowed a longer presentation. While all comments are welcome, the Brown Act does not allow the committee to take action on any item not on the agenda. If speaking before the committee, please give your name and state the agenda item and/or issue you wish to address. Thank you for your interest and participation in this process.

PUBLIC REQUESTS FOR DOCUMENTS: The District provides a public inspection copy of all materials included in the agenda packet distributed to committee members. Members of the public who wish to obtain a copy of any document may do so by completing a Request for Public Document form and submitting it to Administration who will arrange for the documents to be copied at a charge of 15¢ per page. Request forms are available at the District Administration offices.



Facilities Committee Report

DEPARTMENT: Board of Trustees
PREPARED BY: Jason Capell

MEETING DATE: April 22, 2019
LOCATION: Community Room

Our library director, Cindy Cleary, has been working on drafting the Request for Proposal that was approved by the Board of Trustees in our February meeting. An initial draft has been approved by legal counsel. While the initial plan was to limit the scope of work at the main branch to ADA compliance for financial reasons, in researching the draft RFP we learned that we could include all of the facilities priorities identified in the 2018 Facilities Assessment within the same budget that the board approved in February. To that end we will be expanding the scope of the RFP for the phased in projects to address all of the facilities priorities including critical health and safety issues such a sprinkler system and windows that meet current code requirements. In the long run we believe this to be the most financially responsible approach as it will ensure we avoid duplicative work that adds costs.

The goal is to provide a phased clear path and prioritized order for the improvements and repairs needed at the main library and branch. Providing a road map for these projects, which have already been identified in the Facilities Assessment report, will help the library avoid the start-stop syndrome that has hampered past efforts.

ALD Board of Trustees

Katie Clark, Trustee Report (April 2019)

I. CSDA Special District Leadership Academy (San Diego, April 7-10)

Thanks to the support of the District as well as a scholarship from the Special District Leadership Foundation, I was able to attend CSDA's Special District Leadership Academy in San Diego. This three-day educational conference is designed to educate board members and general managers/district directors about how to achieve better governance in special districts. As a first-time attendee, I completed modules on the following:

1. Good Governance Foundations
2. Setting Direction/Community Leadership
3. Board's Role in Human Resources
4. Board's Role in Finance and Fiscal Accountability

I found the conference extremely useful - not least in that a wealth of materials were provided (including sample policies, evaluations, process documents, etc.) which will come in very useful as we move through the coming months. Although I was the only trustee from a library district in attendance, I was also able to have a number of conversations with board members and staff from other districts, who face some of the same challenges that we do (albeit in providing very different services).

I would note several takeaways from SDLA that stood out to me particularly:

1. The importance of delineating a clear review process for the District's director, including evaluation criteria and format;
2. The value in conducting an annual review of the Board itself, to help assess the effectiveness of the governing body apart from the election cycle;
3. The possible upside of using an online evaluation platform like [TrakStar](#) that streamlines the evaluation process for in-house or outsourced HR, and helps to eliminate recency bias (some special districts whose staff I spoke to have reported very good results); and
4. Insights on how to create a Capital Improvement Plan and plan-of-finance for capital projects.

II. Public Outreach

My latest [update for public outreach](#), highlighting recent work and National Library Week.

III. Partnerships

I was invited to participate in a conversation with Foundation president Bridget Brewster and board member Laura Clarke (4/3/19) about the process of bylaws/board policy revisions undertaken by the Bylaws Committee, as the Foundation is in the process of revising its own governing documents. I was also able to participate in research being conducted by a PhD candidate at UC Irvine (4/11/19) on California special districts and their elected/appointed representatives.

IV. Library Events

AltaDitty 2.0 (4/6/19); Second Saturday concert + salsa class (4/13/19)

Report prepared by:
Katie Clark



**California Special
Districts Association**

Districts Stronger Together

CONVERTING FROM AT-LARGE TO BY-DISTRICT ELECTIONS UNDER THE CALIFORNIA VOTING RIGHTS ACT: UNDERSTANDING THE “SAFE HARBOR” PROCESS FROM START TO FINISH

By Derek P. Cole and Sean D. De Burgh, Cota Cole & Huber LLP

Your district receives a letter from an out-of-town attorney claiming the at-large elections for its governing board violates the California Voting Rights Act (“CVRA”). The attorney claims “racially polarized voting” exists in your district’s elections and alleges that a particular class of voters’ power is diluted as a result. The attorney threatens to file a lawsuit if your district does not adopt a resolution expressing its intention to switch to a “by district” system of elections. The attorney notes that substantial attorney fees will be awarded against your district if the court finds its at-large election system does in fact violate the CVRA. The letter informs your district it has 45 days to act. *How do you respond?*

If your district receives such a letter, do not fear, as it is not alone. Many cities, school districts, and special districts have received such letters in recent years. The CVRA, which took effect in 2003, has a very loose standard for determining liability. Similar to claims of lawsuit abuse concerning the Americans with Disabilities Act or for failure to give Proposition 65 warnings, many believe the CVRA’s broad criteria have resulted in similar lawsuit abuse. Fortunately, the Legislature has (somewhat) reined in the potential for such abuse with revisions to the Act that provide a “safe harbor” process through which local agencies can switch to by-district elections.

This paper is intended to help you understand your options and be prepared in the event that your district receives a demand letter. It describes the key features and standards of the CVRA as well as the (very tight) timelines that apply for considering whether to convert to a by-district election system and the process for doing so. This paper offers practical guidance regarding the safe-harbor process from start to finish.

How is the CVRA Violated?

The CVRA prohibits any *political subdivision* from using any *at-large method of election* that “impairs the ability of a *protected class* to elect candidates of its choice or influence the outcome of an election, as a result of the dilution or the abridgement of the rights of voters who are members of the protected class....”¹

If you read that last sentence and thought it was mouthful, don’t feel bad. Statutes are often written in long, complex sentences loaded with precise terms and can be hard to digest. The CVRA is no exception. To break down the key text into simpler pieces, we’ll start with terms the CVRA defines (italicized above).

“Political subdivisions” are units of government within the state and, at the local level, include cities, counties, and—of course—special districts.²

¹ Elec. Code, § 14027.

² Elec. Code, § 14026(c).

An “at-large method of election” is a system of voting in which voters within an entire jurisdiction elect the members of the governing body. If there are two positions open on a local board, for example, candidates would run as a group and the top two vote getters would be seated following the election.³ In California, this is the most common way special district governing boards are elected.

A “protected class” means a class of voters who belong to *any* “race, color, or language minority group.”⁴ It is possible for one minority group’s voting rights to be diluted even though other minority groups’ rights are not violated. In California, the most common CVRA claims involve African-American, Latino, and Asian-American populations.

Those are the defined terms. What about the rest of the text? That is, when does a political subdivision’s at-large election system *impair* a protected class’ *ability to elect candidates of its choice or influence the outcome of an election*? The answer: when there is “racially polarized voting” (“RPV”) within a jurisdiction.⁵

How and when RPV can exist will be explained in the next section. For now, it’s important to emphasize that the CVRA differs significantly from its federal counterpart, the Federal Voting Rights Act (“FVRA”). The standards FVRA establishes for demonstrating violations are much higher. In addition to demonstrating the existence of RPV, a plaintiff must demonstrate that a minority population is compact and large enough to form a majority in a single-member district.⁶ The court in a FVRA case must also determine that under the “totality of the circumstances” the votes of minority voters are diluted.⁷

In contrast, CVRA plaintiffs need only prove that RPV *exists*.⁸ In setting this relatively low standard, the Legislature intended to make voting-rights challenges much easier than under the FVRA. Not surprisingly, the legal community responded. A small group of attorneys began filing CVRA lawsuits on behalf of clients throughout the state.⁹ After some early successes in these lawsuits, followed by huge awards of attorney fees (sometimes in the seven-figure range), many agencies rightly began to fear the risk of having to pay similar awards. In fact, to date, very few CVRA lawsuits have gone to trial. The large majority of agencies that have received threats of CVRA lawsuits have quickly agreed to switch to by-district elections.

When Does “Racially Polarized Voting” Exist?

RPV exists when there is a difference in how members of a protected class vote versus members not within the protected class.¹⁰ Sometimes this phenomenon is referred to as “bloc voting.”

Whether RPV exists is generally determined by statistical analyses. Typically, methods known as “regression analysis” and “ecological inference” are performed to assess relevant voter behavior in representative elections. Because these types of analyses are beyond most peoples’ expertise, demographers and other professionals are usually called upon to perform—and perhaps more importantly, explain—them.

³ *Id.*, § 14026(a).

⁴ *Id.*, § 14026(d).

⁵ *Id.*, § 14028(a).

⁶ *Thornburg v. Gingles* (1986) 478 U.S. 30, 50-51.

⁷ 52 U.S.C., § 10301(b).

⁸ See Elec. Code, § 14028(c) (noting that geographic compactness, as required under the CVRA, is not required to demonstrate RPV).

⁹ Any voter who is a member of a protected class subject to RPV may bring a private civil action to enforce the CVRA. Elec. Code, § 14032. When his or her lawsuit is successful, the attorney who prosecuted the suit is entitled to an award of attorney fees and costs. *Id.*, § 14030.

¹⁰ Elec. Code, § 14026(e).

In determining whether RPV exists, the comparison is not just between a particular minority population and the white/Caucasian population. The comparison is made between the group whose voting power is asserted to be diluted and *all other voters* outside that group. Thus, if it were alleged that the votes of Latinos within a jurisdiction were being diluted, the comparison would be between their votes and the votes of whites, African-Americans, Asian-Americans, *and* all other groups.

Further, RPV is *not* determined solely by how the electorate voted in elections involving the agency's governing board. In a CVRA lawsuit, the court may look at the voting preferences of groups in not just agency board elections, but also in elections involving other agencies (such as cities, counties, and school districts), state elections (for the Assembly or Senate, for example), and ballot initiatives (state or local).¹¹

An agency's intent or lack of intent to discriminate also is not relevant in determining whether RPV exists.¹² CVRA violations can occur—and often have been alleged to occur—in jurisdictions where elected bodies are perceived to be progressive on issues of race relations.

Finally, that candidates of a protected class have been elected to an agency's governing board does not negate a finding that RPV exists for that class. Under the CVRA, the history regarding class members' success as candidates is only a *factor* that may be considered in determining the existence of RPV.¹³

What is the Remedy for CVRA violations?

If a court finds that RPV exists, the CVRA requires it to implement an appropriate remedy. Usually, this involves the court ordering the agency to implement by-district elections.¹⁴ In by-district elections, also referred to as “by-division” or “by-ward” elections, candidates reside within election districts that are divisible parts of the political subdivision and are elected only by voters that reside within those districts.¹⁵ (Counties are a good example of local governments that utilize by-district elections.) The idea behind requiring such a remedy is that the protected class will have an easier chance of electing its members to office in smaller, discrete districts than it does when it must compete against the whole electoral population. In theory, the protected class is less likely to suffer from vote dilution when it votes in a districting system.

When by-district elections are ordered by a court, a judge supervises the agency's transition away from its at-large system as part of the remedial phase of the lawsuit. During this phase, although the agency has the right to be heard about what the resulting districts should look like, *the judge* makes the final decision as to where district lines are drawn.

Fortunately, the Legislature has provided a way for agencies to avoid having a judge decide such important—and fundamentally political—matters. In 2016, the Legislature enacted AB 350, which created a “safe harbor” by which agencies can voluntarily convert to by-district elections and avoid having to defend against CVRA lawsuits.¹⁶ In this legislation, the Legislature included a key enticement: in exchange for moving away from at-large voting systems, agencies can ensure their exposure to a potential CVRA plaintiff's attorney fees is *capped at \$30,000*. Given the seven-figure attorney-fee awards some agencies have paid after losing or settling CVRA lawsuits, many cities and agencies have found this a hard deal to turn down.

¹¹ *Id.*, §14028(a)-(b).

¹² *Id.*, § 14028(d).

¹³ *Ibid.*

¹⁴ Elec. Code., § 14029.

¹⁵ *Id.*, § 14026(b).

¹⁶ *See generally id.*, § 10010.

What Should My District Do After Getting a CVRA Demand Letter?

AB 350 changed the CVRA to require plaintiffs to first send a written notice, or demand letter, to an agency before filing suit. After serving such a notice by certified mail, the plaintiff must wait at least 45 days before filing an action.¹⁷ This affords the agency a safe-harbor period in which to consider whether to convert from at-large to by-district elections. If the agency chooses to proceed with the conversion process, it must adopt a resolution within the 45 days expressing its intention to do so.¹⁸

If your agency receives a CVRA demand letter, the most important thing to recognize is that 45 days is not a lot of time. Many special districts meet once a month and sometimes even less frequently. Right away, it is important to identify a regular or special meeting date within the 45 days and to make sure at least a quorum of your elected body would be available to consider adoption of the required resolution.

In addition to meeting to consider the resolution, your agency should plan a separate—and earlier—meeting to discuss the potential CVRA litigation in closed session. Because the CVRA demand letter is a bona fide threat of litigation, the matter may appropriately be treated and discussed under the Brown Act as an anticipated litigation item.¹⁹ In closed session, your board and key staff can discuss the threatened litigation with your general counsel and evaluate the potential action's strengths and weakness. Your general counsel should also consider immediately engaging a demographer as a litigation consultant to conduct a preliminary statistical analysis regarding the threatened claim. This analysis can appropriately be kept confidential under the attorney-client privilege and as attorney work product.

What Happens if Your District Sticks with its At-Large Voting System?

As noted, the vast majority of agencies that have received threats of CVRA litigation have chosen to switch to by-district elections. The reasons are easy to understand.

First, the standard for proving a CVRA case is quite low. A plaintiff need only show that RPV exists, not that it results in candidates from a protected class failing to gain office.

Second, a successful plaintiff is *guaranteed* an award of attorney fees when he or she prevails.²⁰ And when attorney fees are awarded, it is per the “lodestar” approach California courts use when plaintiff attorneys are found to have vindicated important public rights (as the right to vote would surely be considered). The lodestar is the product of an hourly rate the court establishes based on a number of factors, including the importance of the case and skill required of the attorneys, multiplied by the number of hours worked on the case. In one well publicized case, an attorney who settled a CVRA lawsuit received \$950 per hour for his services. Although this amount is probably at the top of the range of—if not well above—what a court would award, it is not unrealistic to expect a court to award rates of \$500 or more in successful CVRA litigation. For this reason, coupled with the number of hours plaintiff counsel would need to spend on the case, your agency can reasonably expect the possibility of a seven-figure attorney fee award if it chooses to litigate the CVRA lawsuit and is unsuccessful.

In contrast, if your district follows the AB 350 process, it is *guaranteed* not to pay more than \$30,000 in attorney fees. AB 350 contains a process by which attorneys for CVRA plaintiffs must submit their bills to the agency for consideration and ensures that such fees cannot exceed the \$30,000 cap—

¹⁷ *Id.*, § 10010(e)(1)-(2).

¹⁸ *Id.*, § 10010(d)(3)(A).

¹⁹ See Gov. Code, § 54956.9(d)(2).

²⁰ Elec. Code, § 14030.

even if there were more than one demand letters served by more than one attorney representing different plaintiffs.²¹

Your agency has another risk if it chooses not to follow the AB 350 process. During any remedial phases of a CVRA lawsuit, the court makes the decision as to how and where district lines are drawn. This is not to say your agency will not have input before the judge makes that decision. But ultimately it will be *the judge* who has the final say. And he or she will have to consider any competing proposals the plaintiff in the case presents.

Under the AB 350 method, in contrast, *your agency* controls the districting process and *your governing board* makes the final decision about how district lines are drawn. Not surprisingly, for this reason many agencies have opted for an approach of “better the devil you know than the one you don’t.” Rather than put such a transformative political change in the hands of a judge, they have decided to make the important districting change themselves and preserve as much autonomy as they can over the conversion process.

Your District Agrees to Switch to By-District Elections. What Happens Next?

If your agency decides to convert to by-district elections, the first step is to adopt a resolution expressing its intention to do so within 45 days of receipt of the CVRA demand letter. The resolution must identify the steps that will be taken to facilitate the transition to by-district elections and the timeframe for the conversion process.²² Adoption of this resolution extends the safe-harbor period for avoiding a CVRA lawsuit by 90 days.²³

Plan for these 90 days to be a very busy time. In addition to all the other business items your agency must address during these three months, it will be required to hold at least *four* public hearings as part of the AB 350 process. Initially, your agency must hold at least two hearings to gather input regarding the composition of the proposed new districts and timing of district elections.²⁴ These meetings must occur over a period of no more than 30 days.²⁵

After the initial two meetings (and any additional meeting your agency holds), your agency must then publish a draft map (or maps) of the proposed districts.²⁶ If your agency proposes to stagger the elections of the new districts (for instance, with four-year terms, a proposal could be that three board seats run initially in 2020 and the other two run in 2022), it must also publish the proposed election sequence.²⁷ Following such publication, and within 45 days, your agency must then hold two public hearings to consider and adopt a final district map and election sequence.²⁸ (The first of these hearings cannot occur until at least seven days after publication of the draft map or maps.²⁹) The district system must be adopted by resolution.³⁰

It is essential that your agency have a qualified demographer to assist in, and even facilitate, the creation of districts. It is also important your district retain this consultant right away. He or she will need to begin working almost immediately after being retained to gather relevant Census and elections data and information. The demographer will also be instrumental in facilitating input from

²¹ Elec. Code, § 10010(f).

²² *Id.*, § 10010(e)(3)(A).

²³ *Id.*, § 10010(e)(3)(B).

²⁴ *Id.*, § 10010(a)(1).

²⁵ *Ibid.*

²⁶ *Id.*, § 10010(a)(2).

²⁷ *Ibid.*

²⁸ Elec. Code, § 10010(a)(2).

²⁹ *Ibid.*

³⁰ *Id.*, § 10650.

the public about communities of interest within your district (this concept is discussed below) and in drawing draft and final district maps.

Another important matter your district should consider is outreach during the AB 350 process. The conversion from at-large to by-district elections is a transformative process that significantly changes the relationship between your district's voters and elected officials. Although little time is provided to complete the process, your district should still consider public outreach a priority. A number of agencies that have converted to by-district elections have created special websites to describe the basics about the conversion process, outline the standards for creating districts, and provide notices and schedules of public hearings. Efforts to reach out to non-English speaking communities should also be encouraged.³¹

How Are Districts Drawn?

A number of factors go into the drawing of districts. As a starting point, to ensure the principle of "one person, one vote," districts should include about the same number of persons. Some variations in the populations of districts are permissible, but usually the variance should not exceed five percent above or below the average that should exist per district. The average is based on the total population of the jurisdiction determined by the last Census divided by the number of districts.

Generally, districts must also be *contiguous* and *compact*. These terms are technically distinct, but they combine to provide that districts must have some rational shape about them. Districts should follow visible features and boundaries when possible. Long, twisted, contorted, and oddly-shaped districts can suggest a desire to further ulterior motives. In theory—although not always in practice—the districting process should not take into account incumbency and partisan interests.

Importantly, districts should also attempt to preserve *communities of interest*. These are contiguous populations that share some common social or economic interests. Downtown corridors, historic districts, and subdivisions are examples—by no means exclusive—of areas that would be communities of interest. A rule of thumb might be to ask whether it would make sense to draw a district line through a particular area or neighborhood. If doing so would seem odd, because it would divide an area where there is a natural bond or connection, then that area would probably be a good candidate to treat as a community of interest.

When do By-District Elections Begin?

The subject of when and how to start district elections is a tricky—and unresolved—subject under the CVRA. Generally, incumbents should be allowed to serve out their terms.³² However, under the CVRA, agencies must "give special consideration to the purposes of the [CVRA]" and "take into account the preferences expressed by members of the districts."³³

Delaying the creation of districts for the convenience of the existing elected officials may not remedy a CVRA violation. For that reason, your district should implement district elections at the first election that follows the adoption of its resolution adopting by-district elections. One solution may be to start district elections for those seats that are up at that first election that follows and to assign the remaining districts to the seats that are up at the following election. If that approach is taken, district elections should begin immediately for the seat or seats that are likely to have the most members of the relevant protected class.

³¹ *Id.*, § 10010(a)(1).

³² Elec. Code., § 10506. Note that elected officials in special districts may only serve for terms of up to four years. *Ibid.* Nothing about the safe-harbor process changes that limitation. *Id.*, § 10507.

³³ *Id.*, § 10010(b).

What if my District has yet to Receive a CVRA Demand Letter?

Your district need not receive a CVRA demand letter to begin the process to switch to by-district elections. A district can move away from at-large voting systems at any time.

Beyond avoiding the potential liabilities that come with CVRA lawsuits, there are practical reasons why districts might consider such a switch. One reason may be to reduce the costs districts must bear for board elections. Because only certain board seats would be open each election cycle, and these seats would not cover the entire district territories, districts may find that their counties charge less for the elections due to the smaller number of precincts that may be involved,

Some districts may also find it easier to entice a greater number of candidates to run in district elections. As candidates would only be required to campaign to about 20% of their populations in each election, they may be less inclined to perceive the economic costs of campaigning are too high to run for office.

However, in other districts—particularly smaller ones—switching to districts could reduce the pool of candidates who run for office. Especially in districts where populations are as low as 1,000 or 2,000 persons, and where vacancies and uncontested elections are more frequent, finding qualified candidates in five separate districts may be challenging.

Whatever your district's positions may be after considering these and other issues, one thing is clear: your district should not wait until it receives a CVRA demand letter before considering a switch to by-district elections. Your district should consider the advantages and disadvantages of such a switch while it still has the ability to carefully consider the issues free of the time constraints and burdens of threatened litigation.

Derek Cole is a co-founder of Cota Cole & Huber and Sean De Burgh is partner of the firm. Both specialize in municipal law and litigation. Mr. Cole can be reached by email at dcole@cotalawfirm.com and Mr. De Burgh can be reached at sdeburgh@cotalawfirm.com. Both attorneys are in the law firm's Roseville office, and can be reached by phone at (916) 780-9009.

** Please note that the information provided in this document is intended to be general in scope only. CSDA recommends consulting with legal counsel for detailed advice pertaining to any legal questions.*



TAKE ACTION BRIEF

April 2019

The legislative session is in full swing as committee hearings continue throughout April. However, there will be a short break while legislators return to their districts for Spring Recess April 11 – 21. Hearings will run almost non-stop as legislators work to move their bills before the last day for policy committees on April 26. During this busy legislative season, CSDA encourages you to stay up to date on the current *Calls to Action* by visiting the Take Action page at csda.net/take-action and sign up to receive the latest legislative alerts through Advocacy News available at csda.net/advocate/advocacy-blog.



Inside this edition of the Take Action Brief:

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Contact a local CSDA representative near you!

Dane Wadlé
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 Cole Karr
 Steven Nascimento
 Chris Palmer

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➤ REVENUE, FINANCES, AND TAXATION

CSDA's long range policy priority on revenue, finances, and taxation is to ensure adequate funding for special districts' safe and reliable core local service delivery. Protect special districts' resources from the shift or diversion of revenues without the consent of the affected districts. Promote the financial independence of special districts and afford them access to revenue opportunities equal to that of other types of local agencies.

CSDA Supported Bill Creates 55% Vote Threshold for Bonds and Special Taxes

Currently, the California Constitution requires a two-thirds vote at the local level for both General Obligation (G.O.) bonds and special taxes, regardless of how the city, county, or special district proposes to use the funds.

ACA 1 creates a new constitutional vote threshold of 55 percent for both G.O. bonds and special taxes, when proposed specifically for the construction, reconstruction, rehabilitation, or replacement of public infrastructure or affordable housing, or the acquisition or lease of real property for those purposes. The bill also specifies requirements for voter protection, public notice, and financial accountability.

ACA 1 defines "public infrastructure" to include, but is not limited to, projects that provide the following:

- Water or protect water quality, sanitary sewer, treatment of wastewater or reduction of pollution from storm water runoff
- Protection of property from impacts of sea level rise
- Open space, parks and recreation facilities
- Improvements to transit and streets and highways
- Flood control
- Broadband internet access service expansion in underserved areas
- Local hospital construction
- Public safety buildings or facilities and equipment
- Public library facilities

Under current law, local officials propose a local bond or special tax and then the voters in that community decide whether or not they support the idea. Under ACA 1, voters would still need to overwhelmingly (with 55 percent of the vote) support a bond or special tax in order for it to be approved. ACA 1 will level the playing field and create parity between school districts and special districts, cities, and counties, so that all local governments have a viable financing tool to address community needs.

Cities, counties, and special districts face numerous challenges in securing funding for important local public infrastructure projects. ACA 1 would provide viable financing options while providing robust public accountability. If ACA 1 passes both houses of the Legislature with two-thirds of the vote, it would then be placed on a statewide ballot in 2020 for voter approval.

After securing amendments to include special districts in the new vote threshold for G.O. bonds, CSDA moved to full support of this measure and all special districts are encouraged to submit letters of support. You can find a sample letter on the Take Action page at csda.net/take-action.

Should you have any questions about the bill, please contact CSDA Legislative Representative Anthony Tannehill at anthonyt@csda.net.



➤ GOVERNANCE AND ACCOUNTABILITY

CSDA's long range policy priority on governance and accountability is to enhance special districts' ability to govern as independent, local government bodies in an open and accessible manner. Encourage best practices that avoid burdensome, costly, redundant, or one-size-fits all approaches. Protect meaningful public participation in local agency formations, dissolutions, and reorganizations, and ensure local services meet the unique needs, priorities, and preference of each community

Video Monitoring Legislation Not Moving Forward in 2019

CSDA's sponsored legislation, [Assembly Bill 510 \(Cooley\)](#), is not moving forward in 2019. The bill, which would have allowed special districts, cities, and counties to adopt their own record retention policies to meet the specific needs of their agencies in lieu of the current one-year standard, has been made a 2-year bill.

In the face of opposition from the Consumer Attorneys, the bill's author, Assemblyman Ken Cooley (D-Ranch Cordova), has decided to delay moving the bill forward in 2019 in the hopes that CSDA and the opposition might find some middle ground before progressing with the bill in 2020, the second year of the two-year legislative session. The additional year to work on this legislation is an attempt to afford time to demonstrate to the opposition that public agencies are not attempting to delete potential evidence in litigation, but rather to save taxpayer dollars by no longer storing useless records at a significant cost.

While delayed for a year, the proposal to preserve significant financial resources associated with the storage of useless digital video records is not dead. Between now and 2020, CSDA staff will be working with special districts, cities, and counties to educate legislators on the costs of video storage and the impacts the current policies have on our limited financial resources.

Thank you to all the special districts that have already submitted letters of support for the legislation. Without your support we would not have made as much progress on elevating the significance of the issue as we have. With your continued support, we hope to successfully move our proposal forward in 2020. Expect to hear more from CSDA on this issue in 2019 and 2020 as we will request data from your agencies about how you currently utilize, store, and share video recordings at your district.

Should you have any questions, comments, or hope to share your experiences utilizing video recordings at your district, please contact CSDA Senior Legislative Representative Dillon Gibbons at dillong@csda.net.



➤ INFRASTRUCTURE, INNOVATION, AND INVESTMENT

CSDA's long range policy principal regarding infrastructure, innovation, and investment is to encourage prudent planning for investment and maintenance of innovative long-term infrastructure. CSDA supports the development of fiscal tools and incentives to assist special districts in their efforts to meet California's changing demands, ensuring the efficient and effective delivery of core local services.

Developer Impact Fee Bills are Back

The Legislature is taking a hard look at local policies on land use and accessory dwelling units (ADUs) in 2019. Developers and housing advocates have pushed ADU construction as an answer to California's affordable housing crisis. ADUs can be considered infill development and do not require opening new land for housing, an advantage for policy makers confronting local "NIMBY" (not in my back yard) movements.

This year seven bills on ADU policy have been introduced that affect special districts. The bills focus on promoting ADU construction with a combination of slashing local development fees on ADUs, reducing timeframes for ministerial approval of new units, and restricting local agencies' ability to place requirements on ADUs for parking and other considerations.

[SB 4 \(McGuire and Beall\)](#) – **OPPOSE UNLESS AMENDED** – Contains a package of laws aimed to reduce local discretion for permitting infill housing development. Relevant to special districts, SB 4 includes a ban on impact fees, except connection and capacity charges for sewer, water, and electrical infrastructure, for "neighborhood multifamily" developments. The bill defines neighborhood multifamily developments to include up to a four-unit building in urban communities or up to a duplex in non-urban communities. SB 4 would prevent park and fire districts from collecting impact fees on these developments. A deal has been reached with the author to remove the ban on impact fees until a study by the Department on Housing and Community Development can be completed this spring. Once this amendment is placed into print, CSDA will remove opposition.

[SB 13 \(Wieckowski\)](#) – **OPPOSE** – Prohibits impact fees on ADUs smaller than 750 square feet and significantly limits the impact fees that may be charged to larger ADUs. Given that revenue for local governments is tightly restricted by the California Constitution, fees are one of the few ways special districts can offset the indirect costs of growth. Impact fees are critical for park and fire protection districts trying to recoup their costs for providing infrastructure and services to new accessory dwelling unit developments.

[AB 68 \(Ting\)](#) – **OPPOSE UNLESS AMENDED** –

This bill is substantially similar to AB 2890 (Ting, 2018), which died in the Senate Appropriations Committee. CSDA removed opposition to AB 2890 after amendments were taken to remove provisions banning developer impact fees on ADUs. AB 68, however, contains language that prohibits capacity and connection fees on ADUs or junior ADUs that are "substantially" within the existing space of a single-family dwelling or accessory structure, including, but not limited to, reconstruction of an existing space with "substantially" the same physical dimensions as the existing accessory structure. This is an expansion of the exemption previously established in 2016 under SB 1069 (Wieckowski).

For more information, please contact CSDA Legislative Representative Rylan Gervase at rylang@csda.net.



➤ HUMAN RESOURCES AND PERSONNEL

CSDA's long range policy priority on human resources and personnel is to promote policies related to hiring, management, and benefits and retirement that afford flexibility, contain costs, and enhance the ability to recruit and retain highly qualified, career-minded employees to public service. As public agency employers, support policies that foster productive relationships between management and employees, both represented and non-represented.

Should Districts Continue to Pay Disallowed Pensions?

Senate Bill 266 by Senator Connie Leyva (D-Chino), which will require public agencies to directly pay retirees for disallowed retirement benefits on an on-going basis, is currently making its way through the Legislature despite public agency opposition.

In 2012, the California State Legislature passed significant public pension reform legislation known as the Public Employees' Pension Reform Act (PEPRA), which took effect January 1, 2013. While the reforms were significant, they led to some confusion as to what may lawfully be offered as employee pension benefits. As a result, some public agencies and their represented employee organizations came to agreements on benefit packages that did not meet the new legal standards to be considered a pensionable benefit. Those future retirement benefits, which were being paid for by employers and employees into pension systems such as the California Public Employees Retirement System (CalPERS), were at some point determined to violate the law and were terminated. Terminated benefits that violate PEPRA are considered "disallowed benefits."

Under current law, once a benefit is determined to be disallowed, both the employer and the employee cease making future payments on that benefit, past contributions from the employee are returned to the employee, while past contributions from the employer are applied towards future payment. Unfortunately, in the case of a **retiree that received the disallowed benefit**, the pension system must recoup the overpaid benefit from the retiree. The pension system must recoup that overpayment from the retiree because it is unlawful to pay out a benefit that is not legally allowable or earned, despite the fact that the retiree did nothing wrong and was only receiving a retirement that was promised to them.

CSDA, along with the League of California Cities and the California State Association of Counties, believe public agencies cannot continue to make payments to retirees as proposed by SB 266 for the same legal basis that requires pension systems to recoup their disallowed retirement benefit payments to retirees. Continued payment of a disallowed benefit to a retiree would constitute a gift of public funds, in violation of Section 6, Article 16 of the California Constitution. While public agencies may feel compelled to make good on agreements reached with employees, they simply cannot continue to make payments directly to a retiree for a disallowed benefit in a manner that is Constitutionally permissible.

Please share any questions or concerns regarding SB 266 with CSDA Senior Legislative Representative Dillon Gibbons at dillong@csda.net.



➤ LEGAL ADVOCACY

CSDA is the leading legal advocacy voice for all special districts regarding public policy in California and actively tracks and reviews cases of significance affecting special districts in state and federal courts. Under the guidance of CSDA's Legal Advisory Working Group, CSDA files amicus briefs and opines on court cases when appropriate.

Revised Court Opinion Passes the Cost of State Mandates to District Ratepayers

On March 20, the Third District Court of Appeal issued a revised opinion in [Paradise Irrigation District, et al. v. Commission on State Mandates, et al.](#), holding that water and irrigation districts are not entitled to reimbursement for state mandates because they may pass the cost to their ratepayers by raising local fees and charges. As justification, the court stated it must “presume voters will give appropriate consideration and deference to proposals of fees by the boards of the Water and Irrigation Districts.”

The Court of Appeal granted a petition for rehearing last year, and it appears to have done so simply to sharpen and clarify the legal analysis in its opinion. The revised opinion reaches the same unfavorable conclusion as the previous opinion issued in October 2018, although the revised opinion properly distinguishes between the statutory authority for water districts and irrigation districts and includes a broader analysis of whether a “voter-approval” requirement exists for increases in water service charges. The court held that the California Water Code provides water districts and irrigation districts statutory authority to “fix and collect charges” for services provided, and that the Proposition 218 protest procedure requirements does not divest them of their authority to levy such charges.

The court explicitly did not rule comprehensively on the issue of state mandate reimbursement eligibility for all special districts that do not receive tax revenue. Moreover, it rejected the trial court’s “try and fail” test, which suggested districts could potentially be entitled to reimbursement after demonstrating their residents defeated the proposed increase with a majority protest. Instead, the Court of Appeal stated it must “presume voters will give appropriate consideration and deference to proposals of fees by the boards of the Water and Irrigation Districts.”

CSDA has been involved in this case on behalf of its members for over two years. On August 23, the Sacramento Bee published an [op-ed by CSDA CEO Neil McCormick](#) calling out the Commission on State Mandates (“Commission”) for blocking mandate reimbursements to special districts that charge a fee for service. The op-ed presented the local government perspective and explained how the Commission’s actions force Californians to choose between sacrificing the quality of their local services and paying ever-higher local utility rates to fund new state programs they haven’t asked for.

In 2016, the Sacramento Superior Court held that some special districts are not eligible to claim reimbursement from the Commission because they do not collect or expend “proceeds of taxes” subject to the tax and spend limitations of Articles XIII A and B of the California Constitution. The court supported the Commission’s determination that reimbursement for a state mandate is required only if a local agency is compelled to rely on “proceeds of taxes” to meet the mandate. Furthermore, the Superior Court held that the period for filing a test claim by a special district does not begin to run until a district has “tried and failed” to recover the costs through fees or charges subject to the majority protest requirement.

In 2017, the Association of California Water Agencies (ACWA) and California Association of Sanitation Agencies (CASA) joined CSDA to file an [amicus brief](#) with the Court of Appeal.

The plaintiff special districts in this case may file a petition for review by the Supreme Court of California. Should that happen, CSDA is prepared to file a letter in support of the petition, as well as a brief on the merits to the Supreme Court.

If you have any questions about this case, contact Legislative Analyst – Attorney Mustafa Hessabi at mustafah@csda.net.



➤ DISTRICTS MAKE THE DIFFERENCE

Districts Make the Difference was created to increase public awareness and understanding of special districts across California. The campaign website, www.districtsmakethedifference.org provides a public place to learn more about special districts and the positive effect they have on their communities, while also serving as a resource for districts to download useful materials, collateral, and information.

2019 Student Video Contest Launches Next Month

On May 1, Districts Make the Difference will launch the 2019 Student Video Contest! The new submission period will run from **May 1 to September 30** to allow more students to participate.

It's never too early for students to start working on their videos starring special districts. Students are encouraged to be as creative as possible when making their 60-90 second videos. That's correct, the length of the videos has also been extended! Students can now create videos up to 90 seconds long.

Do you know a student who may be interested? Do you know a teacher, principal, superintendent, or school board member that can help promote the contest? Spread the word!

Chapters are also encouraged to hold a local contest in conjunction with the statewide competition. A toolkit detailing how to facilitate a local contest will be available by mid-April. Last year, the Alameda County Special Districts Association, Contra Costa Special Districts Association, and Santa Clara County Special Districts Association all held local contests and selected a local student winner from their communities.

Hosting a local contest is a wonderful way for students to learn about your special district and potentially win a scholarship! Promotional materials including a flyer and the social media graphics are also available on the Districts Make the Difference website at www.DistrictsMakeTheDifference.org/video-contest.

For more information about the contest and to watch last year's winning videos, visit the [Districts Make the Difference website](http://www.DistrictsMakeTheDifference.org).





➤ OTHER WAYS TO TAKE ACTION

Learn More

The 2019 General Manager Leadership Summit is coming back again this year in **Newport Beach** on **June 23-25, 2019!** The General Manager Leadership Summit is a way for you to come together with other special district leaders from throughout the state to network and learn more about your specific job responsibilities and emerging trends. This conference will feature two keynote speakers: Troy Hazard, Entrepreneur and Galen Emanuele, International Keynote Speaker. In addition, there will be breakout session speakers including Marcie Frost, CalPERS CEO. They will each get to talk and share tips, advice, and experiences on how you can be a successful manager.

Check out the official 2019 General Manager Leadership Summit page at csda.net/gmsummit/home to register and view the complete schedule! Register by **Friday, May 24** to save \$50!

Utilize Resources

Participants of CSDA's Commercial Card program recently received rebates totaling over \$29,000, with some agencies receiving more than \$2,000 cash back. Especially designed for CSDA members and administered by Umpqua Bank, the CSDA Commercial Card program provides online reporting tools, greater security over employee spending, and enhanced rebate opportunities. Fleet program benefits are also available. Contact Member Services at [877.924.2732](tel:877.924.2732) for more information.

Join Today

Join an Expert Feedback Teams to provide CSDA staff with invaluable insights on policy issues. Email marcusd@csda.net to inquire about joining one of the following teams:

- Budget, Finance and Taxation
- Environment
- Formation and Reorganization
- Human Resources and Personnel
- Governance
- Public Works and Contracting

Stay Informed

In addition to the many ways you can **TAKE ACTION** with CSDA's advocacy efforts, CSDA offers a variety of tools to keep you up-to-date and assist you in your district's legislative and public outreach. Make sure you're reading these resources:

- CSDA's weekly e-Newsletter
- Districts in the News
- CSDA's CA Special District Magazine

Email advocacy@csda.net for help accessing these additional member resources.