

BEAUMONT LIBRARY DISTRICT

BOARD OF TRUSTEES MEETING
6:30 p.m. at the Library Annex – December 17, 2025
232 West Sixth Street, Beaumont, CA

AGENDA

CALL TO ORDER

ROLL CALL

REPORT OF POSTING OF AGENDA

Public comments on items not on the agenda and/or jurisdiction items –
3-minute limit per topic, per speaker

1. CONSENT ITEMS

Approval of Minutes of the previous meeting

3. DIRECTOR'S REPORT

- A. General Ledger Report
- B. Activity Summary Report

4. OLD BUSINESS

- A. GRANT & CONSTRUCTION UPDATES
- B. LIBRARY LOGO UPDATE

5. NEW BUSINESS

- A. JOB ANALYSIS PRESENTATION – adopt new organizational chart and approve phased plan and timeline for workforce expansion.

ADDED STARTERS AND COMMUNICATIONS

TRUSTEE COMMENTS AND REQUESTS

PUBLIC COMMENTS – 3-minute limit

ADJOURNMENT

BEAUMONT LIBRARY DISTRICT

BOARD OF TRUSTEES MEETING

6:30 p.m. at the Library Annex – November 20, 2025
232 West Sixth Street, Beaumont, CA

MINUTES

CALL TO ORDER – President Coleman called the meeting to order at 6:30 p.m.

ROLL CALL – M. Coleman, C. Carr, M. Garcia, S. Mitchell, S. Aguilar-Martinez,
K. Van Valkenburg, L. Dickinson

GUESTS – S. Macias

REPORT OF POSTING OF AGENDA – Agenda was posted 72 hours in advance.

1. CONSENT ITEMS

Approval of Minutes of the previous meeting.

MOTION: (Aguilar-Martinez/Lillard-Geiser) to approve the Minutes as presented with Ms. Carr abstaining. (4-0-0)

2. DIRECTOR'S REPORT

The Director reviewed her written report by highlighting the reinstatement of curbside pickup, noting progress on the job analysis, and giving an update on the End-of-the-Year Winter Gathering for staff, Library Board, and Friend Board members.

General Ledger Report – The Director highlighted legal expenses that have been reimbursed by C.W. Driver, as well as payments to Beaumont-Cherry Valley Water District and to TSK Architects as part of the construction project.

Changes in Status of District Employees – There were no changes in personnel.

Activity Summary Report – Ms. Van Valkenburg had no comments on the monthly statistics other than to say they remain low due to the reduced schedule.

3. PRESENTATION: FY2024-2025 AUDIT

With the arrival of Stacey Macias from Nigro & Nigro, a report was given to the Board on the annual audit. She stated that her firm issued an unmodified opinion on the annual

financial statements, meaning that it was a “clean” audit. Finances were in compliance with GASB (Governmental Accounting Standards Board) principles, which uses an accrual, rather than a cash, basis. That answered some of the questions that Trustees had about interest amounts. It was also noted that minor issues, which had come up during the auditing process, were handled and rectified with the assistance of library staff and our Eide Bailly CPA.

4. OLD BUSINESS

A. GRANT & GROUNDBREAKING UPDATES

Director Emeritus Dickinson read a message from staff member Tamara Evans announcing that the Zip Books program for this fiscal year was now operational. After that, he gave a PowerPoint presentation on Phase I project activities since the last meeting of the Library Board. Significant work was accomplished until the recent rains came through. Key points were an agreement with the neighboring property owner to build a common wall at the south end of our site and an offer from the local chapter of the Daughters of the American Revolution to provide a bronze plaque, which they would hope to unveil on July 4, 2026, the 250th anniversary of the Declaration of Independence. The presentation was concluded with a 60-second time-lapse video of the construction that had taken place since October 30.

B. LIBRARY LOGO UPDATE

The Director met with Steven Brown and based upon staff and Board input asked him to reduce the number of potential logos to three. He then produced samples of what those logos would look like on shirts, caps, bags, cards, and the building. Staff voted on the choices and liked one the best, but thought modifications were still needed. No one is really feeling we have come up with the best version. The Director said that she is going to work with Diana Krueger who developed an excellent logo for the Friends group. She also displayed a logo based on the façade of the Carnegie building that our Supervising Librarian, Julia Schumacher, had made using Copilot AI software. The consensus was to continue working on a logo.

4. NEW BUSINESS

ADDED STARTERS AND COMMUNICATION

The Director informed the Board that there will be a construction-themed Cozy Corner Storytime on December 19 and our Project Manager from C.W. Driver will be bringing his two children and taking part in the program.

TRUSTEE COMMENTS AND REQUESTS

Mr. Mitchell asked a question that led to a brief discussion of impact fees.

PUBLIC COMMENTS

None

ADJOURNMENT - at 7:24 p.m.

APPROVED:

DATE:

DECEMBER 2025

DIRECTOR'S REPORT

Updates

Construction & Operations Update

The building project is moving forward, on schedule. Detailed updates will be provided in the Director Emeritus' presentation. A construction site tour for the Library Board is in the planning phase.

Internal Projects

Ongoing projects include:

- The Job Analysis Questionnaire (JAQ) report, will be presented to the Board and with approval, will result in further project actions.
- The End-of-Year Library Winter Gathering for Library staff and support groups took place on December 16 at Noble Creek.
- Continued coordination of library operations in preparation for construction Phase II.
- New library logo designs will be presented at the Board meeting.

Community Engagement

The Director participated in the first Steering Committee meeting for the City of Beaumont's Economic Development Strategic Plan. A comprehensive discussion with a consulting firm, and representatives from the City, Chamber, School District, Police, and other groups occurred regarding opportunities, setbacks, strengths and weaknesses.

- With the help of the Director, the bookmobile was lit up in preparation for Beaumont-Cherry Valley Recreation and Parks District's WinterFest on December 6 and the Christmas Lights Parade held on December 13, where the Director served as the official parade announcer.
- The Director assisted with Winter Wish preparation and distribution on December 19-20.

Meetings & Activities

December 3

-OAC meeting with CW Driver

December 4

-met with Kristi Even, CPA at Eide Bailly

December 6

-WinterFest at the Grange

December 8

-Economic Development Strategic Plan Steering Committee mtg

December 11

-Inland Library System (ILS) Admin Council mtg. in Rancho Mirage

December 13

-Christmas Lights Parade bookmobile and parade announcing

December 16

-Library Winter Gathering at Noble Creek

December 17

-OAC meeting with CW Driver
-Follow up meeting with TSK

December 24-25

-Library Closed for holidays

December 22-31

-Director vacation

Staff Updates

-Director Emeritus vacation December 8-12

-Library Intern, Chad McIntyre completed his internship on December 12

-Two staff members received special recognition at the annual Library Winter Gathering on December 16

Beaumont Library District General Ledger Summary

November 2025

Account	Balance
1000 Cash in County Treasury	
1000.01 Cash in County Treasury - GF	532,086.87
1000.02 Cash in County Treasury - ACO	404,834.32
1000.03 Cash in County Treasury - Endow	54,076.74
Total for 1000 Cash in County Treasury	990,997.93
1010 Wells Fargo Checking	193,366.05
1020 CLASS Investment	
1020.1 CLASS - CSL-BF Grant	2,419,704.04
1020.3 CLASS - GF	1,411,161.24
1020.4 CLASS ACO	1,715,948.13
Total for 1020 CLASS Investment	5,546,813.41
1030 US Bank	
1030.01 US Bank - COP Lease Payment 2000	35,493.48
1030.02 US Bank - COP Reserve Fund 2001	667,330.70
1030.03 US Bank - COP Project Fund 2002	7,962,519.29
Total for 1030 US Bank	8,665,343.47
Accounts Total	15,396,520.86

Wells Fargo Monthly Activity Report

Beaumont Library District

November 2025

DISTRIBUTION ACCOUNT	TRANSACTION DATE	TRANSACTION TYPE	NUM	NAME	AMOUNT	BALANCE
1010 Wells Fargo Checking						
Beginning Balance						499,464.89
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6336	Taylor's Plumbing LLC	-210.00	499,254.89
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6337	H.W. Wilson	-790.00	498,464.89
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6338	Midwest Tape	-298.07	498,166.82
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6339	Discount School Supply	-119.56	498,047.26
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6340	Amazon Capital Services	-318.80	497,728.46
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6341	Eide Bailly LLP	-14,286.65	483,441.81
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6342	Rafhael Animas	-3,450.00	479,991.81
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6343	Russell's Heating and Air	-145.00	479,846.81
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6344	Brodart Co.	-76.37	479,770.44
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6345	Pasco Doors	-2,017.59	477,752.85
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6347	ISN Global Enterprises, Inc	-9,187.28	468,565.57
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6348	Amazon Capital Services	-115.20	468,450.37
1010 Wells Fargo Checking	11/06/2025	Bill Payment (Check)	6349	Best Best & Krieger	-300.00	468,150.37
1010 Wells Fargo Checking	11/10/2025	Bill Payment (Check)	6350	Tom Lara	-400.00	467,750.37
1010 Wells Fargo Checking	11/19/2025	Bill Payment (Check)	6351	MDB General Engineering	-94,384.40	373,365.97
1010 Wells Fargo Checking	11/19/2025	Bill Payment (Check)	6352	JPI Development Group Inc.	-8,550.00	364,815.97
1010 Wells Fargo Checking	11/19/2025	Bill Payment (Check)	6353	Universal Engineering Services	-13,693.93	351,122.04
1010 Wells Fargo Checking	11/19/2025	Bill Payment (Check)	6354	C.W.Driver LLC	-207,074.56	144,047.48
1010 Wells Fargo Checking	11/21/2025	Bill Payment (Check)	6355	MDB General Engineering	-0.76	144,046.72
1010 Wells Fargo Checking	11/24/2025	Bill Payment (Check)	6356	Cummins Sales and Service	-510.21	143,536.51
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6357	Patty Grana	-182.00	143,354.51
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6358	Eide Bailly LLP	-10,297.20	133,057.31
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6359	Discount School Supply	-123.29	132,934.02
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6360	Playaway Products LLC	-130.36	132,803.66
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6361	Streamline	-2,360.00	130,443.66
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6362	Visual Edge IT Inc.	-4,846.73	125,596.93
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6363	World Book	-1,380.87	124,216.06
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6364	Xochilt Trujillo Flores	-1,035.00	123,181.06
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6365	The Library Corporation	-11,008.46	112,172.60
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6366	Ebsco Information Services	-3,216.71	108,955.89
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6367	Urban Futures, Inc	-3,000.00	105,955.89
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6368	Uline	-110.49	105,845.40
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6369	Beaumont Safe and Lock	-84.00	105,761.40
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6370	Midwest Tape	-1,283.38	104,478.02
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6371	Amazon Capital Services	-32.89	104,445.13
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6372	Best Best & Krieger	-34,778.50	69,666.63
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6373	Pasco Doors	-2,223.32	67,443.31
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6374	Overdrive	-1,155.56	66,287.75
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6375	Office Depot	-998.10	65,289.65
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6376	Bridget Kealy	-72.62	65,217.03
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6377	Michelle Monroe	-57.83	65,159.20
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)	6378	Annyah McNealy	-22.24	65,136.96
1010 Wells Fargo Checking	11/14/2025	Bill Payment (Check)	Debit	Ingram Library Services	-6,951.76	58,185.20
1010 Wells Fargo Checking	11/07/2025	Journal Entry	FY 26 Transfers 11.14		16,031.77	74,216.97
1010 Wells Fargo Checking	11/07/2025	Journal Entry	FY 26 Transfers 11.14		8,015.88	82,232.85
1010 Wells Fargo Checking	11/21/2025	Deposit		C.W.Driver LLC	13,279.00	95,511.85
1010 Wells Fargo Checking	11/05/2025	Check		TASC	-960.00	94,551.85
1010 Wells Fargo Checking	11/05/2025	Check		CALPERS	-9,819.24	84,732.61
1010 Wells Fargo Checking	11/06/2025	Expense		Sangoma	-360.74	84,371.87
1010 Wells Fargo Checking	11/06/2025	Check		Frontier	-369.93	84,001.94
1010 Wells Fargo Checking	11/10/2025	Check		Wells Fargo	-10.00	83,991.94
1010 Wells Fargo Checking	11/13/2025	Check		Wells Fargo	-814.97	83,176.97
1010 Wells Fargo Checking	11/13/2025	Check		Wex Fleet Card	-174.55	83,002.42
1010 Wells Fargo Checking	11/18/2025	Check		Waste Management	-188.68	82,813.74
1010 Wells Fargo Checking	11/25/2025	Check		Waste Management	-35.90	82,777.84
1010 Wells Fargo Checking	11/18/2025	Check		BCVWD	-258.48	82,519.36
1010 Wells Fargo Checking	11/24/2025	Check		Quickbooks	-99.00	82,420.36
1010 Wells Fargo Checking	11/25/2025	Check		Shimshon David	-1,700.00	80,720.36
1010 Wells Fargo Checking	11/04/2025	Deposit		Wells Fargo	11.70	80,732.06
1010 Wells Fargo Checking	11/07/2025	Deposit		Nayax	5.45	80,737.51
1010 Wells Fargo Checking	11/10/2025	Deposit		Wells Fargo	75.50	80,813.01

Wells Fargo Monthly Activity Report

Beaumont Library District

November 2025

DISTRIBUTION ACCOUNT	TRANSACTION DATE	TRANSACTION TYPE	NUM	NAME	AMOUNT	BALANCE
1010 Wells Fargo Checking	11/13/2025	Deposit		Wells Fargo	10.00	80,823.01
1010 Wells Fargo Checking	11/14/2025	Deposit		Nayax	6.38	80,829.39
1010 Wells Fargo Checking	11/21/2025	Deposit		Nayax	12.98	80,842.37
1010 Wells Fargo Checking	11/28/2025	Deposit		Nayax	13.73	80,856.10
1010 Wells Fargo Checking	11/28/2025	Deposit		Wells Fargo	6.70	80,862.80
1010 Wells Fargo Checking	11/28/2025	Deposit		State of California	45,757.00	126,619.80
1010 Wells Fargo Checking	11/10/2025	Bill Payment (Check)		Kelly Van Valkenburg	-148.91	126,470.89
1010 Wells Fargo Checking	11/20/2025	Bill Payment (Check)		TSK Architects	-47,187.58	79,283.31
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)		ISN Global Enterprises, Inc	-11,438.20	67,845.11
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)		Julia Schumacher	-85.45	67,759.66
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)		Tamara Evans	-25.51	67,734.15
1010 Wells Fargo Checking	11/26/2025	Bill Payment (Check)		Jennifer Perez	-151.90	67,582.25
Total for 1010 Wells Fargo Checking					-\$431,882.64	
<hr/>						
1010.1 Wells Fargo Savings (deleted)						
Beginning Balance						0.00
Total for 1010.1 Wells Fargo Savings (deleted)						
Total for 1010 Wells Fargo Checking with sub-accounts					-\$431,882.64	

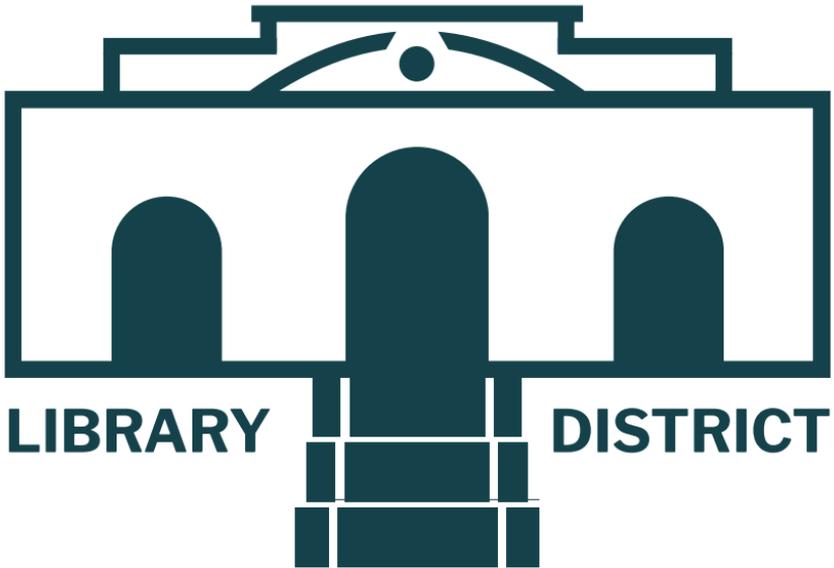
BEAUMONT LIBRARY DISTRICT





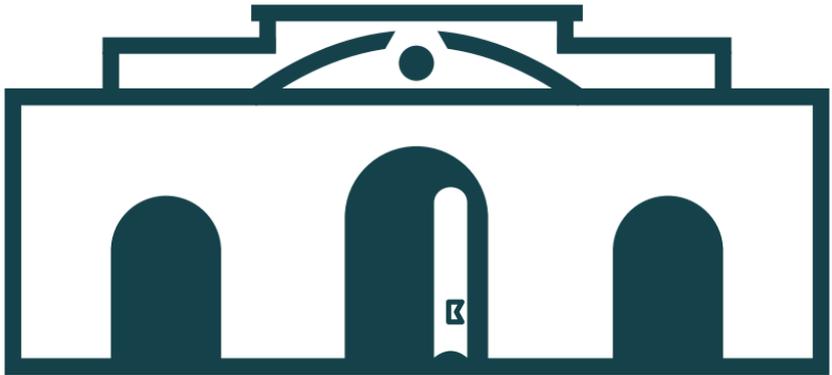
BEAUMONT LIBRARY DISTRICT

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**BEAUMONT
LIBRARY DISTRICT**



**BEAUMONT
LIBRARY DISTRICT**



Staff Report

Beaumont Library District

Job Analysis Questionnaire (JAQ)

Results

Introduction

The Beaumont Library District covers approximately 60 square miles centered in Beaumont and serves Beaumont, Cherry Valley, and other unincorporated areas of Riverside County. As of 2025, the District's population is roughly 67,000 residents. The library staff includes 8 full-time and 11 part-time employees.

Historically, the District has been viewed as a small, rural library. However, the Institute of Museum and Library Services (IMLS) defines a *small* public library as one serving a population of 25,000 or fewer (IMLS, 2013). Similarly, the American Library Association (ALA) uses the IMLS definition of a rural community as one located at least five miles from an urbanized area (American Library Association, n.d.). Due to significant population growth over the past two decades, the Beaumont Library District now exceeds these thresholds and is more accurately classified as a medium-sized suburban library.

To respond to this growth, the library building is currently undergoing an expansion and renovation. Not only will the building expand but with it, services and hours open to the public. In support of these changes, a job analysis was conducted to assess the needs created by the expanding population and facility. This analysis not only informs the District's strategic growth planning but also identifies gaps in duty distribution and provides recommendations for correcting workload imbalances.

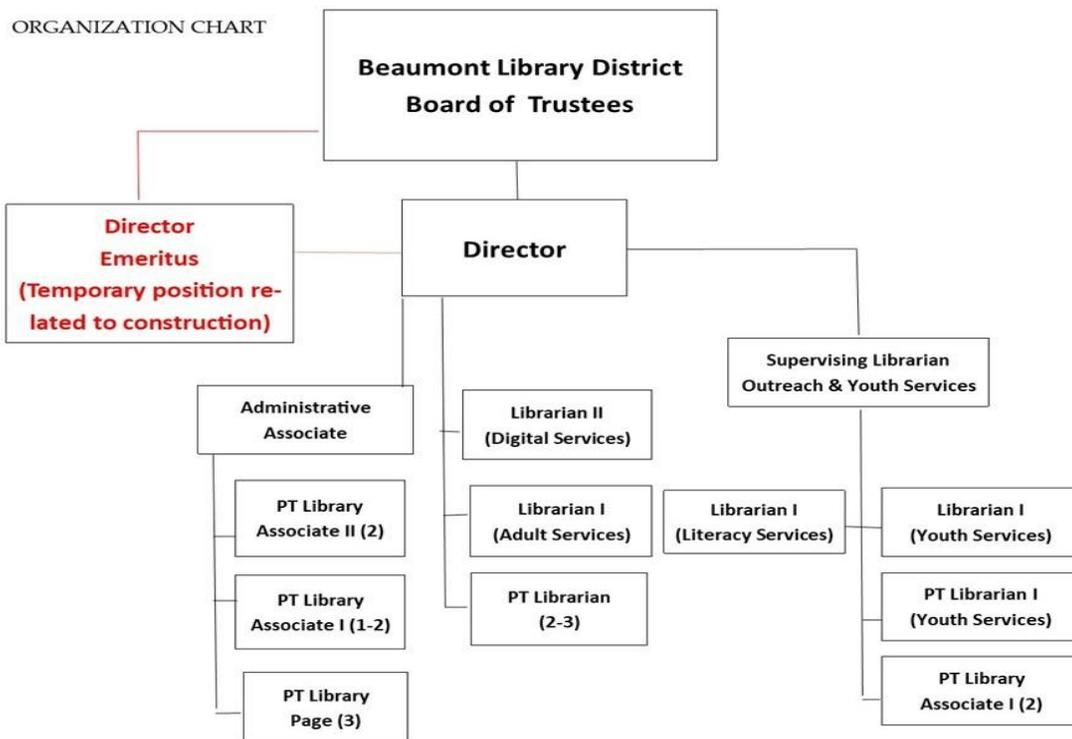
Methodology

The job analysis data was collected through a Google Form created by the Director. Although the form began as a template, it was customized to reflect the library’s work environment and aligned with existing job descriptions. While the primary purpose of the form was to document the tasks performed by each staff member, it also gathered information on job requirements, scope of responsibility, and mental, physical, and environmental demands. This additional data can be compared to current job descriptions and updated as needed. A sample of the form is attached for reference.

Staff were given one month to complete the form. Once submitted, the data was downloaded into an Excel file and sorted by position and department. Data from multiple employees holding the same title were combined into a single summary for that position. Minor errors—such as incorrectly listing a position’s supervisor—were identified and corrected.

The synthesized data was then compared with information from medium-sized libraries located in the southwestern United States. Comparative data was drawn from surveys and reports published by the American Library Association, the Public Library Association, and the Institute of Museum and Library Services.

Organizational Structure (Duty-Based)



To compare the Beaumont Library District’s organizational structure with other library structures, the job analysis data is compared to common library organizational models, focusing on medium-sized public libraries, as Beaumont appears to fit this category based on its staffing, roles and service population. The duty-based organizational chart, which emphasizes primary responsibilities, is compared to typical library structures, drawing on general knowledge of library operations and common practices. The comparison is based on standard models and trends in public library organization, supplemented by logical inferences from the data provided by staff.

The duty-based organizational chart for Beaumont Library District is structured as follows:

Library Board of Trustees oversees:

Director (Kelly Van Valkenburg): Primarily administrative (70%), supervisory (20%), public relations (10%).

Director Emeritus (Luren Dickinson): Temporary role, administrative (70%), supervisory (20%), public relations (10%).

The **Director** oversees:

Adult Services:

- Librarian II (Tamara Evans): Reference services and Collection management (60%), Website/social media (20%), Programming (15%), Technical Services (5%).
- Librarian (Devon Kimler): Programming (60%), Technology/IT (25%), Reference Services (10%), Outreach (5%).
- Librarian – PT/On-Call (Daphne McKinney): Reference Services (100%).

Technical Services:

Administrative Associate (Laura Cook): Administrative (70%), Supervisory (20%), Circulation (10%)—Supervisory function is in circulation, making a total of 30%.

Administrative Associate oversees:

- Library Associates II (Annyah McNealy, Bridget Kealy): Circulation (65%), Technical Services (20%), Supervisory (10%), Building maintenance (5%).
- Library Associates I (Emmalynn Manayan, Michelle Monroe): Circulation (80%), Technical Services or Outreach (10–20%).
- Pages (Mia Medina, Kieren McDairmant, Sarah Roehm): Circulation/shelving (80%), Technical Services (10–20%).

Outreach & Youth Services:

Supervising Librarian (Julia Schumacher): Supervisory (60%), Outreach (20%), Programming (10%), Reference (10%).

Supervising Librarian oversees:

- Librarian – Literacy Coordinator (Estephania Ortiz Oedekerck): Programming (60%), Supervisory (20%), Reference (15%), Outreach (5%).
- Librarians (Indira Perez, Jennifer Perez): Programming (70%), Reference or Outreach (20%), Technical Services (10%).
- Library Associates I (Bronwyn Macharelli, Hailey Hernandez): Programming or Outreach (80%), Circulation (20%).

Key Features of the current organizational structure include:

Flat Hierarchy: The structure is relatively flat, with the Director and Director Emeritus reporting to the Board, and department heads (e.g., Administrative Associate, Supervising Librarian) managing small teams.

Duty-Based Grouping: Roles are organized by primary duties (e.g., circulation, programming, reference), reflecting a focus on functional responsibilities.

Small Staff: Approximately 13.25 FTEs, with a mix of supervisory, professional (librarians), and support staff (associates, pages).

Multitasking: Many roles involve diverse duties (e.g., librarians handle programming, reference, and outreach; associates blend circulation and technical services).

Temporary Role: The Director Emeritus position is unique, designed for a transitional period during library expansion.

Common Library Organizational Structures:

Public library structures vary by size, budget, and community needs, but small (serving populations of 10,000–50,000) to medium-sized libraries (serving populations of 35,000–100,000 similar to Beaumont’s likely scale) typically follow one of these models:

1. Functional Model:

- Organized by core library functions: Administration, Technical Services, Public Services (often split into Adult, Youth, and Outreach).
- Common roles include:
 - **Director:** Oversees all operations, reports to a board, handles finances, policies, and community relations.
 - **Technical Services:** Manages cataloging, acquisitions, and processing (often led by a librarian or coordinator).

- **Public Services:** Includes reference, circulation, youth services, and programming, with librarians and support staff (e.g., assistants, pages).
 - Example: A library might have a Director, a Technical Services Librarian, a Youth Services Librarian, and a Circulation Supervisor, with support staff under each.
2. **Departmental Model:**
 - Divides the library into departments (e.g., Adult Services, Youth Services, Circulation), each with a manager or lead librarian.
 - Similar to the functional model but emphasizes departmental autonomy, with managers reporting directly to the Director.
 - Common in slightly larger libraries with more specialized roles.
 3. **Flat Model:**
 - Minimal hierarchy, with a Director overseeing a small team of librarians and support staff who share multiple roles.
 - Common in small libraries with limited budgets, where staff perform diverse tasks (e.g., a librarian might handle reference, programming, and outreach).
 4. **Matrix Model** (less common in small/medium libraries):
 - Combines functional and project-based responsibilities, with staff reporting to multiple supervisors (e.g., a librarian reports to a department head for daily tasks and a project manager for specific initiatives).
 - Used in libraries with complex programming or grant-funded projects.

Typical Roles Found in Common Library Organizational Structures:

Director: Strategic leadership, budgeting, and board relations.

Librarians: Professional roles requiring MLIS degrees, focusing on reference, programming, or collection development.

Library Assistants/Associates: Support circulation, shelving, and patron assistance; may require some college or experience but not an MLIS.

Pages: Entry-level, focused on shelving and basic tasks.

Specialized Roles: Literacy coordinators, IT specialists, or outreach coordinators in libraries with specific programs.

Comparison:

Beaumont's duty-based structure aligns closely with the **functional model**, with clear divisions for Technical Services, Outreach & Youth Services, and Adult Services. The emphasis on duties (e.g., circulation, programming) mirrors how small libraries organize tasks to maximize efficiency with limited staff.

Similarities:

- Like most small and medium libraries, Beaumont has a Director reporting to the Board, overseeing all departments.

- Technical Services handles cataloging and processing, similar to standard roles in other libraries but different to other libraries in that it also handles circulation functions.
- Public Services are split into Youth/Outreach and Adult Services, a common division in libraries serving diverse age groups.
- The flat hierarchy (few supervisory layers) is typical for small libraries with 10–20 staff members. Medium libraries often show more middle management positions.

Differences:

- It is uncommon for the **Administrative Associate**, supporting administration gets tasked with the supervisory duties of another department.
- The **Director Emeritus** role is uncommon. Most libraries do not have a transitional leadership position, as succession is typically handled by an interim Director or absorbed by existing staff. This role reflects Beaumont’s unique context (library expansion/renovation).
- The **Outreach & Youth Services** department is more prominent than in many small libraries, where youth services might be a subset of public services rather than a distinct department. Beaumont’s focus on outreach (e.g., bookmobile, literacy programs) suggests a strong community engagement priority.
- **Multitasking** is more pronounced at Beaumont. For example, Library Associates handle circulation, technical services, and outreach, whereas other libraries might have more specialized roles (e.g., dedicated circulation clerks or catalogers).

Staffing and Roles

The Beaumont Library operates with a small, lean team of approximately 13.25 full-time equivalents (FTEs). This includes 2 librarians in Administrative Services, 2.5 in Adult Services, 3.25 librarians and 1 support staff member in Outreach & Youth Services, and 4.5 support staff in Technical Services (comprising associates and pages). Librarians’ responsibilities vary by department: those in Outreach & Youth Services dedicate roughly 60% of their time to programming, while Adult Services librarians focus approximately 60% on reference services. Technical Services staff perform a mix of administrative, circulation, and cataloging duties, with the department supervisor also managing budget and accounting responsibilities. Supervisory responsibilities are concentrated, with the Director directly overseeing 4 FTEs and indirectly managing more than 9, while the Administrative Associate and Supervising Librarian each lead smaller teams of 3–5 FTEs.

In contrast, medium-sized libraries serving populations around 60,000 typically employ 10–25 FTEs (median ~18), structured around a single Director who devotes 60–80% of time to administration, board relations, and strategic planning; 5–8 librarians who divide their efforts among reference services (30–50%), programming (20–40%), and collection development (10–

20%); 8–12 library assistants/associates handling primarily circulation (50–70%) and patron support; 5–10 pages focused on shelving and basic circulation tasks (60–80%); and 1–3 dedicated IT or outreach specialists.

National trends from the Public Library Survey (FY 2019) show librarians comprising about 33% of total staff (69% holding an MLIS), support staff 40–50%, and 40% of libraries lacking dedicated IT personnel, with those duties often falling to librarians. Beaumont aligns with many small-library practices: librarians juggle reference, programming, and collection development; circulation and shelving are primarily managed by assistants and pages; and specialized roles such as the Literacy Coordinator are frequently grant-funded. However, the absence of dedicated IT staff (with related tasks handled by Adult Services librarians or outsourced) and the heavy reliance on Library Associates II and the Administrative Associate for circulation supervision are noteworthy gaps when compared to medium-sized peers. Although Beaumont’s strong outreach emphasis and bookmobile operations exceed typical small-library capacity, overall staffing remains too lean to fully match the depth and specialization found in medium-sized libraries. Additionally, while Pages at Beaumont spend approximately 80% of their time shelving—consistent with national norms—their 10–20% involvement in technical services processing is less common, as pages elsewhere typically focus almost exclusively on shelving and basic circulation tasks.

Distribution of Duties

The distribution of duties at Beaumont includes the following:

Administrative: Concentrated at the top (Director, Director Emeritus, Administrative Associate), with 60–70% of their time on finances, policies, and board relations.

Circulation: Dominant in Technical Services (60% for associates and pages), reflecting a focus on patron-facing tasks like checkouts and shelving.

Programming: Central to Outreach & Youth Services (60% for librarians and associates), emphasizing youth and community engagement.

Reference: Primarily in Adult Services (60%), with some crossover in Outreach & Youth Services.

Outreach: Strong in Outreach & Youth Services (20–60%), less prominent elsewhere.

The distribution of duties typically found in medium libraries include:

Administrative: Directors typically spend 50–80% on administration, similar to Beaumont. Small libraries rarely have a dedicated administrative associate; these tasks often fall to the Director or a part-time clerk.

Circulation: Often 50–80% of assistant/page time, aligning with Beaumont's structure. Some libraries have a separate Circulation Department, unlike Beaumont's integration with Technical Services.

Programming: In small to medium libraries, programming is often 20–40% of librarians' time, less than Beaumont's 60% in Outreach & Youth Services, indicating a stronger programming focus at Beaumont.

Reference: Traditionally, 40–60% of librarians' time in public services, matching Beaumont's Adult Services but less prominent in Youth Services, where programming dominates.

Outreach: Often minimal (10–20%) in small libraries, handled by librarians or volunteers. Beaumont's dedicated outreach roles (e.g., bookmobile staff) are more developed.

Comparison: When Beaumont Library’s distribution of duties is compared to industry norms in similar-sized libraries, the following features are notable:

- Beaumont’s heavy emphasis on programming in Outreach & Youth Services (60%) is higher than typical, reflecting a priority on youth engagement and literacy, likely driven by grants or community needs.
- The integration of circulation and technical services under one department is less common; many libraries separate these functions to specialize staff roles.
- Administrative tasks are spread across multiple roles (Director, Director Emeritus, Administrative Associate), which is unusual. Most small to medium libraries centralizes administration with the Director.

Supervision and Autonomy

At the Beaumont Library, supervision is concentrated among senior roles, with the Director and Supervising Librarian dedicating 20–60% of their time to oversight responsibilities. Part-time Library Associates II provide day-to-day guidance to pages, while most experienced librarians and associates require minimal supervision—often described as “little” or “none.” Staff enjoy considerable autonomy, routinely making independent decisions regarding programming, reference services, and circulation tasks; only higher-stakes actions such as hiring, major purchases, or policy changes require Director or Board approval.

This pattern aligns closely with practices in similarly sized libraries. Directors typically oversee the entire organization but directly supervise only 2–3 individuals, delegating team management to department heads where they exist—a structure mirrored by Beaumont’s reliance on the Supervising Librarian. Librarians in small libraries generally exercise high autonomy in programming and reference work, whereas assistants and pages follow established procedures, consistent with Beaumont’s approach. Formal supervision tends to be lighter for seasoned staff, often limited to weekly or monthly check-ins rather than daily direction, and Beaumont’s quarterly or annual meetings fall within this norm.

Overall, Beaumont’s supervisory hierarchy—from Board to Director to informal department leads—is typical of small libraries. However, the absence of clearly defined department heads (and occasional misidentification of supervisory roles) represents a minor deviation from best practice. The additional layer introduced by the Director Emeritus is uncommon and adds complexity not typically found in peer institutions. Autonomy levels, by contrast, are entirely consistent with small library expectations, where limited staffing necessitates versatile, self-directed employees who can operate effectively with minimal oversight.

Strengths and Gaps

Strengths:

Outreach and Programming: Beaumont's Outreach & Youth Services (6 FTE, 60% programming) exceeds typical programming emphasis (20–40% of librarian time), reflecting a strong community focus (e.g., bookmobile, literacy programs).

Facility Expansion: The temporary role of Director Emeritus is unique but can be considered a strength as they assist with the temporary additional administrative load specific to construction management.

Duty-Based Structure: The organizational chart aligns roles with primary duties (circulation, programming, reference), optimizing clarity for a lean staff.

Gaps:

Understaffing: At ~13.25 FTE, Beaumont is well below the 16-20 FTE benchmark, likely straining staff with multitasking (e.g., associates blending circulation, technical services, outreach).

Librarian Shortage: Only 6–7 librarian FTEs vs. 8-12 recommended, limiting reference, programs, and collection development capacity.

IT Support: No dedicated IT staff, with duties falling to a librarian, unlike 60% of similar-sized libraries with at least part-time IT.

Administrative Load: The Director Emeritus role (temporary) and Administrative Associate handling finances suggest overburdened administrative capacity, as benchmarks recommend 2–3 FTE for administration in this size range.

Unique Aspects and Challenges

Beaumont:

Roles

- **Administrative Associate:** Performs all administrative support duties such as Accounts Payable, Accounts Receivable, Payroll, Human Resources, as well as Circulation and Technical Services Supervisor not found in standard structures.
- **PT Library Associate II:** Semi-supervises other part-time staff (Pages) and handles duties such as cataloging, and building maintenance commonly assigned to full-time roles.
- **Director Emeritus:** A temporary role to support transition during expansion, not found in standard structures.

Outreach Focus: The bookmobile and literacy programs are more prominent than in many small and medium libraries, suggesting a community-driven mission.

Construction Context: The job analysis mentions construction challenges (e.g., noise, dust), which may influence staff duties and flexibility, a temporary factor not typical in stable library operations.

Multitasking: Staff, especially associates, juggle multiple roles (e.g., circulation, technical services, outreach), more than in libraries with specialized positions.

Typical Libraries:

Include separate supervisory and administrative support roles as well as a separation between Circulation and Technical Services.

Assign tasks of importance such as supervising and building maintenance to full-time staff members.

Lack temporary roles like Director Emeritus, which coincides with construction project.

Construction or renovation is a periodic challenge, but most libraries operate in stable environments, allowing clearer role definitions.

Outreach is often secondary to in-house services, with fewer dedicated staff.

Larger libraries may have more specialized roles, reducing multitasking compared to Beaumont's staff.

Recommendations

Based on the comparison, Beaumont's duty-based structure is effective for its size and mission but could be optimized to align with benchmarks for a 60,000⁺-population library by focusing on the following areas:

Separate Circulation and Technical Services: Split these functions into distinct units and create a dedicated Circulation Supervisor (1 FTE) to manage associates and pages to reduce multitasking and improve efficiency, as seen in other small to medium libraries.

Dedicated Digital Services Role: 1–2 FTE for IT/digital services to relieve librarians, aligning with PLDS trends (40% of libraries have dedicated IT).

Formalize Supervision: Increase regular check-ins (e.g., monthly instead of quarterly) for associates and pages to ensure quality control, aligning with libraries that emphasize regular feedback.

Balance Programming Load: The heavy programming focus in Outreach & Youth Services is a strength but may strain staff. Consider part-time programming assistants to support librarians, a common practice in libraries with robust programming.

Leverage Outreach Strength: Maintain robust outreach (bookmobile, literacy) but balance with in-house services by redistributing some programming duties to new hires.

Recommended Actions

To satisfy these areas, the following is recommended:

1. Reorganize Duty-Based Structure into the following:

- **Administration** – Director, Business Manager, Public Services Manager
- **Public Services** – Librarians I/II (3), PT Program Assistant
- **Outreach** – Librarian I/II, PT Library Associate (2)
- **Circulation** – Supervising Librarian, FT Library Associate I/II, PT Library Associate I/II (2-3), PT Librarian, PT Library Page (5)
- **Technical Services** – Supervising Librarian, FT Librarian I/II (Digital Services), PT Library Associate II (Cataloging & Processing), PT Library Page (processing)

2. Increase Total FTE: Aim for 16-20 FTE, adding 4-7 FTE staff, prioritizing:

- **Librarians:** Add 1 FTE in Public Services, 1 FTE in Outreach, and 1 FTE in Circulation:
 1. Create FT Program Librarian to focus on Youth programming
 2. Create FT Outreach Librarian to oversee bookmobile operation and special events
 3. Create FT Supervising Librarian in Circulation to manage Circulation Department
 - **Support Staff:** Add 2-4 FTE assistants/pages to handle circulation, shelving, and program assistance, reducing multitasking
 1. Create PT Program Assistant to support program department
 2. Create FT Library Associate role for greater staffing coverage and supervision of Library Pages
 3. Add 4 PT Library Page positions to support upkeep of library such as shelving, organization, program setup, clearing of tables, etc. These positions will support opening and closing procedures
3. **Analyze budget:** Collaborate with our CPA firm, Eide Bailly, to conduct a detailed budget analysis that verifies the organization's ability to financially support and sustain proposed staff growth.
4. **Determine timeline:** As the library moves into Phase II of construction, it will be necessary to add one to two full-time staff members. A defined timeline is also needed for phasing out the temporary Director Emeritus position to streamline leadership and minimize overlap with the Director's responsibilities following the renovation. This timeline will directly influence the library's ability to reorganize and add new FTE positions. Once the Director Emeritus retires after the renovation is complete, the library will be able to add two additional full-time staff members.

Conclusion

The job analysis and organizational review of the Beaumont Library District reveal a system that is highly dedicated, community-focused, and adaptable, yet increasingly strained by the rapid population growth and expanded service demands of a medium-sized suburban library. The District's transition from a historically small, rural institution to a library serving more than 67,000 residents has outpaced its current staffing levels, departmental structure, and distribution of duties. While existing personnel demonstrate significant flexibility, the analysis indicates that the present staffing model—approximately 13.25 full-time equivalent (FTE) positions—falls short of national benchmarks for libraries of comparable size, which typically employ 16 to 20 FTEs with more specialized roles.

The duty-based organizational structure has served the District well during its smaller-scale operations; however, ongoing growth, coupled with the demands of a major renovation, calls for a more formalized and scalable approach. Comparison with other medium-sized libraries underscores the need for clearer departmental delineation, dedicated supervisory positions, expanded information technology and digital services capacity, and increased support for high-demand areas such as programming, circulation, and outreach. Additionally, unique factors—including the temporary Director Emeritus role and the blending of administrative, technical, and supervisory responsibilities—highlight structural inconsistencies that will be addressed to ensure long-term operational efficiency.

The recommendations outlined in this report provide a pathway for strengthening the District's organizational capacity. These include restructuring departments, expanding both professional and support staffing, separating circulation and technical services functions, enhancing administrative support, and establishing dedicated digital services roles. Implementing these adjustments will enable the Library to better meet community needs, improve workload distribution, and support sustainable growth following the renovation.

A clear timeline for recruitment, hiring, and phasing out the Director Emeritus position is essential for enabling these structural transitions. As the Library enters Phase II of construction, adding one to two full-time staff members is a critical first step. Following the renovation and the planned retirement of the Director Emeritus, the District will be positioned to add two additional full-time staff members. These strategic increases, combined with an updated organizational structure, will help the Beaumont Library District operate more efficiently, serve its expanding community more effectively, and fulfill its mission with long-term resilience and excellence.

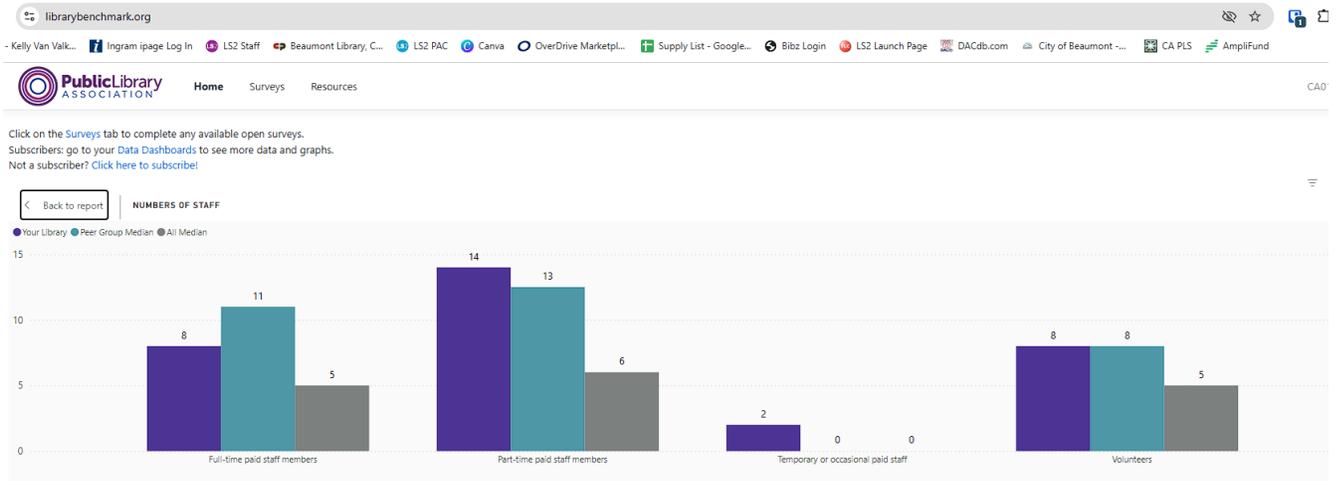
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- **Institute of Museum and Library Services (IMLS) Public Libraries Survey (PLS) FY 2019** Source: IMLS Data Explorer (filtered for California, population served 50,000–100,000) URL: <https://www.ims.gov/research-evaluation/data-collection/public-libraries-survey/explore-pls-data> *Used for staffing medians, FTE per 1,000 population, and role distribution in California medium-sized libraries.*
- **California State Library – Public Library Statistics FY 2023–2024** Source: California State Library Annual Reports URL: <https://www.library.ca.gov/statistics/> *Provides state-specific benchmarks including 0.65 FTE/1,000 population average and per capita staffing expenditure.*
- **Public Library Association (PLA) 2024 Public Library Staff Survey** Source: PLA Research & Reports URL: https://www.ala.org/sites/default/files/2025-08/PLA_Staff_Survey_2025.pdf *Cites 18% staff turnover, 40% of libraries lacking dedicated IT, and trends in community engagement roles (71% of medium libraries have outreach positions).*

Comparable medium-sized libraries:

- **Yorba Linda Public Library Annual Report 2023** Source: City of Yorba Linda Library Services URL: <https://www.yorbalindalibrary.org/annual-reports> *Example of functional structure with ~25 FTE, 0.38 FTE/1,000, and dedicated circulation and IT staff.*
- **Mission Viejo Library Organizational Overview** Source: City of Mission Viejo Library URL: <https://cityofmissionviejo.org/departments/library> *Illustrates departmental model with 28 FTE, department heads, and 3 specialized outreach/IT roles.*
- **Laguna Niguel Public Library Staffing Profile** Source: Orange County Public Libraries URL: <https://www.ocpl.org/libraries/laguna-niguel> *Supports 60% support staff ratio and separation of circulation from technical services.*
- **Placentia Library District** Source: Placentia Library District URL: <https://www.placentialibrary.org/administration#docaccess-a515029fc6a5d80f1d28697c7ff7c4cb4dcc212b738a99617f7a928b74984fd9> *Supports 22 FTE with similar service population.*
- **Yuba County Library System Structure** Source: Yuba County Library URL: <https://www.yubalibrary.org/about> *Example of rural medium-sized system with 22 FTE and strong outreach integration.*

- **PLA Benchmarks:** librarybenchmark.org



ORGANIZATIONAL CHART

**Beaumont Library District
Board of Trustees**

Director

Technical Services

**Supervising
Librarian**

**Librarian I/II
(Digital Services)**

**PT Library
Associate II
(1)**

**PT Library Page
(1)**

Circulation Services

**Supervising
Librarian**

**PT Librarian
(1-2)**

**FT Library
Associate I/II
(1)**

**PT Library
Associate I/II
(2-3)**

**PT Library Page
(3-5)**

Public Services

**Public Services
Manager**

Programs

**Librarian I/II
(Programs—2)**

**Librarian I/II
(Literacy)**

**PT Program
Assistant
(1-2)**

Outreach

**Librarian I/II
(Outreach)**

**PT Library
Associate I/II
(2)**

Business Services

**Business
Manager**