

Minutes (Approved)
Council of Chief Librarians Annual Retreat
Monday, July 16, 2018
Hilton Gaslamp, San Diego

ATTENDANCE - Board Members:

Leslie Tirapelle, Will Breitbach, Evelyn Lord, Carol Hutte, Van Rider, Susan Hines, Alicia Virtue, Marlene Forney, John Taylor, Nancy Golz

ATTENDANCE – Ex-Officio, Non-Voting Members:

Gregg Atkins, James Wiser, Brian Greene, Steve Hunt, Dan Crump

ABSENT – Board Members:

Doug Achterman

Call to Order

The meeting was called to order at 9:00 am by Vice President Leslie Tirapelle. President Doug Achterman is unable to attend due to a family emergency.

1. Housekeeping

Leslie welcomed everyone and shared logistical information about the meeting room and hotel.

2. Introductions

The CCL board introduced themselves. The board welcomed two new board members: Steve Hunt (CCL-EAR Chair) and Nancy Golz (East Central Region Rep.).

3. LSP Update

Gregg reported on the LSP (library services platform) project. The negotiating team included Gregg, Alicia and Doug, in addition to CCC Tech and ExLibris representatives. The agreement should be signed by the end of this month.

The team may be able to include the purchase of a new tool (Leganto) that instructors use to create active course reading lists that are connected to the library’s databases and ebooks. Students will use Canvas to access the reading materials. This will boost efforts to increase open educational resources.

There are six pilot colleges. The pilot colleges will test the implementation process and do everything except go live. They will then evaluate the process in December 2018. In spring 2019, all colleges who are ready to migrate will do so together. The go-live will be in December 2019. There is a strong incentive for everyone to migrate since the cost of migration may be the responsibility of the colleges if it isn’t done with the larger group in 2019.

CCL submitted a request for funding for the 2019-20 budget using a new process created by the Chancellor's Office. The budget would include \$4 million for five years to cover licensing, operational costs (including governance and system administration) and training costs. The budget also includes a \$100,000 annual leadership grant for CCL. The responsibilities for CCL embedded in this grant still need to be clarified. For 2018-19, it would be at least \$80,000.

4. Responsibilities of Regional Reps

Gregg reviewed the responsibilities of board members as outlined in the by-laws. There are 10-12 directors (two are at-large positions and are filled based on need). There is no compensation for board members. There are liaisons (e.g. James Wiser, Consortium Director, is an employee of the Community College League of California). There are two staff members: Gregg Atkins (Executive Director) and Brian Greene (Communications Director).

The role of the regional reps has changed as communication tools have advanced. Regional reps should keep email lists of the library chiefs in their regions. The lists should be updated annually. If a new person steps into the lead role at a campus, the regional rep should contact that person to introduce oneself and CCL. Ideally, the regional rep will call regional meetings as a way to bring people together. CCL will cover lunch costs for regional meetings.

5. Goals for the Day

The Board's goals for the day include a review of the mission and strategic plan, and participation in a visioning activity to inform those documents

6. Visioning Activity

Leslie shared the CCL mission and description. She also shared the goals and strategies from the current CCL strategic plan. The Board made some recommendations to update the organization's description. Leslie has captured those changes and will forward the proposed revision to the Board for review and then to Doug and the Advocacy Committee to finalize the language before the Board votes in October.

ACTION: Leslie will send the Board's recommended revisions of the organization's descriptions to Doug for further review and later board approval.

Leslie introduced the activity we will use to review our strategic plan. There will be five poster-sized post-its on the wall, each with a different prompt. Respond to the prompt. The board will rank the responses and discuss the results of the rankings.

7. Discussion on Strategic Plan and Results of Visioning Activity

There is interest in changing the language of our goals and strategies. A sub-group will take a first pass at drafting changes to be shared at the Board meeting in October.

ACTION: Van and Will will recommend initial changes to the strategic plan goals and strategies.

The summary results of the visioning activity are in Basecamp and attached to the minutes below. The results should inform the plans of the committees.

8. Communication: Canvas

Susan presented an overview of how Canvas could serve as an organizational tool (replacing Basecamp) for the CCL board. The board could participate as “students” and a few strategic board members would be identified in the “teacher” role. The pages function would be used to provide guidance on how to use the Canvas tool. There was some discussion about the use of google docs, and the limitations of using google docs from individual accounts rather than a shared CCL account. Susan also demonstrated how to use Zoom for virtual meetings.

9. Virtual Meetings

Susan will send links to videos that inform on best practices for conducting virtual meetings.

Leslie shared a list of norms that were approved by the Academic Senate for California Community Colleges (ASCCC). ASCCC is a more politically contentious organization than CCL and the list could be a little overwhelming for the CCL board. There are some practical norms that are missing from the list. There was also discussion about how to handle larger groups (e.g. 18) in a virtual meeting environment. It may be helpful to have a moderator in addition to the chair and to use functionality like chat and hand-raising.

ACTION: Evelyn and John will review the ASCCC list and suggest edits and additions.

10. Committees

The Board reviewed the committee structures.

- Steve will join the Communication Committee
- Nancy will join the Leadership and Professional Development Committee
- Evelyn will move from the Advocacy Committee to the Leadership and Professional Development Committee

These additions/changes will ensure that the committees are more evenly distributed size-wise.

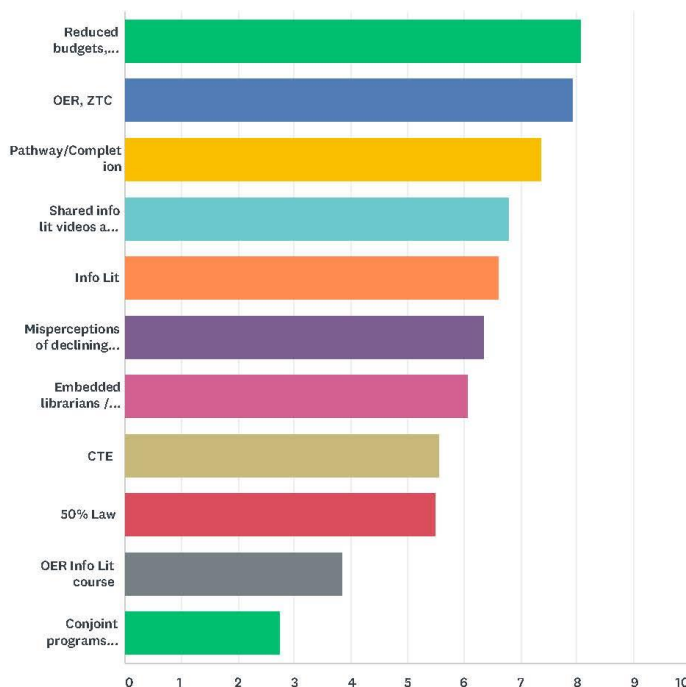
The committees broke into groups and reported back to the full board. Each committee completed a planning template.

After a brief discussion, the board determined that the current committee structure works for CCL. It is important for committees to work together between board meetings. Committees will be able to use Zoom to assist with virtual meetings.

CCL Visioning Activity 2018

Q1 What are the initiatives, efforts, realities of the CC system that librarians need to engage in?

Answered: 14 Skipped: 0



	1	2	3	4	5	6	7	8	9	10	11	TOTAL
Reduced budgets, libraries seen as low priority	30.77% 4	23.08% 3	0.00% 0	7.69% 1	7.69% 1	0.00% 0	15.38% 2	7.69% 1	0.00% 0	7.69% 1	0.00% 0	13
OER, ZTC	7.14% 1	21.43% 3	21.43% 3	0.00% 0	21.43% 3	14.29% 2	14.29% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14
Pathway/Completion	14.29% 2	14.29% 2	21.43% 3	14.29% 2	0.00% 0	7.14% 1	14.29% 2	0.00% 0	0.00% 0	0.00% 0	14.29% 2	14
Shared info lit videos and training resources	21.43% 3	0.00% 0	7.14% 1	14.29% 2	14.29% 2	7.14% 1	0.00% 0	14.29% 2	21.43% 3	0.00% 0	0.00% 0	14
Info Lit	0.00% 0	15.38% 2	23.08% 3	0.00% 0	15.38% 2	7.69% 1	15.38% 2	7.69% 1	7.69% 1	7.69% 1	0.00% 0	13
Misperceptions of declining relevance of librarians as physical nature of library building changes	7.14% 1	21.43% 3	7.14% 1	7.14% 1	0.00% 0	21.43% 3	0.00% 0	14.29% 2	7.14% 1	0.00% 0	14.29% 2	14
Embedded librarians / better support for DE	7.14% 1	0.00% 0	0.00% 0	21.43% 3	0.00% 0	21.43% 3	28.57% 4	21.43% 3	0.00% 0	0.00% 0	0.00% 0	14
CTE	7.14% 1	0.00% 0	0.00% 0	28.57% 4	14.29% 2	0.00% 0	7.14% 1	14.29% 2	7.14% 1	14.29% 2	7.14% 1	14

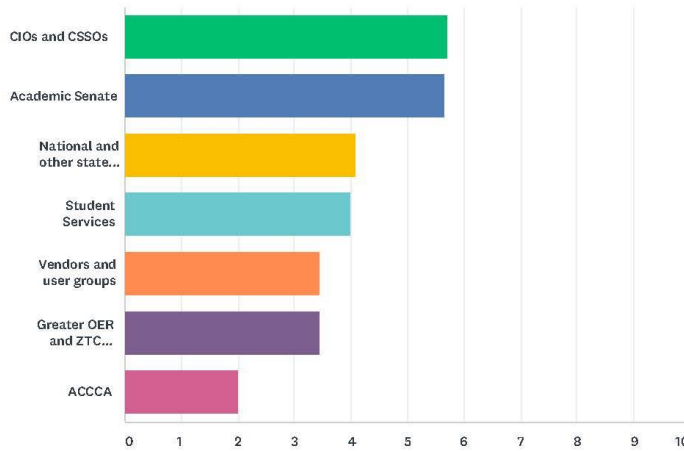
CCL Visioning Activity 2018

50% Law	7.14%	7.14%	14.29%	0.00%	7.14%	21.43%	0.00%	0.00%	21.43%	7.14%	14.29%	14
	1	1	2	0	1	3	0	0	3	1	2	
OER Info Lit course	0.00%	0.00%	7.69%	0.00%	15.38%	0.00%	7.69%	15.38%	15.38%	23.08%	15.38%	13
	0	0	1	0	2	0	1	2	2	3	2	
Conjoint programs between districts and/or regions	0.00%	0.00%	0.00%	8.33%	8.33%	0.00%	0.00%	0.00%	16.67%	33.33%	33.33%	12
	0	0	0	1	1	0	0	0	2	4	4	

CCL Visioning Activity 2018

Q2 What new partnerships should we be building?

Answered: 14 Skipped: 0

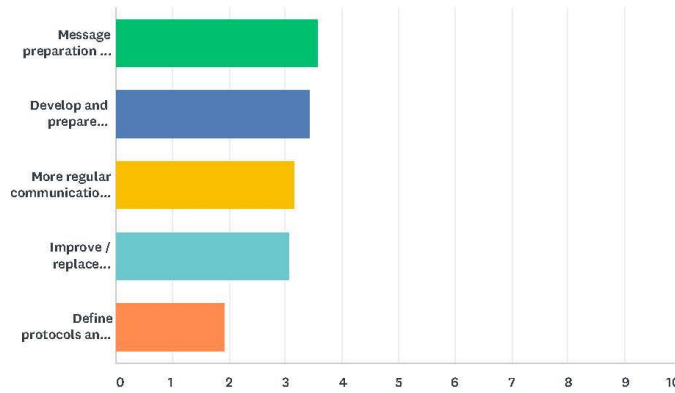


	1	2	3	4	5	6	7	TOTAL	SCORE
CIOs and CSSOs	21.43% 3	50.00% 7	21.43% 3	0.00% 0	0.00% 0	7.14% 1	0.00% 0	14	5.71
Academic Senate	35.71% 5	21.43% 3	28.57% 4	7.14% 1	0.00% 0	7.14% 1	0.00% 0	14	5.64
National and other state library consortia	23.08% 3	7.69% 1	7.69% 1	7.69% 1	30.77% 4	15.38% 2	7.69% 1	13	4.08
Student Services	7.69% 1	0.00% 0	15.38% 2	46.15% 6	23.08% 3	7.69% 1	0.00% 0	13	4.00
Vendors and user groups	7.69% 1	15.38% 2	0.00% 0	23.08% 3	23.08% 3	7.69% 1	23.08% 3	13	3.46
Greater OER and ZTC Initiative partnerships	0.00% 0	7.69% 1	30.77% 4	7.69% 1	23.08% 3	15.38% 2	15.38% 2	13	3.46
ACCCA	7.14% 1	0.00% 0	0.00% 0	7.14% 1	0.00% 0	35.71% 5	50.00% 7	14	2.00

CCL Visioning Activity 2018

Q3 How do we become a more effective board, and what professional development do we need to get there?

Answered: 14 Skipped: 0

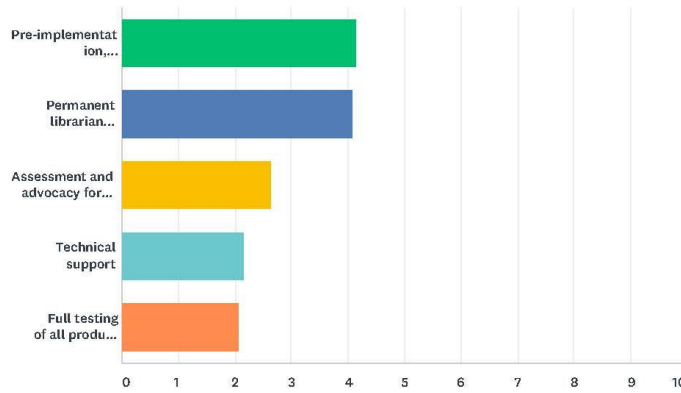


	1	2	3	4	5	TOTAL	SCORE
Message preparation to the field to explain impact of CCL programs	21.43% 3	35.71% 5	21.43% 3	21.43% 3	0.00% 0	14	3.57
Develop and prepare resources including FAQs on critical state initiatives	14.29% 2	42.86% 6	21.43% 3	14.29% 2	7.14% 1	14	3.43
More regular communication of board members between meetings	15.38% 2	23.08% 3	30.77% 4	23.08% 3	7.69% 1	13	3.15
Improve / replace Basecamp	38.46% 5	0.00% 0	15.38% 2	23.08% 3	23.08% 3	13	3.08
Define protocols and norms for meetings	15.38% 2	0.00% 0	7.69% 1	15.38% 2	61.54% 8	13	1.92

CCL Visioning Activity 2018

Q4 What role should CCL take in the LSP (library services platform) implementation & ongoing management?

Answered: 14 Skipped: 0

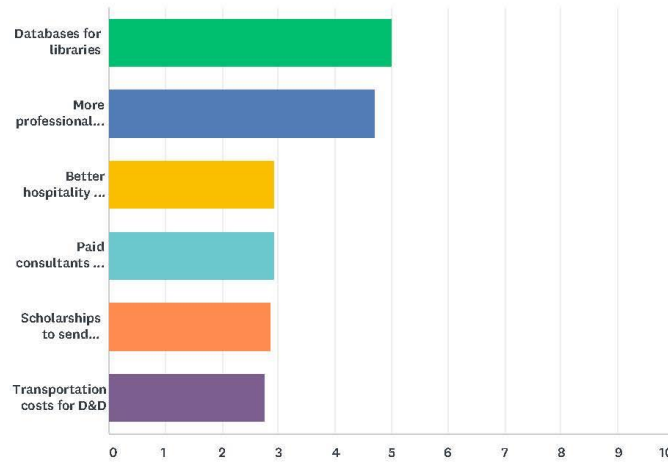


	1	2	3	4	5	TOTAL	SCORE
Pre-implementation, post-implementation and ongoing professional development for LSP	21.43% 3	71.43% 10	7.14% 1	0.00% 0	0.00% 0	14	4.14
Permanent librarian position on governing board as project managing partner	64.29% 9	7.14% 1	7.14% 1	14.29% 2	7.14% 1	14	4.07
Assessment and advocacy for issues that arise out of migration, implementation, maintenance of LSP	7.14% 1	0.00% 0	57.14% 8	21.43% 3	14.29% 2	14	2.64
Technical support	7.69% 1	0.00% 0	15.38% 2	53.85% 7	23.08% 3	13	2.15
Full testing of all products with ample time for feedback prior to implementation	0.00% 0	21.43% 3	14.29% 2	14.29% 2	50.00% 7	14	2.07

CCL Visioning Activity 2018

Q5 If CCL gets a boatload of money, how should we spend it?

Answered: 14 Skipped: 0



	1	2	3	4	5	6	TOTAL	SCORE
Databases for libraries	57.14% 8	7.14% 1	21.43% 3	7.14% 1	7.14% 1	0.00% 0	14	5.00
More professional development and opportunities for the field	35.71% 5	21.43% 3	21.43% 3	21.43% 3	0.00% 0	0.00% 0	14	4.71
Better hospitality at D&D	0.00% 0	23.08% 3	15.38% 2	15.38% 2	23.08% 3	23.08% 3	13	2.92
Paid consultants for library projects	0.00% 0	38.46% 5	7.69% 1	0.00% 0	15.38% 2	38.46% 5	13	2.92
Scholarships to send librarians to conferences and learning activities to increase participation level	7.14% 1	14.29% 2	7.14% 1	28.57% 4	14.29% 2	28.57% 4	14	2.86
Transportation costs for D&D	0.00% 0	0.00% 0	30.77% 4	23.08% 3	38.46% 5	7.69% 1	13	2.77

Meeting Minutes (Approved)
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ATTENDANCE – Ex-Officio, Non-Voting Members:

Gregg Atkins, James Wisner, Brian Greene, Steve Hunt, Dan Crump

ATTENDANCE – Guest:

Amy Beadle, LSP Statewide Program Manager

ABSENT – Board Members:

Doug Achterman

1.1 Welcome

Vice President Tirapelle called the meeting to order at 8:10 am.

1.2 Adoption of agenda

Motion to adopt the agenda. (Rider/Taylor) **APPROVED**

1.3 Approval of May 4, 2018 minutes

Motion to approve the agenda. (Rider/Breitbach) **APPROVED**

1.4 Conflict of Interest Statement

Gregg passed out the conflict of interest statement for board members to read and sign or initial with a new date.

1.5 Google Contact Form

Leslie asked board members to complete an online contact form so that we have a convenient means of contacting each other.

2.1 LSP Project (Including Proposal)

Guest Amy Beadle (LSP Statewide Program Manager) shared an update on the statewide library services platform negotiations and implementation.

The LSP Task Force has been negotiating with ExLibris. The task force membership includes: Doug Achterman (CCL), Leslie Tirapelle (CCL), Alicia Virtue (CCL), John Taylor (CCL), Gregg Atkins (CCL), Gary Bird (CCCCO Project Monitor) and Amy Beadle (LSP Statewide Program Manager).

ExLibris wants to change the plan so that all colleges come on board at the same time, instead of a gradual implementation over time. Colleges may implement at a later date but will have to cover the costs of the data migration. There is a big advantage to a system-wide implementation since indexes will be built at the initial implementation. The plan announced in the spring to use six pilot colleges as early adopters will also be revised. Instead, we will use a vanguard model with 6-8 colleges participating in a pre-implementation phase during September – December 2018. (Note: The task force will determine this week whether or not to increase the number of vanguard colleges.) They will do everything except go live. It will be a learning phase during which policies are developed. The task force needs to determine if there will be value in increasing the number of vanguard colleges.

The task force has established an ambitious implementation schedule for the remainder of the year. Participating institutions will be required to sign off by September 30. The goal is 85% participation rate. The plan is to have at least two library system administrators (technically, consultants) in place by November.

The full implementation kick-off will begin in January 2019. The contract for full-migration with ExLibris is dependent on ongoing funding in the 2019-2020 budget. All participating colleges will go-live during December 2019 – January 2020. Colleges that do not participate in the first cohort and later decide to use Alma/Primo will be required, with some exceptions, to go live as part of a group of colleges.

In terms of ongoing governance, the task force is proposing an LSP Advisory Committee: CCL (5), vanguard colleges [large, media, small] (3), CISOA (1), CCCCIO (1), ASCCC (2), work group representatives (7), ELUNA (2), LLRPAC (1), League Library Consortium Director (1).

There would be temporary implementation work groups (e.g. vanguard libraries). Ongoing work groups would include: professional development, systems, analytics, discovery & user experience, resource sharing, circulation and cataloging.

CCL submitted a request for ongoing funding on June 29. CCL received eight sponsors from the Consultation Council supporting the request. (CCL needed just one sponsor.) In addition to funding Alma/Primo, there would also be funding for Leganto, a \$100,000 annual grant for CCL, \$20K annual for EBSCO contract coverage, staffing for program administration, project management and library systems expertise (2-3 positions).

2.2 Leganto

Amy can provide a presentation on Leganto at a later date.

2.3. Web Page Update and Input : Resource Page, UX

Brian shared some of the updates to the CCL web page. There is a new resource tab. Leslie will provide some suggestions for reordering the content sections on this page. There is a suggestion to add an LSP tab that could include an LSP FAQ created by Amy Beadle, Amy Beadle's presentation to the board today, CSU sites with Alma implementations, etc. We can expect that the content for this page will increase rapidly over time. Brian also adjusted the layout for the Outlook newsletter. Brian will send out deadline reminders further in advance to encourage on-time submissions. Libraries may still submit photos. They should be high-resolution (at least 2 MB). Brian will send out another photo submission form reminder.

2.4 Meeting Dates for 2018/2019

- Friday, October 12, 2018 (in-person, Sacramento)
- Thursday, January 17, 2019 (in-person, TBD-South)
- [virtual meeting one week prior to D&D] (see D&D meeting date options below)
- Friday, April 26, 2019 (virtual)

D&D Choices (in order of preference). Actual dates will be determined on hotel availability.

- 1) Thursday – Friday, March 7-8, 2019 [virtual Friday, March 1]
- 2) Thursday – Friday, March 21-22, 2019 [virtual Friday, March 15]
- 3) February 28 – March 1, 2019 [virtual Friday, Feb. 22]

2.3 Revision Professional Development Activities / Honorarium Authorization

Will Breitbach asked that the Board authorize the Leadership and Professional Development Committee to grant honorariums based on CCL policy to presenter(s) at the fall, spring and D&D workshops. **Motion to approve the request to fund honorariums for presenters at the fall, spring and D&D workshops in accordance with CCL policy.** (Taylor/Rider) **APPROVED**

2.4 Survey of Librarians (Evaluation of CCL)

There is a CCL survey that has been drafted to go out to all CCC librarians. It has been reviewed by the Communications Committee and the Leadership and Professional Development Committee. It still needs some review. Will noted that the D&D evaluation is a small sample and that was the impetus for a broader survey that would be directed at all CCC librarians. There is a need to not over-survey the field. There is also a CCL-EAR survey that the committee uses for prioritization.

ACTION: Will Breitbach will post the draft survey targeted at all CCC librarians (as a google doc) for the CCL committees to review and provide feedback on. The aim is to release the survey for the first week of September.

2.7. OER (Open Educational Resources) and ZTC (Zero Textbook Cost)

Dan reported that there is \$6 million (over five years) allocated for OER in the 2018-19 budget. The funding would go through the Academic Senate and is directed at identifying and filling gaps in OER and providing support for colleges to increase OER. The benchmark is to have OER available for at least 70% of CID courses.

Susan reported that there will be a Zero-Textbook-Cost (ZTC) Summit on September 7 to review ZTC implementation. The Professional Learning Network website has updates on ZTC. The OEI (Canvas) has OER textbooks now available through Creative Commons. There is a need for better support for colleges, including for libraries who are providing much of the campus support. Faculty lack time to develop or even modify OER resources, and there can also be issues with accessibility. James reported that an increasing number of consortia are getting involved in OER. With funding, there could be resource packages made available to colleges. CCL could provide leadership around such an initiative. Strong Workforce Program dollars might be a source of funding.

2.8. Revenue Opportunities

Gregg reported that the work group (Gregg, Evelyn, James) created in May on exploring new revenue opportunities will report back in October. The group hasn't had a chance to meet yet.

ACTION: Gregg, Evelyn and James will present an update on new revenue opportunities at the October board meeting.

3.1 Library Learning Resources Program Advisory Committee (LLRPAC)

Dan reported that the tutoring representatives on LLRPAC raised the idea of creating a separate tutoring committee. Instead, the committee membership was increased by three appointments (to be made by ACTLA—Association of Colleges for Tutoring & Learning Assistance). There was discussion about the annual data survey, including data analysis. There is interest in looking for ways to include libraries and tutoring in state initiatives. The chair of the committee will be selected at the next meeting.

3.2. Academic Senate for California Community Colleges (ASCCC)

Dan reported that John Stankas (San Bernardino Valley College) is the new ASCCC President. Dolores Davison (Foothill College) is the new Vice President. ASCCC is looking at inclusion of a librarian and tutoring representative to several statewide advisory committees.

3.3. Executive Director

Gregg shared the income and expenditure report for 2017-18. Due to a significant reduction in the leadership grant, CCL operated at a loss this year and had to dip into savings. This was expected and CCL has significantly reduced spending due to the reduction in income. Gregg shared the new *Expense and Reimbursement Policy* that was recently approved by the board. Claims for reimbursement should be submitted within 30 days of the activity.

Gregg attended the recent TTAC meeting. The LSP project has been grouped with projects that will need ongoing funding. OEI has been moved from Butte College to Foothill College.

3.4. Consortium Director

Consortium purchasing increased by more than 8% last year. There are numerous out-of-state colleges that are purchasing databases through CCL.

There are five new offers coming up. Elsevier will be offering a discount for Elsevier College Editions. Sage Premier has an offer that is less than 50% of what they usually charge.

The consortium will be migrating to a new consortium management system next year between May – June 2019.

3.5. CCL-EAR

Gregg shared a hard-copy of a budget reduction proposal that CCL-EAR drafted for the March 2018 board meeting. The reduced budget proposal was used at the Board's May meeting to inform the 2018-19 budget.

3.6. Publications / Outlook

Brian covered the content for this report in his Communications Director report.

ACTION ITEMS

4.1. Move from Basecamp to Canvas

Motion to move the CCL work platform from Basecamp to Canvas. (Breitbach/Taylor)
APPROVED

4.2. Budget

The board approved the budget via email. However, Gregg noted that we did not have the income estimate for the budget at the time of approval. Below is the revised income assumption:

Income for 2018-19 Budget

\$15,500 (Membership)
\$95,000 (Consortium)
\$80,000 (Grant)
\$250 (Interest)

TOTAL: \$190,750

Given the revised income assumption, CCL will have a surplus at the end of the year.

Motion to approve 2018-19 budget with revised income. (Taylor/Breitbach). **APPROVED**

Adjournment

The meeting adjourned early at 3:30 pm.

• **GRANTS INCOME AND EXPENDITURE REPORT 2017-18 / JUNE 2018**

INCOME	Annual Budget	Current Month	Year-To-Date
Leadership Grant (CCCCO)	101,386.00	0	44,000.00
Interest	200.00	20.15	252.78
Miscellaneous	133,182.00	0	0
TOTAL	234,768.00	20.15	44,252.78

EXPENDITURES	Annual Budget	Current Month	Year-To-Date
Acquisition of Statewide LMP	5,000.00		121.37
Funding Mechanisms for LMP	0		0
EBSCO Support	26,500.00		
<i>CCL-EAR Meetings</i>	23,000.00		14,932.76
<i>CCL-EAR Grants</i>	3,500.00		500.00
Professional Development & Training	95,000.00		
<i>D & D Mtg</i>	60,000.00		56,623.89
<i>Workshops</i>	20,000.00		30,117.56
<i>Area Meetings</i>	3,500.00		1,160.50
<i>Special Leadership Project</i>	11,500.00	6,000.00	6,000.00
<i>Info Comp Project</i>	0		
Policy Development	50,000.00		
<i>Board Retreat</i>	20,000.00		16,706.76
<i>Board Meetings</i>	30,000.00	1,053.56	26,725.60
External CCC Group Collaboration	5,000.00		
<i>President's Travel</i>			2,493.91
Operational Support for Leadership Activities	53,263.00		
<i>Exec Director Salary</i>	18,000.00	1,500.00	18,000.00
<i>Communication Mgr Salary</i>	5,000.00	415.00	4,357.50
<i>Website & Outlook</i>	2,500.00		2,944.14
<i>Supplies & Operations</i>	1,413.00		1,029.25
<i>Databases</i>	8,750.00		7,855.00
<i>Tax Prep</i>	850.00		849.19
<i>Data Survey Analysis</i>	5,000.00		
<i>Insurance</i>	1,750.00		1,655.00
<i>Misc/Other Projects</i>	10,000.00	37.33	1,127.13
TOTAL	234,768.00	9,005.89	220,574.90

BEGINNING BALANCE	-167,688.63
Income	20.15
Expenditures	9,005.89
ENDING BALANCE	-176,674.37

COUNCIL OF CHIEF LIBRARIANS, CCC INC.

- **GENERAL OPERATING BUDGET / INCOME AND EXPENDITURE REPORT 2017-18**

STATEMENT FOR JUNE, 2018

INCOME	Annual Budget	Current Month	Year-To-Date
Memberships	15,000.00	150.00	16,050.00
Consortium	85,000.00	0	95,666.05
Miscellaneous	0	0	0
Interest	0	0	0
TOTAL	100,005.00	150.00	111,716.05

EXPENDITURES	Annual Budget
(None)	0
TOTAL	0

COUNCIL OF CHIEF LIBRARIANS, CCC INC.

- **CHASE ACCOUNTS / TRANSACTION REPORT 2017-18**

STATEMENT FOR JUNE, 2018

SAVINGS	
Beginning Balance	317,203.38
Income	20.15
Transfer from Checking	0
Transfer to Checking	0
Reserve	3,000.00
Unrestricted Amount	314,223.53
<i>Savings Ending Balance</i>	<i>317,223.53</i>
CHECKING	
Beginning Balance	66,729.67
Income (GENERAL FUND)	150.00
Income (GRANTS)	0
Transfer to Savings	0
Transfer from Savings	0
Expenditures	9,005.89
<i>Ending Balance</i>	<i>57,873.78</i>
ACCOUNT TOTAL	375,097.31