

**AGENDA**  
**BELVEDERE TIBURON LIBRARY AGENCY**  
**Regular Meeting**  
**Monday, October 19, 2020, 6:15pm**  
Belvedere Tiburon Library  
1501 Tiburon Blvd, Tiburon, California

This meeting will be held remotely via Zoom. The meeting can be accessed beginning at 6pm at the following address:

<https://us02web.zoom.us/j/81017429591?pwd=YVhUNjU0FwYWgyNjVldUpUdFA0UT09>

Meeting ID: 810 1742 9591      Password: 798611

**CALL TO ORDER/ROLL CALL**

**OPEN FORUM**

This is an opportunity for any citizen to briefly address the Board of Trustees on any matter that does not appear on this agenda. Upon being recognized by the Chair, please state your name, address, and limit your oral statement to no more than three minutes. Matters that appear to warrant a lengthier presentation or Board consideration may be placed on the agenda for further discussion at a later meeting.

**STAFF BOARD AND COMMITTEE REPORTS**

1. Chair's Report – William Smith, Agency Chair (2 minutes)
2. Library Director's Report, including COVID-19 Update - Deborah Mazzolini, Library Director (5 minutes)
3. Expansion Update – Glenn Isaacson, Project Manager (5 minutes)
4. Belvedere Tiburon Library Foundation Report (5 minutes)
5. Agency Financial Statements and Quarterly Treasurer's Report for September, 2020 (5 minutes)
6. Committee Reports (5 minutes)

**CONSENT CALENDAR – 2 MINUTES**

The purpose of the Consent Calendar is to group items together which generally do not require discussion and which will probably be approved by one motion unless separate action is required on a particular item. Any member of the Agency may request removal of an item for discussion.

7. Approval of Agency Minutes of September 21, 2020
8. Approval of Agency Warrants dated September 2020

**TRUSTEE CONSIDERATIONS**

The purpose of Trustee Considerations is to list items for discussion and potential action.

9. Consideration of Website Redesign for the Future

**COMMUNICATIONS & ANNOUNCEMENTS**

10. Schedule of 2020/2021 Meeting Dates

**NOTICE**

**AMERICANS WITH DISABILITIES ACT**

*The following accommodations will be provided, upon request, to persons with a disability: agendas and/or agenda packet materials in alternate formats; special assistance needed to attend or participate in this meeting. Please make your request at the office of the Administrative Assistant or by calling (415) 789-2660. Whenever possible, please make your request three days in advance.*

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October 14, 2020

To: Bill Smith Chair, Library Agency Members and Debbie Mazzolini,  
Library Director  
From: Glenn Isaacson, Project Manager  
Subject: Expansion Project Activity Report No. 9

**Activities Accomplished:**

The BIG news is that framing is complete, and the roof gutters and shingles are being installed, which will tie the two buildings together visually and provide one element of the required weather protection before the rainy season.

At the interior, the framing is largely complete and the sprinkler system, the plumbing and the electric and data conduits are well along.

At the exterior, the two easternmost bio- swail retention basins have been excavated and the formwork for the concrete is installed awaiting a pour. Likewise, the foundation formwork for the extension of the former entrance area, which will become part of the new Teen Library has been installed.

**Looking ahead the following activities will occur in the next several weeks:**

HVAC systems will commence installation.

Dry wall installation will occur as inspections are completed.

The retention basins and the entry foundation will be poured.

The formwork for the raised new entry patio retaining walls, ramp and stairs will be installed and poured.

**Longer term activities include:**

Installation of insulation in the roof and walls' Installation of windows and doors, and weather protection and wood shingles to the exterior.

Commencement of off-site improvements in Tiburon Blvd, for the elongation of the left turn lane from Tiburon Blvd. into Mar West Street, the restoration of the median when the current curb cuts for entry into the existing parking lot are removed and the installation of a new fire service line with hydrant on Tiburon Blvd.

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Working out all the details of the migration of staff and books to the "new" spaces to turn over the existing building to the Contractor to perform the interior work. An Update Report on the Migration Plan will be made at the October 19. Agency meeting.

**Overview:**

The Total Development Cost Budget of \$17,000,000 continues to hold and the delivery date for a completed project remains as Summer of 2021.

END.

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**Belvedere-Tiburon Library Agency**  
**Statement of Revenues**  
**Period Ending September 30, 2020**

	FY 2020-21			FY 2019-20		
	Budgeted	YTD Actual	%	Budgeted	YTD Actual	%
<b>GENERAL FUND</b>						
Basic Library Tax	\$ 2,067,703	\$ 126	0.0%	\$ 1,967,372	\$ 24	0.0%
Parcel Tax	\$ 275,000	\$ -	0.0%	\$ 275,000	\$ -	0.0%
ERAF	\$ 400,000	\$ -	0.0%	\$ 400,000	\$ -	0.0%
Grants	\$ 62,820	\$ -	0.0%	\$ 202,194	\$ -	0.0%
Desk Revenue Sales & Fines	\$ 6,929	\$ -	0.0%	\$ 20,739	\$ 3,470	16.7%
Interest Income	\$ 31,329	\$ 500	0.0%	\$ 54,300	\$ 660	1.2%
Misc. Other Revenue	\$ 2,931	\$ -	0.0%	\$ 4,264	\$ 1,034	0.0%
<b>TOTAL GENERAL FUND</b>	<b>\$ 2,846,712</b>	<b>626</b>	<b>0.0%</b>	<b>\$ 2,923,869</b>	<b>\$ 5,188</b>	<b>0.2%</b>
<b>DEBT SERVICE</b>						
Principal Repayment	\$ (80,000)	\$ (80,000)	100.0%	\$ (75,000)	\$ (75,000)	100.0%
Bond Interest	\$ (37,500)	\$ (19,950)	53.2%	\$ (42,150)	\$ (22,200)	52.7%
Fiscal Agent Fees	\$ (12,500)	\$ -	0.0%	\$ (11,000)	\$ (2,322)	21.1%
<b>TOTAL DEBT SERVICE</b>	<b>\$ (130,000)</b>	<b>\$ (99,950)</b>	<b>76.9%</b>	<b>\$ (128,150)</b>	<b>\$ (99,522)</b>	<b>77.7%</b>
<b>TOTAL REVENUE AFTER DEBT SERVICE</b>	<b>\$ 2,716,712</b>	<b>(99,324)</b>	<b>-3.7%</b>	<b>\$ 2,795,719</b>	<b>\$ (94,335)</b>	<b>-3.4%</b>

<b>Percent of Year Complete</b>	<b>25.0%</b>
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- (1) Basic and Parcel Tax Revenue 55% of tax revenue is received in December  
45% of tax revenue is received in April
- (2) ERAF 54% of ERAF revenue is received in January  
46% of ERAF revenue is received in June
- (3) BTLF Grants Endowment grant is received in September  
Corner Books and Annual Appeal grants are received in June



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**Belvedere-Tiburon Library Agency**  
**Statement of Expenditures**  
**Period Ending September 30, 2020**

	FY 2020-21			FY 2019-20		
	Budgeted	YTD Actual	%	Budgeted	YTD Actual	%
<b>GENERAL FUND</b>						
Personnel	\$ 1,964,336	\$ 537,044	27.3%	\$ 1,926,704	\$ 517,037	26.8%
Books, Services & Supplies	\$ 289,670	\$ 139,896	48.3%	\$ 286,029	\$ 151,653	53.0%
Technology Services (4)	\$ 111,300	\$ 16,839	15.1%	\$ 113,922	\$ 17,512	15.4%
Services & Supplies (6)	\$ 105,500	\$ 16,694	15.8%	\$ 103,300	\$ 19,273	18.7%
Building Expenses (5)	\$ 158,909	\$ 42,417	26.7%	\$ 148,330	\$ 32,020	21.6%
Agency Administration	\$ 61,420	\$ 4,663	7.6%	\$ 55,164	\$ 5,128	9.3%
<b>TOTAL GENERAL FUND</b>	<b>\$ 2,691,135</b>	<b>757,552</b>	<b>28.1%</b>	<b>\$ 2,633,449</b>	<b>\$ 742,622</b>	<b>28.2%</b>
<b>ADDITIONS &amp; IMPROVEMENTS</b>						
Technology & Equipment	\$ 8,000	\$ -	0.0%	\$ 8,000	\$ -	0.0%
Building Furniture & Fixtures	\$ 10,000	\$ -	0.0%	\$ 20,000	\$ -	0.0%
<b>TOTAL ADDITIONS &amp; IMPROVE</b>	<b>\$ 18,000</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 28,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL OPERATING EXPENDITURE</b>	<b>\$ 2,709,135</b>	<b>\$ 757,552</b>	<b>28.0%</b>	<b>\$ 2,661,449</b>	<b>\$ 742,622</b>	<b>27.9%</b>
<b>NON-OPERATING EXPENSES</b>						
Transfer to Bldg Maintenance Res	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%
Use Building Reserve	\$ -	\$ -		\$ -	\$ -	
<b>TOTAL NON-OPERATING EXP</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>EXPANSION ACTIVITY</b>						
Expansion Funds Income (7)	\$ 13,000,000	\$ 1,625,000	12.5%	\$ 7,000,000	\$ 800,025	11.4%
Less: Expansion Expenditures (7)	\$ 13,000,000	\$ 1,586,619	12.2%	\$ 7,000,000	\$ 860,789	12.3%
<b>NET EXPANSION ACTIVITY</b>	<b>\$ -</b>	<b>\$ 38,381</b>		<b>\$ -</b>	<b>\$ (60,764)</b>	

<b>Percent of Year Complete</b>	<b>25.0%</b>
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- (4) Technology Services      Annual MARINet charge is paid in the Fall. There are other small MARINet expenses paid throughout the year
- (5) Building Expenses      Building and Liability insurance is paid in September
- (6) Public Relations and Postage      Three to Four newsletters are done annually: Fall, Winter, Spring, and Special Issue (if appropriate). Costs in the Public Relations and Postage line items show an increase at those times
- (7) Expansion Activity      Transfer of Funds from Foundation can be a slight timing difference across fiscal year from the timing of related expenditures.



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**Belvedere Tiburon Library Agency**  
**Operating Income Statement**  
**for the Quarter ended September 30, 2020**

		ANNUAL BUDGET	CURRENT MONTH	YEAR TO DATE	% OF BUDGET	BUDGET REMAINING
<b>REVENUES</b>						
Revenue						
Basic Library Tax	5010	2,067,703	0	126	0.00%	2,067,577
Parcel Tax	5020	275,000	0	0	0.00%	275,000
ERAF	5025	400,000	18,519*	0	0.00%	400,000
Book Grants - Library Society	5032	60,000	0	0	0.00%	60,000
Grants - Restricted Endowment	5036	2,820	0	0	0.00%	2,820
Book Fines and Reserves	5040	2,640	0	0	0.00%	2,640
Book Sales	5050	4,289	0	0	0.00%	4,289
Other Revenues	5065	2,147	0	0	0.00%	2,147
Copier Fees	5070	754	0	0	0.00%	754
E-Scrip Revenue	5090	30	0	0	0.00%	30
Interest Income	5099	31,329	163	500	1.59%	30,829
Total Revenue		2,846,712	18,682	626	0.02%	2,846,086
Debt Service						
Debt Service - Interest	8910	(37,500)	(19,950)	(19,950)	53.20%	(17,550)
Debt Service - Principal	8915	(80,000)	(80,000)	(80,000)	100.00%	0
Fiscal Agent Fees	8920	(12,500)	0	0	0.00%	(12,500)
Total Debt Service		(130,000)	(99,950)	(99,950)	76.88%	(30,050)
Total REVENUES		2,716,712	(81,268)	(99,324)	(3.66)%	2,816,036
<b>EXPENDITURES</b>						
Personnel						
Salaries & Wages	7010	1,299,486	109,323	326,813	25.14%	972,673
Medical Reimbursement	7015	27,968	2,331	6,992	25.00%	20,976
Part Time Salaries & Wages	7020	163,166	5,994	17,334	10.62%	145,833
PERS Retirement Benefits	7100	251,688	14,772	121,815	48.39%	129,873
PERS Insurance Benefits	7110	177,723	14,356	45,752	25.74%	131,972
Workers Comp Insurance	7120	5,384	0	6,496	120.66%	(1,112)
Insurance	7125	4,795	0	5,673	118.32%	(879)
Payroll Tax Expense	7130	31,326	2,073	6,169	19.69%	25,157
Unemployment	7140	0	0	0	0.00%	0
Professional Development	7200	2,800	0	0	0.00%	2,800
Total Personnel		1,964,336	148,849	537,044	27.34%	1,427,291
Books, Services & Supplies						
Books and other Materials	7601	120,000	(1,071)	21,141	17.61%	98,859
Vendor Processing Costs	7602	7,000	0	1,438	20.54%	5,562
Supplies for Processing	7603	3,000	0	0	0.00%	3,000
Digital Resources & Content	7606	65,000	1,389	30,601	47.07%	34,399
MARINet	7607	94,670	0	86,716	91.59%	7,954
Total Books, Services & Supplies		289,670	318	139,896	48.29%	149,774
Technology Services						
Online Services	8020	13,000	1,966	15,295	117.65%	(2,295)
Equipment Repair and Maintenance	8030	5,000	0	0	0.00%	5,000
Computers & Peripherals	8035	27,500	0	0	0.00%	27,500
Technical Support	8040	25,000	281	344	1.37%	24,656
Telecommunications	8050	2,000	0	0	0.00%	2,000
Software	8070	5,000	(1,019)	0	0.00%	5,000
Website Maintenance	8071	20,000	125	1,200	6.00%	18,800
Robotics	8080	9,000	0	0	0.00%	9,000
Technology Training	8090	4,800	0	0	0.00%	4,800
Total Technology Services		111,300	1,352	16,839	15.13%	94,461

(Late Receipts)  
 \*Prior Year ERAF - Accrued to FY20.

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**Belvedere Tiburon Library Agency  
Operating Income Statement  
for the Quarter ended September 30, 2020**

		ANNUAL BUDGET	CURRENT MONTH	YEAR TO DATE	% OF BUDGET	BUDGET REMAINING
<b>Services &amp; Supplies</b>						
Copier Expense	8210	14,500	1,234	3,733	25.74%	10,767
Postage Freight	8220	10,500	75	1,772	16.87%	8,728
Public Relations	8225	23,500	0	3,369	14.33%	20,131
Office Supplies	8230	10,000	942	3,252	32.52%	6,748
Library Services Materials	8240	7,000	0	0	0.00%	7,000
Children's Program Supplies	8250	16,000	383	1,408	8.80%	14,592
Young Adult Programs	8251	7,000	0	317	4.53%	6,683
Telephone	8260	11,500	0	2,842	24.71%	8,658
A/V Equipment & Peripherals	8270	5,500	0	0	0.00%	5,500
Total Services & Supplies		105,500	2,633	16,694	15.82%	88,806
<b>Building Expenses</b>						
Building & Contents Insurance	8410	20,000	1,446	21,446	107.23%	(1,446)
Building Maintenance	8430	15,000	1,696	2,950	19.66%	12,050
Grounds Maintenance	8440	12,000	0	500	4.16%	11,500
Janitorial Expense	8450	41,400	3,650	7,300	17.63%	34,100
Custodial Supplies	8460	6,050	189	1,151	19.02%	4,899
Trash	8480	3,661	260	779	21.27%	2,882
Electricity & Gas	8490	30,575	1,102	3,352	10.96%	27,223
Parking	8491	10,000	0	0	0.00%	10,000
Maintenance Contracts	8492	8,000	0	456	5.70%	7,544
Water	8500	8,223	0	4,483	54.51%	3,740
Small Furniture & Fixtures	8501	4,000	0	0	0.00%	4,000
Total Building Expenses		158,909	8,343	42,417	26.69%	116,492
<b>Agency Administration</b>						
Bank Charges	8810	1,000	0	0	0.00%	1,000
Credit Card Fees	8815	2,000	0	75	3.75%	1,925
Cash (over/under)	8820	120	0	0	0.00%	120
Accounting	8830	12,300	1,759	2,719	22.10%	9,581
Auditing	8835	26,000	700	700	2.69%	25,300
Legal Services	8840	15,000	6	1,169	7.79%	13,832
Office Expenses	8850	5,000	0	0	0.00%	5,000
Total Agency Administration		61,420	2,465	4,663	7.59%	56,757
Total EXPENDITURES		2,691,135	163,961	757,552	28.15%	1,933,582
NET OPERATING REVENUE		25,577	(245,228)	(856,876)		



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Belvedere Tiburon Library Statement of Changes in Cash  
For the Fiscal Quarter ended September 30, 2020

CASH at Fiscal Year End June 30, 2020 \$ 4,760,067

OPERATING ACTIVITY

Operating Revenue	626
Debt Service	(99,950)
Operating Expenses	(757,552)
Net Operating Income	<u>(856,876)</u>

RESERVE ACTIVITY

Expenditure from Insurance Reserve	<u>(24,540)</u>
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EXPANSION ACTIVITY

Expansion Grants Received	1,625,000
Expansion Expenditures	(1,586,619)
Net Expansion Activity	<u>38,381</u>

BALANCE SHEET ACTIVITY

Operating Purchase of Fixed Assets	
Net Prepaid and Receivables Activity	183,207
Net Payables and Accrued Liabilities Activity	(35,615)
Net Balance Sheet Activity	<u>147,592</u>

DESIGNATED FUND ACTIVITY

Designated Fund Inflows	5,044
Designated Fund Outflows	(3,153)
Net Designated Fund Activity	<u>1,891</u>

CASH at September 30, 2020	<u>\$ 4,066,515</u>
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	6/30/20	7/31/20	8/31/20	9/30/20	10/31/20	11/30/20	12/31/20	1/31/21	2/28/21	3/31/21	4/30/21	5/31/21	6/30/21
0-Petty Cash	\$200	\$200	\$200	\$200									
1-Cash in Wells Fargo Checking	\$20,459	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2-Cash in Mechanics Checking	\$295,680	\$75,691	\$92,406	\$124,571									
3-Cash in Mechanics Building Acct	\$116,882	\$133,787	\$135,189	\$155,263									
4-Cash with Fiscal Agent (310)	\$100,156	\$100,157	\$100,157	\$100,157									
5-Cash in Mechanics Money Market	\$282,129	\$282,297	\$282,465	\$282,627									
6-Cash in Wells Fargo Savings	\$203,725	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7-Cash in LAIF	\$3,740,936	\$4,003,645	\$3,703,645	\$3,503,645									
Total Cash	\$4,760,067	\$4,595,177	\$4,314,062	\$4,066,514	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restricted Reserves:</b>													
Building reserve	(247,230)	(316,794)	(316,794)	(316,794)									
Insurance reserve	(50,000)	(274,540)	(250,000)	(250,000)									
Expansion Reserve	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)									
Total Restricted Reserves:	(1,297,230)	(1,591,334)	(1,566,794)	(1,566,794)	0	0	0	0	0	0	0	0	0
<b>Less Restricted Funds:</b>													
3-Cash in Building Account	(116,882)	(133,787)	(135,189)	(155,263)	-	-	-	-	-	-	-	-	-
4-Cash with Fiscal Agent (310)	(100,156)	(100,157)	(100,157)	(208)	0	0	0	0	0	0	0	0	0
Snelling Trust	(9,725)	(9,615)	(9,615)	(9,595)									
Program Committee	6,798	6,798	6,798	6,798									
Film Series	(3,857)	(3,857)	(3,857)	(3,857)									
Tea Committee	3,426	3,426	3,426	3,426									
Senior Programs	(8,000)	(8,000)	(8,000)	(8,000)									
Epstein Book Fund	(9,165)	(9,165)	(9,165)	(9,138)									
Art Committee	(42,234)	(39,394)	(39,394)	(39,394)									
Art Books	1,997	2,422	2,422	2,950									
Credit card cash bal	43	43	43	43									
Lost books	(13,583)	(13,583)	(13,583)	(13,583)									
Donations Restricted for Books	(2,380)	(2,380)	(2,380)	(2,380)									
Misc & Donations	(7,818)	(10,818)	(10,818)	(10,818)									
Archive Project	(2,000)	(2,000)	(2,000)	(2,000)									
Total Restricted Funds	(303,536)	(320,067)	(321,469)	(241,019)	0	0	0	0	0	0	0	0	0
Cash Operating Reserve	\$3,159,293	\$2,683,776	\$2,425,799	\$2,258,701	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$ 3,159	\$ 2,684	\$ 2,426	\$ 2,259	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Cash Operating Reserve Historical Summary:</b>													
Fiscal Year	Prior FYE	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
2001-02		\$479	\$441	\$345	\$260	\$146	\$460	\$307	\$329	\$290	\$608	\$445	\$440
2002-03	\$440	\$471	\$349	\$320	\$250	\$160	\$438	\$492	\$361	\$355	\$599	\$565	\$563
2003-04	\$563	\$516	\$435	\$361	\$259	\$219	\$586	\$551	\$487	\$525	\$770	\$734	\$756
2004-05	\$756	\$737	\$608	\$515	\$431	\$315	\$723	\$620	\$574	\$476	\$850	\$875	\$938
2005-06	\$938	\$883	\$773	\$659	\$628	\$497	\$596	\$864	\$920	\$837	\$1,119	\$1,126	\$1,240
2006-07	\$1,240	\$1,145	\$1,016	\$953	\$856	\$733	\$1,330	\$1,160	\$1,258	\$1,142	\$1,200	\$1,472	\$1,453
2007-08	\$1,453	\$1,494	\$1,301	\$1,194	\$1,193	\$1,108	\$1,623	\$1,489	\$1,518	\$1,362	\$1,689	\$1,649	\$1,763
2008-09	\$1,763	\$1,618	\$1,478	\$1,341	\$1,291	\$1,142	\$1,688	\$1,753	\$1,613	\$1,476	\$1,817	\$1,789	\$1,799
2009-10	\$1,799	\$1,726	\$1,546	\$1,468	\$1,257	\$1,121	\$1,611	\$1,751	\$1,602	\$1,468	\$1,877	\$1,755	\$1,942
2010-11	\$1,942	\$1,736	\$1,583	\$1,436	\$1,364	\$1,204	\$1,715	\$1,828	\$1,689	\$1,532	\$1,996	\$1,930	\$1,902
2011-12	\$1,902	\$1,850	\$1,711	\$1,625	\$1,424	\$1,188	\$1,589	\$1,652	\$1,489	\$1,346	\$1,338	\$1,646	\$1,884
2012-13	\$1,884	\$1,800	\$1,519	\$1,584	\$1,384	\$1,229	\$1,682	\$1,721	\$1,705	\$1,542	\$1,907	\$1,996	\$1,877
2013-14	\$1,877	\$1,848	\$1,633	\$1,415	\$1,316	\$1,192	\$1,766	\$1,808	\$1,646	\$1,567	\$1,917	\$2,012	\$1,884
2014-15	\$1,884	\$1,903	\$1,661	\$1,452	\$1,288	\$1,113	\$1,756	\$1,891	\$1,754	\$1,596	\$2,167	\$2,236	\$2,143
2015-16	\$2,143	\$1,899	\$1,710	\$1,536	\$1,366	\$1,205	\$1,885	\$2,062	\$1,907	\$1,734	\$2,193	\$2,291	\$2,143
2016-17	\$2,143	\$1,856	\$1,774	\$1,591	\$1,442	\$1,276	\$2,079	\$2,199	\$2,070	\$1,909	\$2,444	\$2,614	\$2,465
2017-18	\$2,465	\$1,946	\$1,812	\$1,637	\$1,426	\$1,252	\$1,788	\$2,098	\$2,035	\$1,881	\$2,497	\$2,472	\$2,482
2018-19	\$2,482	\$2,202	\$2,146	\$1,948	\$1,710	\$1,603	\$2,515	\$2,474	\$2,195	\$2,224	\$2,973	\$2,965	\$2,766
2019-20	\$2,704	\$2,511	\$2,315	\$2,139	\$1,949	\$1,785	\$2,050	\$2,939	\$2,761	\$2,584	\$2,431	\$3,188	\$3,167
2020-21	\$3,159	\$2,684	\$2,426	\$2,259									

4-6



**Special meeting**  
**BELVEDERE-TIBURON LIBRARY AGENCY**  
**Belvedere-Tiburon Library, Tiburon, California**  
**September 21, 2020**

**Roll Call, Present:** Chair William Smith, Vice Chair Niran Amir, Treasurer Jeff Slavitz, Thomas Cromwell, Lawrence Drew Maureen Johnson, Ken Weil,

**Members Absent:** None

**Also Present:** Glenn Isaacson, Deborah Mazzolini, Rachael Ong, Nancy Kemnitzer, Deirdre McCrohan, Kristin Johnson

**CALL TO ORDER:** Chair Smith called the meeting to order at 6:15 pm

**OPEN Forum:**

Chair Smith welcomed Larry Drew to the Board and expressed appreciation for Trustee Drew's long history of community involvement.

Chair Smith opened the floor for discussion or questions about any item not on the agenda. There were no comments or questions.

**1. Chair's Report**

Chair Smith said that much progress was evident during his recent tour of the Library construction site. He is also involved in a local task force to make Belvedere an age-friendly city. He has touted the Library as a community asset in that group and hopes that collaboration will enhance the community even more.

In the spirit of actively involving all Trustees in groups and subcommittees, Trustee Weil has joined the construction committee and Trustee Johnson has been appointed as the Agency liaison to the Foundation. Trustee Drew will also be working with the Foundation on fundraising. Trustees interested in additional assignments should check with Chair Smith.

**2. Library Director's Report**

Director Mazzolini reported that she attended a MARINet meeting regarding the near future of Libraries in Marin under COVID. The State has classified Libraries as retail establishments for re-opening classification. Libraries are responding to this by asking to stand on their own regarding County decision making for re-opening. The first phase of opening for all Marin Libraries is to offer curbside pickup and return of books and other print media. Curbside service is offered on weekdays and has been very successful at Belvedere Tiburon. Patrons line up outside for pickups. There have been as many as 600 checkouts in one day. Reference Librarians are available for telephone and online conversations with patrons for five hours each weekday. There also digital resources and tech training through the website. Marin County Library Directors don't foresee direct indoor Library service before the end of October, and are assuming that there will be COVID restrictions for several months. At Belvedere Tiburon, the COVID issues, smoke from fires, and Expansion Construction have limited staff activity at times. In addition, under COVID, a limited number



of staff are allowed in the Library at one time. Due to these issues, Belvedere Tiburon may not be offering indoor service until after the new year.

Trustee Weil asked what needs to be set up inside the Library in order to open to the public. Director Mazzolini said that Plexiglas shields are in place for tables and for the circulation, reference, children's and teen desks. A seating plan for social distancing and protocols for PPE and for the public tables is also in place. The public alcoves are occupied by staff at this time, due to construction, and there will be a migration of staff and materials to the new part of the building when it is complete, so that the old part of the building can be refurbished. In addition, the Library Director and Staff continue to receive general and specific protocol direction from Marin County and from the MARINet consortium. We are moving in the right direction. One of the things that Libraries have been asked to do is provide technology support for job searches and applications, and this can be done online.

Trustee Slavitz asked about after school programs and tutoring. Director Mazzolini said that we hope to offer limited numbers of students entry whenever the Library does re-open for indoor use. She and Vice Chair Amir have been discussing school and individual outreach to the children.

### **3. Expansion Update**

Project Manager Glenn Isaacson reported that the visual exterior tells the story. The roofers are now installing the first membrane. Progressively, material from the old roof will be removed and new installed, along with new gutters and downspouts.

On the interior, sprinklers, electrical equipment, plumbing, and HVAC subcontractors are proceeding with significant progress on installations. All focus is toward completing the new building so that the staff can move in and vacate the old by January so that the contractor can complete the modifications in the old building, which will include HVAC, air conditioning, life safety, and cosmetic touches.

In the next few weeks work on the front side of the building for the new raised deck will proceed.

The project remains on budget and on schedule for completion next summer.

Chair Smith said that people are thrilled to see new building taking shape, and that the. Construction is organized and orderly.

Mr. Isaacson added that the contractors have been very cooperative in doing extra cleanup for scheduled walk-through tours with potential donors. Director Mazzolini encouraged the Trustees to schedule tours with friends and associates.

### **4. Foundation Report**

Foundation President Rachael Ong also welcomed Trustee Drew and thanked him for helping with the Foundation fundraising. She added that Mr. Isaacson and Director Mazzolini have contributed great efforts toward organizing the walk-throughs. So far, 65 walk-throughs tours have been managed, with details of scheduling around the construction team and following COVID protocols. Many tours include Trustees, Foundation directors



and members of the Capital Campaign Cabinet. Approximately 30 of the tours have included donors and prospective donors.

Mr. Marty Winter has accepted a position on the Foundation Board. He will be touring the construction site tomorrow. The Foundation welcomes his presence as a tremendous resource. Miss Brenda Bottom has also joined the Foundation Board.

The walk through tours have raised \$225,000 to date. In addition, a \$40,000 and a \$1,000,000 ask are in process.

The planned giving mailer was delivered August 31, targeting dedicated donors who may also have an interest in legacy giving. Foundation Executive Director, Jenna Ervice, is following up with the Foundation's planned giving database.

Another Mailer will be mailed to all of zip code 94920 on September 25, soliciting gifts specifically for the expansion. An email blast to promote the egalitarian donor wall, for donors of \$2,000 and above, will also be sent to families and individuals.

In the next 8 weeks the Foundation Board and Staff hope to schedule daily walk-through tours for as many prospective donors as possible.

## **5. Agency Financial Statements**

Clerk Johnson reported that, with 16.7% of the year passed expenditures are slightly above par at 22.1% due to payments for CalPERS unfunded retirement (Personnel Category), for the annual MARINet fee, for annual subscriptions to databases (Books, Services, and Supplies Category), for property and liability insurance (Building Expenses Category) are paid in the first 2 months (July and August) of the fiscal year. No significant revenues have been received year-to-date. Significant tax revenue is generally received in December and April each year. A detailed first quarter report will be presented at the October Agency meeting.

## **6. Committee Reports**

Director Mazzolini reported that committees are not active at the moment.

## **CONSENT CALENDAR**

**7/8. Motion to approve the Minutes of August 3, and the Warrants dated July and August, 2020, made by Treasurer Slavitz, seconded by, Trustee Johnson, all in favor, passed.**

Trustee Weil asked about the Sanitary District 5 payment for annual sewer charges. Clerk Johnson will follow up as to projected future costs.

## **TRUSTEE CONSIDERATIONS:**

9. **Motion to report no update necessary to the Conflict of Interest Policy made by Chair Smith, seconded by Trustee Johnson. Roll Call Vote: Ayes: Chair Smith, Vice Chair Amir, Treasurer Slavitz, Trustee Cromwell, Trustee Drew, Trustee Johnson, Trustee Weil. Absent: None, Noes: None, passed.**
10. **Motion to approve Letter of Response to Marin Grand Jury Website Transparency Update made by Trustee Weil, seconded by Trustee Cromwell. Roll Call Vote: Ayes: Chair Smith, Vice Chair Amir, Treasurer Slavitz, Trustee Cromwell, Trustee Drew, Trustee Johnson, Trustee Weil. Absent: None, Noes: None, passed.**

#### **COMMUNICATIONS & ANNOUNCEMENTS**

##### **13. Schedule of 2020 Meeting Dates**

The next meeting is scheduled for Monday, October 19, 2020.

**Chair Smith adjourned the meeting 7:07 at pm**

Respectfully Submitted,

Kristin M. Johnson, Clerk of the Belvedere-Tiburon Library Agency Board



8-1

Library OPERATING Warrants FY21 OPER 20-9-28

BELVEDERE TIBURON LIBRARY AGENCY  
 OPERATING WARRANTS  
 SEPTEMBER 15, 2020

8-2

Check/Voucher Date	Check/Voucher Number	Payee	Fund Code	GL Code	GL Title	Expenses	Check Total
OPERATING - HAND CHECKS							
9/1/2020	000301	GLAVER CIFUENTES	100	8450	Janitorial Expense	3,650.00	3,650.00
9/11/2020	000302	Hitmen Termite and Pest Control	100	8430	Building Maintenance	1,000.00	1,000.00
OPERATING - PRINTED							
9/15/2020	100840	BLACKSTONE PUBLISHING	100	7601	Books and other Materials	160.00	160.00
9/15/2020	100841	GLAVER CIFUENTES	100	8450	Janitorial Expense	3,650.00	3,650.00
9/15/2020	100842	INGRAM LIBRARY SERVICES	100	7601	Books and other Materials	9,131.01	
9/15/2020	100842	INGRAM LIBRARY SERVICES	100	7602	Vendor Processing Costs	640.10	9,771.11
9/15/2020	100843	LINCOLN NATIONAL LIFE INS	100	7110	PERS Insurance Benefits	455.13	455.13
9/15/2020	100844	MARIN IT, INC.	100	8020	Online Services	323.00	323.00
9/15/2020	100845	OVERDRIVE, INC.	100	7606	Digital Resources & Content	457.10	457.10
9/15/2020	100846	PACIFIC GAS & ELECTRIC	100	8490	Electricity & Gas	1,310.15	1,310.15
9/15/2020	100847	PROJECT6 DESIGN, INC.	100	8071	Website Maintenance	825.00	825.00
9/15/2020	100848	RILEY F. HURD III	100	8840	Legal Services	112.50	112.50
9/15/2020	100849	TERMINIX PROCESSING CENTE	100	8492	Maintenance Contracts	87.00	87.00
9/15/2020	100850	TPX COMMUNICATIONS	100	8260	Telephone	943.45	943.45
9/15/2020	100851	VALUE LINE PUBLISHING LLC	100	7606	Digital Resources & Content	3,725.00	3,725.00
9/15/2020	100852	VANTAGEPOINT TRF AGT-457	100	2040	Deferred Comp Deductions	3,670.86	3,670.86
					Total	\$30,140.30	\$30,140.30



BELVEDERE TIBURON LIBRARY AGENCY  
EXPANSION WARRANTS  
SEPTEMBER, 2020

8-3

Check/Voucher Date	Check/Voucher Number	Payee	Fund Code	GL Code	GL Title	Expenses	Check Total
EXPANSION - HAND CHECKS							
9/25/2020	000194	ALTEN CONSTRUCTION	200	9045	Site Work	347,014.60	347,014.60
9/25/2020	000195	ALTEN CONSTRUCTION	200	9051	Escrow	18,263.93	18,263.93
9/25/2020	000196	BROWN REYNOLDS WATFORD ARCHITECTS INC	200	9041	Architect	10,446.00	10,446.00
9/25/2020	000197	CONVERSION MANAGEMENT ASSOCIATES	200	9048	Project Management	585.00	585.00
9/25/2020	000198	CONSOLIDATED ENGINEERING	200	9045	Site Work	1,455.20	1,455.20
9/25/2020	000199	EBA ENGINEERING	200	9045	Site Work	2,124.31	2,124.31
9/25/2020	000200	FEDERATED INDIANS OF GRATON	200	9045	Site Work	37.40	37.40
					Total	\$ 379,926.44	\$ 379,926.44

8-4

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To: Belvedere Tiburon Library Agency  
From: Deborah Mazzolini on behalf of the Technology and Reference Staff  
RE: Website Redesign

To All,

The Technology and Reference staff launched the current Library website over seven years ago. Back then, the team worked for several months in coordination with the webmasters at Project6. We have continued to work with them to make the changes to our website and coordinate our efforts and goals. They are an award-winning firm and specialize in education and nonprofit sectors.

Our website has been impressive over the years, but it is now time to move forward and build a new architecture for the Library's website for the next ten years. We hope to have the site ready for public use by the time the expansion is complete. A new building, new services, and a new website would be coming together to set the pace for the most modern Library's services, programs, and possibilities. The goal is to build the website while the construction is underway. When the expansion is complete, it will be an updated knowledge resource, incredibly user-friendly, and a broad and straightforward webpage for the community.

The cost for the first phase of the project is in the range of \$77,000. We've done the research and have found that this is not an overly budgeted amount for a process taking the months needed to complete the website. It is our goal to complete this phase of the process in this fiscal year.

There is also another range of development that would take the website to the next level. It is an accompanying app that would change the way the Library interacts with patrons. It would cost \$43,000, and the team can deliver it in the following fiscal year.

The first goal is to do the redesign for the future and upgrade the technology. The second would be to develop and deploy the app to provide library services in an innovative way and with a technical approach. It would move the Library forward now and into the future.

Ivan Silva, our web guru, has developed an outline of the proposal, including project details and goals. It is the next phase of the Library's development and service capability. Ivan will be available for questions during the Agency's meeting, and he will provide information and comparisons.

## Website Redesign for the Future

The Technology staff are looking forward toward the development and re-launching of the library's web presence to coincide with the new library building's opening. They would like to bring a proposal forward to the Agency at the October 19, 2020, meeting.

The two main factors considered are the need to reimagine the website appearance and functionality to coordinate with the new library's opening. And secondly, update the backend technology and bring the library web presence to match the latest technologies.

Library patrons and stakeholders have approached the library about the need to develop a library app. You will find a third phase of the proposal detailing what the development of such an app would entail.

The proposal details would describe the project's three phases:

- Phase 1: User Research and Design
- Phase 2: Content migration and backend development
- Phase 3: Launch new library specific app

We aim to achieve some specific goals with this redesign:

- create a platform that is easy for library staff to generate and publish original content.
- create a web presence for the library where our patrons can achieve their goals with exceptional ease of use
- create a website to display governance of the library and make it easy for stakeholders to access the necessary information

We have created an award-winning website that is the envy of many a library system. We ask your support to launch our web presence to move us forward.



June 10, 2020

# BELVEDERE TIBURON LIBRARY

## WEBSITE AND APP DESIGN + DEVELOPMENT PROPOSAL



*Prepared by:*

**Esten Sesto**  
President  
Project6 Design, Inc.

510.540.8005 ext. 100  
esten@project6.com

*strategic design made simple*

Ivan Silva

415.789.2664  
isilva@beltiblibrary.org

## SCOPE OF WORK: WEBSITE

### phase I: kickoff , strategy + user interviews

In this phase, we listen and learn about your needs and goals and present visual reference points to establish the overall look and feel for the later design work.

1. Kickoff meeting - Key Client stakeholders + Project6 team
2. Review of the Belvedere Tiburon Library's business/project goals + target audience(s)
3. Information gathering of existing website, materials and resources if available (current brand: visuals, messaging, current brand constraints and future brand goals)
4. Review existing website information architecture for usability issues, content issues, and accessibility issues
5. Interview the target audience (staff, stakeholders, users) to clarify the feature-set and goals of the updated website and app.
  - a. Survey of about 10 key questions created in collaboration with the Library
  - b. Up to 15 interviews by phone (schedule coordination assisted by the Library)
  - c. Summary of key findings report created and shared with the Library
6. Explore and establish visual messaging and hierarchy to reinforce Belvedere Tiburon Library's brand using visual exercises/deliverables.
  - a. Facilitate Brand Personality Exercise to foster internal agreement and establish direction on brand character
  - b. Create one or two mood boards (if needed) to reflect this new brand vision
7. All materials will be presented, reviewed and approved before proceeding to the next phase

### phase II: information architecture

In this phase, we craft the structure for the site based on input from the client and the goals of the user experience that align with the Belvedere Tiburon Library's business objectives.

1. Analysis of website architecture suggestions supplied by client (if any)



2. Creation of an updated information architecture and navigation concepts based on collaboration and feedback from Belvedere Tiburon Library with a focus on ease-of-use
3. Final review of website usability based on new architecture (How does the proposed architecture impact the usability for the target market?)
4. Presentation and gather feedback from initial architecture
5. Two rounds of revisions included
6. Final website architecture approved by client
7. Website map to be provided in PDF

## phase III: wireframe design + user experience

In this phase, we create black/white layouts to guide design and development based on the content and UI/UX on key pages. This serves to ensure the usability and information hierarchy are on target.

1. Based on the architecture and user feedback, create wireframes for up to ten screens (as needed)
2. Specific pages outlined after completion of architecture phase
3. Pages mocked up to determine major content areas on each main top level page to ensure target market can find content quickly and easily
4. Presentation and gather feedback from wireframes
5. Two rounds of revisions included
6. Final wireframes approved
7. Wireframes to be provided in PDF format

## phase IV: website design

In this phase, we develop and refine designs based on findings from prior phases. Mobile and desktop designs will be explored to guide development.

1. Based on approved findings in earlier phases, two concepts will be presented for review
2. The goal of the redesign is to address the UI/UX issues and to revisit content hierarchy
3. Concepts will focus on the homepage, main sub pages and components outlined in the wireframe phase
4. Colors will adhere to the Library color palette with potentially other colors as recommended
5. Fees for stock photography and fonts for use in print or web not included in project fee
6. One design direction will be chosen for refinement

7. Up to two rounds of revisions are included in the project as needed
8. Final design presentation
9. Final design approval

## phase V: front-end website development

In this phase, we develop the front-end of the website into the selected content management system (CMS).

1. Develop the new designs of the website into a new theme
2. Based on the functional specifications discussions and the CMS, create a custom theme to integrate seamlessly with the CMS
3. The theme will be built to the latest HTML, Javascript and CSS standards
4. Build example pages and templates into the system from client-supplied content (ready the website for production)
5. Development of the website based on optimal viewing of content, design and functionality for most common devices and resolution (responsive / adaptive, based on Functional Specifications)

## phase VI: backend development

Here we update the system to support the new design elements. This may involve setting up modules, permissions, content relationships, 3rd party integrations or customized solutions.

1. Strategy and recommendations on the best CMS for the Library long term. This could be upgrading to Drupal 9 (from the current version 7) or shifting to Wordpress
2. Based on the above strategy, install, configure and set up the content management system
3. Add/edit/delete modules and configurations to optimize the system for the editors and performance
4. Work may include:
  - a. Thorough review of the event content type, this will help determine the optimal CMS
  - b. Integrate types of content together based on content taxonomy, relationships, and goals
  - c. Create necessary content types and site structure
  - d. Enable Google Analytics and core SEO features
5. Features and functionality to be evaluated for implementation include those determined in the Functional Specifications phase and deemed to fit in scope



## phase VII: content integration + refinement

In this phase, we update content and train you on how to enter and edit content on your own.

1. Gathering content, organizing, making content recommendations
2. Import content from old website
3. Up to 40 hours are allocated for P6 to enter or refine content in the system
4. Additional content can be easily added by the client using the CMS

## phase VIII: quality assurance testing

In this phase, we perform Q/A testing for functionality and browser compatibility. This testing includes browsers and version, operating systems and mobile devices. Unless specified in the Functional Requirements, we test and support the latest two versions of modern browsers.

1. Deployment from the staging environment to the live environment
2. Browser support will be for the latest two versions of modern browsers (IE, Chrome, Safari, FireFox)
3. Accessibility testing, WCAG 2.0 level AA
4. Third-party testing for devices and accessibility optional (not included in scope)

## phase IX: management, documentation + training

Management means everything. It means the project is on track and on budget. It means we hear you. It means issues are resolved quickly and appropriately. This is crucial to every project – from kickoff to project completion.

1. At the time of the project kickoff, P6 will assign a dedicated project manager who will be utilizing Ian Silva as our key internal contact for approvals and questions
2. A detailed schedule and work plan will be created for the extent of the project
3. CMS training for up to 3 hours. Typically 1 hour for the initial session, then follow-up availability for additional questions as needed

**SCOPE OF WORK: APP**

## phase I: functional specifications

Define the scope features and functionality.

1. Review peers and competitor apps
2. Document and prioritize features and functionality
3. Functionality to be discussed include:
  - a. Can watch content from the app, flip through content
  - b. Live stream event.
  - c. AR?
  - d. Stream livefeed
  - e. Beacons within the library for way finding
  - f. Pushing events and updates
  - g. Contextual content
  - h. Don't forget...
4. Define and document what is included in the scope of work based on available hours, budget and schedule

## phase II: wireframe design + user experience

In this phase, we create black/white layouts to guide design and development based on the content and UI/UX on key pages. This serves to ensure the usability and information hierarchy are on target.

1. Leverage desktop wireframes, extend them for the app
2. Specific screens outlined after completion of functional specifications phase
3. Pages mocked up to determine major content areas on each main top level page to ensure target market can find content quickly and easily
4. Presentation and gather feedback from wireframes
5. Two rounds of revisions included
6. Final wireframes approved



## phase III: app design

Extend the design from website to app.

1. Based on approved design direction from the website, two app concepts will be presented for review
2. Concepts will focus on the screens outlined in the wireframe phase (up to 10 total screens)
3. Colors will adhere to the Library color palette with potentially other colors as recommended
4. Fees for stock photography and fonts for use in print or web not included in project fee
5. One design direction will be chosen for refinement
6. Up to two rounds of revisions are included in the project as needed
7. Final design approval

## phase IV: app development

In this phase, we develop the front-end of the website into the selected content management system (CMS).

1. Develop the designs of the app
2. The app will leverage content from the website as much as possible (i.e., events added to the website will appear automatically in the app)
3. The theme will be built to the latest HTML, Javascript and CSS standards
4. Development of the website based on optimal viewing of content, design and functionality for most common devices and resolution (responsive / adaptive, based on Functional Specifications)
5. The app will be in the iOS and Android formats
6. Assist with getting the app into the app store(s)

## phase V: management, documentation + training

Management means everything. It means the project is on track and on budget. It means we hear you. It means issues are resolved quickly and appropriately. This is crucial to every project – from kickoff to project completion.

1. At the time of the project kickoff, P6 will assign a dedicated project manager who will be utilizing Ian Silva as our key internal contact for approvals and questions
2. A detailed schedule and work plan will be created for the extent of the project

## estimate: website

hours	estimated budget	phase
60	\$8,700	phase I: kickoff, strategy + user interviews
12	\$1,740	phase II: information architecture
35	\$5,075	phase III: wireframe design + user experience
70	\$10,150	phase IV: website design
80	\$11,600	phase V: front-end website development
140	\$20,300	phase VI: back end website development
40	\$5,800	phase VII: content migration / integration
5	\$725	phase VIII: quality assurance testing
88.4	\$12,818	phase IX: management, documentation + training
530.4	<b>\$76,908</b>	<b>estimate</b>
		<b>OPTIONAL:</b>
10	\$1,450	iBeta third-party accessibility and device testing (this is an estimate. Final costs could be \$1,800 - \$2,500)

## estimate: application

hours	estimated budget	phase
16	\$2,320	phase I: functional specifications
25	\$3,625	phase II: wireframe design + user experience
30	\$4,350	phase III: app design
175	\$25,375	phase IV: app development
49.2	\$7,134	phase V: app management, documentation + training
295.2	<b>\$42,804</b>	<b>estimate</b>
		<b>OPTIONAL:</b>
10	\$1,450	iBeta third-party accessibility and device testing (this is an estimate. Final costs could be \$1,800 - \$2,500)



Please let me know if you have any questions about the above estimates please let me know. I look forward to discussing the options with you and upgrading the site very soon. Thank you!

A handwritten signature in black ink, appearing to read 'Esten Sesto', with a long horizontal flourish extending to the right.

**Esten Sesto**  
President

Project6 Design, Inc.  
4071 Emery Street  
Emeryville, CA 94608

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# 9-12

**Project:** *Sleep Foundation*

<https://www.sleepfoundation.org/>

**Scope:**

*Branding, design, dev of video based mentor site*

**Cost Estimate:**

*~\$180k*

**Project:** *Granite Construction*

<https://www.graniteconstruction.com/>

**Scope:**

*Update Drupal CMS, and refresh design*

**Cost Estimate:**

*~\$94k*

**Project:** *Hirsch Philanthropy*

<https://hirschphilanthropy.com/>

**Scope:**

*Branding, messaging, website redesign + dev*

**Cost Estimate:**

*~\$102k*

**Project:** *UCSF Brain Tumor Center*

<https://braintumorcenter.ucsf.edu/>

**Scope:**

*Redesign and development with advanced searching and taxonomy of clinical trials*

**Cost Estimate:**

*~\$100k*

**Project:** *Career Girls*

<https://www.careergirls.org/>

**Scope:**

*Branding, design, dev of video based mentor site*

**Cost Estimate:**

*~\$90k*



## **Belvedere-Tiburon Library Agency Future Meeting Dates**

November 16, 2020

No December meeting unless deemed necessary (December 14 or 21, 2020)

January 11, 2021 (second Monday due to MLK Holiday)

February 8, 2021 (second Monday due to Presidents' Day Holiday)

March 15, 2021

April 19, 2021

May 17, 2021

June 21, 2021

All meetings are held at 6:15 pm remotely via Zoom  
Unless otherwise noted

10-2

END