

**AGENDA**  
**BELVEDERE TIBURON LIBRARY AGENCY**  
**Regular Meeting of Monday, August 21, 2023, 6:15pm**  
Belvedere Tiburon Library  
1501 Tiburon Blvd, Tiburon, California

**PUBLIC NOTICE**

This meeting will be held in person in the Library Founders Room and televised live on Zoom. Members of the public have the option of participating in-person or remotely via Zoom at:

<https://us02web.zoom.us/j/81017429591?pwd=YVhUNjlUL0FwYWgyNjVldUpUdFA0UT09>

Meeting ID: 810 1742 9591 Password: 798611

Please be advised that those participating in the meeting remotely via Zoom do so at their own risk. The Agency meeting will not be cancelled if any technical problems arise during the meeting.

**CALL TO ORDER AND ROLL CALL**

1. Election of Officers for Fiscal Year 2024

**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**

2. Chair's Report – Agency Chair (2 minutes)
3. Library Director's Report, - Crystal Duran, Library Director (10 minutes)
4. Expansion Update – Glenn Isaacson, Project Manager (5 minutes)
5. Belvedere Tiburon Library Foundation Report, Suzannah Scully, President (5 minutes)
6. PRELIMINARY Financial Report for June, 2023, Kristin Johnson, Clerk, (5 minutes)
7. Committee Reports (5 minutes)

**CONSENT CALENDAR – 5-10 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.

8. Approval of Agency Meeting Minutes of June 19, 2023
9. Approval of Agency Warrants months of June and July, 2023

**AGENDA CONTINUES ON PAGE 2**

**AGENDA (continued)**  
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Belvedere Tiburon Library  
1501 Tiburon Blvd, Tiburon, California

**TRUSTEE CONSIDERATIONS**

10. Consideration of appointments to Finance Committee (standing) and Long-Range Planning Committee (ad-hoc).
11. Consideration of entering into an agreement with Ivy Group for strategic planning consulting up to \$40,000.
12. Consideration of adopting an Employee Travel Policy.
13. Consideration of adopting Subscription-Based IT Arrangements (SBITA) Accounting Policy.

**COMMUNICATIONS & ANNOUNCEMENTS**

14. Schedule of 2023-2024 Meeting Dates

**NOTICE: WHERE TO VIEW AGENDA MATERIALS**

*Meeting minutes and other Agenda items are available at <https://www.beltiblibrary.org/about-us/board-meetings>. Please note that packet items may not yet be posted at this location exactly at the same time as Agenda posting.*

**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.*



**DATE:** August 17, 2023

**TO:** Library Board of Trustees

**FROM:** Crystal Duran, Library Director

**SUBJECT:** Library Director's Report

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### Library Programs and Services

The artistic works of 94920 artists are on exhibit in the gallery through October. The exhibit includes 29 pieces by 25 artists aged 5 ½ to 93. The exhibit was independently juried by Celeste Meier of the Anthony Meier Fine Arts Gallery in Mill Valley. The Foundation's Gently Used Art Auction will follow in October.

The Fall Speaker Series will include notable authors in the coming months. In August, we'll host [Camper English](#), who will highlight their book, *Corpse Reviver! The History of Medicine in a Cocktail*. Following that, we'll host food journalist and author [Mark Bittman](#) in conversation with [Bryant Terry](#), celebrated Bay Area chef and food activist, in September. New York Times bestselling author [Alka Joshi](#) who recently published *The Perfumist of Paris* and *The Henna Artist*, will join us in October, followed by bestselling author [Jasmin Darznik](#) of *The Bohemians* and *Song of a Captive Bird* in November.

The summer reading program ended on August 3rd after eight weeks of reading and fun. One hundred ninety young readers participated by submitting weekly reading logs. The program began with a Great Stuffed Animal Sleepover with 26 children who brought in their "stuffies" for a sleepover at the library. Special performances were held weekly on Thursdays, including a magic show, music show, reptile show, and puppetry. Attendance across the special events totaled over 760 people. We also hosted a summer session of Reading Buddies to complement the summer reading program, with an average of 14 participants at each session. Parents were surveyed after the program and shared the following:

*Before their 1st session, all 3 of my kiddos were not looking forward to it, but after the session they were all anxiously awaiting the next session.*

*It was a great opportunity for them to practice their reading in an easy, no-pressure environment. They really enjoyed connecting with the teens and showing off their reading abilities.*

*It was a great experience for my 6 year old to read to a teenager. The librarians worked hard to find good options for them, and he also liked the photo, snacks, and juice. Very positive experience.*

Our children's librarians are busy planning programs for the fall. Weekly storytime and crafternoons will continue, and we're adding a new Train Time on select Sundays. Beginning in September, we are offering several grade-specific book clubs. Cocoa Hour is designed for early readers in grades 1 and 2 and is a read-aloud book club that will meet weekly. Grades 3-6 are encouraged to join a monthly book club that will meet for a discussion, snacks, games, and crafting. The website will include the upcoming titles, meeting dates, and links to borrow all books within MARINet.

Teens have also been busy through the summer. Teen volunteers helped to maintain the teen garden, which currently boasts cherry tomatoes, squash, peppers, basil, and corn. We recently hosted a teen movie and pizza night and had nine teens attend. Teen movie nights will continue into the fall and feature the Hunger Games series in anticipation of the new prequel release in November.

Our library of things collection has grown to include ukuleles and nature backpacks. Four ukulele kits are available for borrowing, and introductory ukulele programs will begin in spring. We have two nature backpacks that include guides, a compass, and binoculars provided by the CA State Library to supplement the Parks Pass program. Both items circulate for three weeks and are available from the information desk.

### **Personnel**

We had two full-time circulation vacancies in late June. We promoted and filled one position internally and opened the other to external recruitment. The internal promotion resulted in a part-time vacancy that has been filled, pending a background check. The second full-time position has been filled by a seasoned candidate, also pending a background check. We are recruiting a part-time librarian for adult and information services; the position was budgeted in the current fiscal year and will be instrumental as one full-time librarian is currently on medical leave.

In June 2023, the Board approved implementing a one-time vacation buyback program for eligible employees. The maximum anticipated cost to implement the program was \$40,000 for ten employees. Four employees participated in the program at a cost of \$17,685. The staff who participated in the program shared their appreciation for the one-time benefit. Some staff who did not participate indicated their plans to use vacation time.

We are finalizing quotes for a Compensation study from three vendors with plans to bring details to the Board in September for discussion and direction. The market rate for a survey of our needs begins at \$18,000 for an outside consultant.

### **Outreach and Community Connections**

We are working on an all-resident mailer for distribution in September/October highlighting the library's resources, such as the Digi Lab, art gallery, and meeting rooms, and featuring upcoming programs like the Fall Speaker Series and digital literacy classes. The mailer will include a dedicated section for the Foundation, volunteer opportunities with Corner Books, and highlight key aspects and dates for strategic planning.

Staff will participate in classroom presentations and back-to-school night events to promote library resources for students in the coming weeks. We are also working with staff at the Hilarita to schedule library pop-up events. We plan to participate in the Town of Tiburon's upcoming disaster preparedness block party in October in Zelinsky Park.



**Administration**

The library's business hours will increase beginning September 18 to open an hour earlier Monday to Thursday at 9 am. Business hours from Friday through Sunday will remain 10 am to 5 pm for 61 total business hours weekly. Before construction, the library was open:

- Monday, 10 am - 6 pm
- Tuesday to Thursday, 10 am - 9 pm
- Friday to Saturday, 10 am - 5 pm
- Sunday, 12 pm - 5 pm

We'll monitor circulation and usage statistics with the new business hours and evaluate the impact in a few months.

In FY22-23, we secured grants for sustainability activities, Zip Books, and establishing the Digi Lab. At the close of the project year, we reported completing fourteen activities towards our Sustainable Library Certification, having a fully functioning Digi Lab with two computer stations, and purchasing 95 patron-driven requests through Zip Books. For FY23-24, we were awarded \$2,770 to continue Zip Books. We plan to apply for a program grant from the CA State Library during its upcoming September grant cycle but do not anticipate other grant funding in the FY.

We've yet to determine the utility usage mapping needed for the shared space agreement with the Town of Tiburon. Our new electrical meter captures usage for the building and the shared exterior, so the project architect is looking into this further. We have received a quote for landscaping services for the common areas, Towh Hall exclusive areas, and library exclusive areas. The library's projected costs for landscape maintenance are \$1,436 monthly/\$ 17,232 annually. The price includes library exclusive areas and the shared cost for common areas. Our typical annual costs before the renovation were \$11,100. Likewise, we've investigated insurance and liability for the common areas but do not anticipate significant increases. Our counsel has reviewed a shared space agreement draft and is waiting for further details.

**BELVEDERE TIBURON LIBRARY AGENCY  
CONSOLIDATED BUDGET VS ACTUAL  
PRELIMINARY  
FISCAL YEAR ENDED  
JUNE 30, 2023**

	FY 2022-23			FY 2021-22			FY 2018-2019		
	FY23 ANNUAL BUDGET	PRELIM June, 2023 100% OF YEAR TO DATE	% OF BUDGET	FY22 ANNUAL BUDGET	PRELIM June, 2022 100% OF YEAR TO DATE	% OF BUDGET	FY19 ANNUAL BUDGET	PRELIM June, 2019 100% OF YEAR TO DATE	% OF BUDGET
<b>GENERAL FUND</b>									
Basic Library Tax (1)	\$ 2,300,639	\$ 2,242,387	97.5%	\$ 2,159,580	\$ 2,166,745	100.3%	\$ 1,875,872	\$ 1,813,681	96.7%
Parcel Tax (1)	275,000	263,751	95.9%	275,000	273,266	99.4%	275,000	263,620	95.9%
ERAF (2)	525,000	361,818	68.9%	523,000	564,247	107.9%	346,035	444,689	128.5%
Grants (3)	145,000	117,883	81.3%	60,000	-	0.0%	211,653	104,173	49.2%
Desk Revenue Sales & Fines	1,500	1,709	113.9%	7,000	291	4.2%	22,988	17,263	75.1%
Misc. Other Revenue	4,000	1,106	27.7%	2,930	156	5.3%	4,422	3,960	89.6%
Interest Income	5,547	47,884	863.2%	19,966	7,165	35.9%	26,235	54,309	207.0%
<b>TOTAL GENERAL FUND</b>	<b>\$ 3,256,686</b>	<b>\$ 3,036,538</b>	<b>93.2%</b>	<b>\$ 3,047,476</b>	<b>\$ 3,011,870</b>	<b>98.8%</b>	<b>\$ 2,762,205</b>	<b>\$ 2,701,695</b>	<b>97.8%</b>
<b>ORIGINAL CFD BOND DEBT SERVICE (4)</b>									
Original Bond Principal	(90,000)	(90,000)	100.0%	(85,000)	(85,000)	100.0%	(70,000)	(70,000)	100.0%
Original Bond Interest	(27,300)	(27,300)	100.0%	(32,550)	(32,550)	100.0%	(46,500)	(46,500)	100.0%
Fiscal Agent Fees	(12,500)	(14,805)	118.4%	(12,500)	(7,315)	58.5%	(11,000)	(10,878)	98.9%
<b>TOTAL CFD DEBT SERVICE</b>	<b>\$ (129,800)</b>	<b>\$ (132,105)</b>	<b>101.8%</b>	<b>\$ (130,050)</b>	<b>\$ (124,865)</b>	<b>96.0%</b>	<b>\$ (127,500)</b>	<b>\$ (127,378)</b>	<b>99.9%</b>
<b>TOTAL REVENUE AFTER</b>	<b>\$ 3,126,886</b>	<b>\$ 2,904,433</b>	<b>92.9%</b>	<b>\$ 2,917,426</b>	<b>\$ 2,887,005</b>	<b>99.0%</b>	<b>\$ 2,634,705</b>	<b>\$ 2,574,317</b>	<b>97.7%</b>
(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) Grants	Foundation and Other Library Program Grants								
(4) Original CFD Bonds will be paid off in FY2026-2027. They are funded by the Parcel Tax									

**BELVEDERE TIBURON LIBRARY AGENCY  
CONSOLIDATED BUDGET VS ACTUAL  
PRELIMINARY  
FISCAL YEAR ENDED  
JUNE 30, 2023**

	FY 2022-23			FY 2021-22			FY 2018-2019		
		PRELIM June, 2023	% OF BUDGE		PRELIM June, 2022	% OF BUDGE		PRELIM June, 2019	% OF BUDGE
	FY23 ANNUAL BUDGET	100% OF YEAR TO DATE	T	FY22 ANNUAL BUDGET	100% OF YEAR TO DATE	T	FY19 ANNUAL BUDGET	100% OF YEAR TO DATE	T
<b>GENERAL FUND</b>									
Personnel (4)	\$ 2,236,509	\$ 1,896,508	85%	\$ 2,065,293	\$ 2,135,028	103%	\$ 1,827,645	\$ 1,587,300	87%
Circulation Materials & Data (5)	267,000	255,240	96%	284,510	267,187	94%	285,528	231,598	81%
Technology Services (6)	121,424	143,350	118%	106,500	107,383	101%	87,582	70,049	80%
Program Services & Supplies (7)	132,584	107,844	81%	125,800	65,572	52%	102,100	92,205	90%
Building Expenses (8)	297,177	291,636	98%	254,205	260,837	103%	164,291	114,333	70%
Agency Administration	72,039	43,316	60%	63,120	52,284	83%	61,882	64,440	104%
<b>TOTAL GENERAL FUND</b>	<b>\$ 3,126,733</b>	<b>\$ 2,737,894</b>	<b>88%</b>	<b>\$ 2,899,428</b>	<b>\$ 2,888,291</b>	<b>100%</b>	<b>\$ 2,529,028</b>	<b>\$ 2,159,925</b>	<b>85%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 153</b>	<b>\$ 166,539</b>		<b>\$ 17,998</b>	<b>\$ (1,286)</b>		<b>\$ 105,677</b>	<b>\$ 414,392</b>	
<b>USES OF RESERVES</b>									
Transfer to Bldg Maintenance Res							69,556	69,556	100%
Use Building Reserve Tech & Equip	35,750	35,753		8,000			8,000		
Use Building Reserve Furn & Fixt	55,000	39,091		10,000			20,000		
Expansion LOC Principal & Interest	160,000	167,618	105%	112,231	-	0%			
Use Operating Reserve Misc.	15,000	-	0%	1,000,000	1,000,000	100%			
<b>TOTAL USES OF RESERVES</b>	<b>\$ 265,750</b>	<b>\$ 242,462</b>		<b>\$ 1,130,231</b>	<b>\$ 1,000,000</b>		<b>\$ 97,556</b>	<b>\$ 69,556</b>	
<b>EXPANSION ACTIVITY</b>									
Expansion Grants & Contributions		300,000		3,054,161	3,125,000	102%		800,025	
Expansion Reserve from Operations				1,000,000	1,000,000	100%			
Expansion Line of Credit Inflow	2,200,000	2,000,000	91%	2,992,837	1,000,000				
Total Expansion Inflows	2,200,000	2,300,000	105%	7,046,998	5,125,000	73%	-	800,025	
Less: Expansion Expenditures	2,200,000	1,692,028	77%	7,046,998	4,709,500	67%	-	844,043	
<b>NET EXPANSION ACTIVITY (9)</b>	<b>\$ -</b>	<b>\$ 607,972</b>		<b>\$ -</b>	<b>\$ 415,500</b>		<b>\$ -</b>	<b>\$ (44,018)</b>	
(4) Personnel	CalPERS Unfunded Accrued Liabiltiy Payment is made in July. In 2022, Retiree Vacation Payouts increased this line.								
(5) Circulation Materials & Data	Most of the Digital Resource and Platform Support Subscriptions are paid in July.								
(6) Technology Services	Annual MARINet charge is paid in July.								
(7) Program Services & Supplies	Includes background infrastructure for Patron Support by Staff.								
	Marketing Costs and Supplies for Library Programs.								
	Includes Children's, Teen, Maker Space, and Technology Training.								
(8) Building Expenses	Building and Liability insurance is paid in July.								
	Includes Storage costs during Expansion.								

**BELVEDERE TIBURON LIBRARY AGENCY**  
**DETAIL BUDGET VS ACTUAL**  
**PRELIMINARY**  
**FISCAL YEAR ENDED**  
**JUNE 30, 2023**

FY 2022-23						FY 2021-22		
		FY23 ANNUAL BUDGET	June, 2023 100% OF YEAR TO DATE	% OF BUDGET	BUDGET REMAINING	FY22 ANNUAL BUDGET	June, 2022 100% OF YEAR TO DATE	% OF BUDGET
<b>GENERAL FUND REVENUE</b>								
<b>Revenue</b>								
Basic Library Tax (1)	5010	\$ 2,300,639	\$ 2,242,387	97%	\$ 58,252	\$ 2,159,580	\$ 2,166,745	100%
Parcel Tax (1)	5020	275,000	\$ 263,751	96%	11,249	275,000	273,266	99%
ERAF (1)	5025	525,000	\$ 361,818	69%	163,182	523,000	564,247	108%
BTLF Grants (2)	5032	125,000	\$ 54,000	43%	71,000	60,000	0	0%
Program Grants (3)	5033	20,000	\$ 63,883	319%	(43,883)	0	0	0%
Book Fines and Reserves	5040	500	\$ 1,654	331%	(1,154)	2,000	220	11%
Book Sales	5050	0	\$ 823		(823)	5,000	71	1%
Reference Desk Income	5065	1,000	\$ 55	6%	945	2,000	110	6%
Copier Fees	5070	1,000	\$ 269	27%	731	900	40	4%
E-Scrip Revenue	5090	3,000	\$ 14	0%	2,986	30	6	20%
Interest Income	5099	5,547	\$ 47,884	863%	(42,337)	19,966	7,165	36%
<b>Total Revenue</b>		<b>\$ 3,256,686</b>	<b>\$ 3,036,538</b>	<b>93%</b>	<b>\$ 220,148</b>	<b>\$ 3,047,476</b>	<b>\$ 3,011,870</b>	<b>99%</b>
<b>Bond Debt Service via Parcel Tax</b>								
Bond Debt Service - Interest	8910	(\$27,300)	(\$27,300)	100%	\$0	(\$32,550)	(\$32,550)	100%
Bond Debt Service - Principal	8915	(\$90,000)	(\$90,000)	100%	\$0	(\$85,000)	(\$85,000)	100%
Bond Fiscal Agent Fees	8920	(\$12,500)	(\$14,805)	118%	\$2,305	(\$12,500)	(\$7,315)	59%
<b>Total Bond Debt Service</b>		<b>(\$129,800)</b>	<b>(\$132,105)</b>	<b>102%</b>	<b>\$2,305</b>	<b>(\$130,050)</b>	<b>(\$124,865)</b>	<b>96%</b>
<b>Total Revenue after Bond Service</b>		<b>\$3,126,886</b>	<b>\$2,904,433</b>	<b>93%</b>	<b>\$222,453</b>	<b>\$2,917,426</b>	<b>\$2,887,005</b>	<b>99%</b>
<b>GENERAL FUND EXPENDITURES</b>								
<b>Personnel</b>								
Salaries & Wages (4)	7010	1,382,477	1,281,966	93%	100,511	1,431,595	1,588,725	111%
Medical Reimbursement (4)	7015	24,300	21,618	89%	2,682	29,287	24,956	85%
Part Time Salaries & Wages (4)	7020	285,992	107,795	38%	178,197	96,217	50,758	53%
PERS Retirement Benefits (5)	7100	240,118	239,577	100%	541	237,742	227,039	95%
PERS Insurance Benefits (4)	7110	222,790	183,032	82%	39,758	203,795	193,329	95%
PERS OPEB Benefits	7115	9,000	9,000	100%	-	0	0	0%
Workers Comp Insurance	7120	7,508	6,141	82%	1,367	6,838	0	0%
Employment Practice Insurance	7125	5,400	5,400	100%	-	5,400	0	0%
Payroll Tax Expense (4)	7130	41,924	27,724	66%	14,200	28,119	27,202	97%
Unemployment		0	0		-	4,500	818	18%
Professional Development	7200	17,000	12,301	72%	4,699	2,800	1,704	61%
Staffing Recruitment	7210	0	1,954		(1,954)	19,000	20,497	108%
<b>Total Personnel</b>		<b>\$ 2,236,509</b>	<b>\$ 1,896,508</b>	<b>85%</b>	<b>\$ 340,001</b>	<b>\$ 2,065,293</b>	<b>\$ 2,135,028</b>	<b>103%</b>
<b>Circulation Materials &amp; Data</b>								
Books and other Materials (6)	7601	100,000	107,112	107%	(7,112)	120,000	116,338	97%
Vendor Processing Costs	7602	7,000	6,653	95%	347	7,000	7,563	108%
Supplies for Processing	7603	3,000	1,431	48%	1,569	3,000	4,769	159%
Digital Resources & Content (7)	7606	57,000	44,824	79%	12,176	57,000	53,519	94%
MARINet (6)	7607	100,000	95,220	95%	4,780	97,510	84,998	87%
<b>Total Circulation Materials &amp; Data</b>		<b>\$ 267,000</b>	<b>\$ 255,240</b>	<b>96%</b>	<b>\$ 11,760</b>	<b>\$ 284,510</b>	<b>\$ 267,187</b>	<b>94%</b>

**BELVEDERE TIBURON LIBRARY AGENCY**  
**DETAIL BUDGET VS ACTUAL**  
**PRELIMINARY**  
**FISCAL YEAR ENDED**  
**JUNE 30, 2023**

		<b>FY23 ANNUAL BUDGET</b>	<b>June, 2023 100% OF YEAR TO DATE</b>	<b>% OF BUDGET</b>	<b>BUDGET REMAINING</b>	<b>FY22 ANNUAL BUDGET</b>	<b>June, 2022 100% OF YEAR TO DATE</b>	<b>% OF BUDGET</b>
<b>Technology Services</b>								
Online Services (6)	8020	10,000	21,196	212%	(11,196)	10,000	10,278	103%
Computers & Peripherals	8035	5,000	5,686	114%	(686)	32,500	7,438	23%
Technical Support	8040	66,924	57,519	86%	9,405	27,000	59,823	222%
IT Infrastructure (8)	8070	18,000	34,740	193%	(16,740)	17,000	15,314	90%
Website Maintenance	8071	21,500	24,209	113%	(2,709)	20,000	14,530	73%
<b>Total Technology Services</b>		<b>\$ 121,424</b>	<b>\$ 143,350</b>	<b>118%</b>	<b>\$ (21,926)</b>	<b>\$ 106,500</b>	<b>\$ 107,383</b>	<b>101%</b>
<b>Program Services &amp; Supplies</b>								
Copier Expense	8210	19,284	13,554	70%	5,730	18,000	14,783	82%
Postage Freight	8220	7,000	4,360	62%	2,640	7,000	5,854	84%
Public Relations	8225	25,000	11,125	45%	13,875	23,500	7,233	31%
Office Supplies	8230	10,000	8,352	84%	1,648	10,000	11,189	112%
Library Programs & Materials	8240	12,000	20,857	174%	(8,857)	7,000	1,121	16%
Children's Program Supplies	8250	16,000	18,981	119%	(2,981)	16,000	7,612	48%
Young Adult Programs	8251	12,000	10,884	91%	1,116	7,000	4,249	61%
Telephone	8260	12,500	13,474	108%	(974)	12,500	12,978	104%
A/V Equipment & Peripherals	8270	5,000	0	0%	5,000	11,000	0	0%
Maker Space Programs (9)	8280	9,000	3,026	34%	5,974	9,000	553	6%
Technology Training Program (9)	8290	4,800	3,231	67%	1,569	4,800	0	0%
<b>Total Program Services &amp;</b>		<b>\$ 132,584</b>	<b>\$ 107,844</b>	<b>81%</b>	<b>\$ 24,740</b>	<b>\$ 125,800</b>	<b>\$ 65,572</b>	<b>52%</b>
<b>Building Expenses</b>								
Building & Contents Insur. (10)	8410	95,980	84,884	88%	11,096	95,980	69,869	73%
Building Maintenance (11)	8430	24,800	39,748	160%	(14,948)	16,500	108,792	659%
Grounds Maintenance (9)	8440	11,100	8,240	74%	2,860	15,000	7,275	49%
Janitorial Expense (12)	8450	80,000	69,086	86%	10,914	54,200	42,507	78%
Custodial Supplies	8460	11,931	4,757	40%	7,174	7,865	2,488	32%
Trash	8480	4,430	3,823	86%	607	4,027	3,227	80%
Electricity & Gas (13)	8490	36,996	59,397	161%	(22,401)	33,633	3,985	12%
Parking	8491	11,040	7,680	70%	3,360	10,000	10,320	103%
Maintenance Contracts	8492	8,000	7,628	95%	372	8,000	3,803	48%
EV Public Charging Stations (9)	8493	3,000	1,145	38%	1,855	0	0	0%
Water	8500	9,900	5,248	53%	4,652	9,000	5,198	58%
Small Furniture & Fixtures	8501	0	0		-	0	3,373	0%
<b>Total Building Expenses</b>		<b>\$ 297,177</b>	<b>\$ 291,636</b>	<b>98%</b>	<b>\$ 5,541</b>	<b>\$ 254,205</b>	<b>\$ 260,837</b>	<b>103%</b>
<b>Agency Administration</b>								
Bank Charges	8810	1,000	24	2%	976	1,000	143	14%
Credit Card Fees	8815	2,000	582	29%	1,418	2,000	963	48%
Cash (over/under)	8820	120	(9)	-8%	129	120	0	0%
Accounting	8830	10,300	8,673	84%	1,627	10,300	9,137	89%
Auditing	8835	33,619	10,435	31%	23,184	29,700	24,640	83%
Legal Services	8840	20,000	3,702	19%	16,298	15,000	15,594	104%
Office Expenses	8850	5,000	2,860	57%	2,140	5,000	1,807	36%
Grand Opening	8870	0	17,049		(17,049)	0	0	
<b>Total Agency Administration</b>		<b>\$ 72,039</b>	<b>\$ 43,316</b>	<b>60%</b>	<b>\$ 28,723</b>	<b>\$ 63,120</b>	<b>\$ 52,284</b>	<b>83%</b>
<b>Total GENERAL FUND</b>		<b>\$ 3,126,733</b>	<b>\$ 2,737,894</b>	<b>88%</b>	<b>\$ 388,839</b>	<b>\$ 2,899,428</b>	<b>\$ 2,888,291</b>	<b>100%</b>
<b>NET OPERATING REVENUE/(LOSS)</b>		<b>\$ 153</b>	<b>\$ 166,539</b>		<b>\$ 166,386</b>	<b>\$ 17,998</b>	<b>\$ (1,286)</b>	

**BELVEDERE TIBURON LIBRARY AGENCY**  
**DETAIL BUDGET VS ACTUAL**  
**PRELIMINARY**  
**FISCAL YEAR ENDED**  
**JUNE 30, 2023**

		<b>FY23 ANNUAL BUDGET</b>	<b>June, 2023 100% OF YEAR TO DATE</b>	<b>% OF BUDGET</b>	<b>BUDGET REMAINING</b>	<b>FY22 ANNUAL BUDGET</b>	<b>June, 2022 100% OF YEAR TO DATE</b>	<b>% OF BUDGET</b>
<b>ACTUAL BEGINNING CASH - ALL</b>	<b>6/30/2022</b>	<b>\$ 4,518,696</b>	<b>\$ 4,518,696</b>		<b>\$ -</b>			
<b>NET OPERATING REVENUE/(LOSS)</b>		<b>\$ 153</b>	<b>\$ 166,539</b>		<b>\$ 166,386</b>			
<b>NON-OPERATING TRANSFERS &amp; USES OF RESERVES</b>								
Building Reserve - Technology & Equip	9010	(35,750)	(35,753)	100%	(3)			
Building Reserve - Furniture & Fixtures	9020	(55,000)	(39,091)	71%	15,909			
Expansion Line of Credit Interest	8930	(106,845)	(132,365)	124%	(25,520)			
Expansion Line of Credit Principal	8935/2460	(53,155)	(35,253)	66%	17,902			
Operating Reserve		(15,000)	0	0%	15,000			
<b>Total USES OF RESERVES</b>		<b>\$ (265,750)</b>	<b>\$ (242,462)</b>		<b>\$ 23,288</b>			
<b>EXPANSION ACTIVITY</b>								
Expansion Grants from Foundation	200-5978	0	300,000		300,000			
Expansion Line of Credit Borrowing		2,200,000	2,000,000	91%	(200,000)			
Expansion Expenditures	9041-9051	(2,200,000)	(1,692,028)	77%	507,972			
<b>Total EXPANSION ACTIVITY</b>		<b>\$ -</b>	<b>\$ 607,972</b>		<b>\$ 607,972</b>			
<b>BALANCE SHEET ACTIVITY</b>		<b>\$ (70,000)</b>	<b>\$ (265,700)</b>		<b>\$ (195,700)</b>			
<b>DESIGNATED FUND ACTIVITY</b>								
Designated Fund Receipts		26,314	7,903	30%	(18,411)			
Designated Fund Expenditures		(30,278)	(27,887)	92%	2,391			
<b>Net DESIGNATED FUND ACTIVITY</b>		<b>\$ (3,964)</b>	<b>\$ (19,984)</b>		<b>\$ (16,020)</b>			
<b>ENDING CASH - ALL FUNDS</b>	<b>6/30/2023</b>	<b>\$ 4,179,135</b>	<b>\$ 4,765,061</b>		<b>\$ 585,926</b>			
<b>CASH BY FUND</b>								
Insurance and Building Reserves			566,794					
Expansion Funds - Restricted for Project Costs			246,662					
Cash with Fiscal Agent - Restricted for Bond Service			108,743					
Funds Restricted by Source			22,726					
Operating Reserve			3,820,136	***				
<b>ENDING CASH - ALL FUNDS</b>	<b>6/30/2023</b>		<b>\$ 4,765,061</b>					
<b>***Fiscal Year 2023 low point for Operating Reserve was \$1,971,025 on December 31, 2022</b>								
<b>CASH BY BANK ACCOUNT</b>								
Mechanics Operating Checking Plus Petty Cash			88,933					
Mechanics Expansion Checking			217,662					
Mechanics Money Market			203,092					
US Bank Fiscal Agent for CFD-1995-1 Bonds			108,743					
LAIF			4,146,631					
<b>ENDING CASH - ALL ACCOUNTS</b>	<b>6/30/2023</b>		<b>\$ 4,765,061</b>					
<b>EXPANSION LINE OF CREDIT</b>								
Expansion Line of Credit Borrowings Fiscal Year 2022			1,000,000					
Expansion Line of Credit Borrowings Fiscal Year 2023			2,000,000					
<b>TOTAL EXPANSION LINE OF CREDIT BORROWING</b>			<b>\$ 3,000,000</b>					
Principal Payments to date			35,253					
<b>EXPANSION LINE OF CREDIT PRINCIPAL BALAN</b>	<b>6/30/2023</b>		<b>\$ 2,964,747</b>					
Interest Payments this Fiscal Year	<b>6/30/2023</b>		132,365					
Prior Year Interest Payments	<b>6/30/2022</b>		750					
<b>Total Interest Payments to Date</b>			<b>\$ 133,115</b>					

**BELVEDERE TIBURON LIBRARY AGENCY**  
**JUNE PRELIMINARY 2023 NOTES TO FINANCIAL STATEMENTS**

**Page 6-3 100% of Budget Year**

- (1) **5010, 5020, 5025**, Revenue % is for this time of year, comparable to prior periods  
 Approximately \$300,000 in additional tax revenue is projected.  
 \$243,000 Received in July, \$9,000 Received in August.
- (2) **5032** Bookmarks Grant of \$54,000. Foundation has given to the Expansion Project
- (3) **5033** Program Grants from the CA State Library and other sources have exceeded expectations.
- (4) **7000's - 7200's** Personnel low due to departures and staffing up process
- (5) **7100, 7115** Retirement and OPEB Benefits on par
- (6) **7600's** Circulation Materials on par.  
**Page 5-4 8020** Online Services (staff tools to support patrons) High due to some subscriptions that belong in digital resources
- (7) **7606** Digital Resources low purchasing due to staff capacity and short open year and to some subscriptions that were incorrectly classified as Online Services

**Page 6-4 100% of Budget Year**

- (8) **8070** IT Infrastructure High due to purchase of meeting room scheduling software
- (9) **8200's** Programs low due to startup 3 months after fiscal year began  
**8440** Grounds Maintenance also low for this reason
- (10) **8410** Building insurance paid in full July 2022  
 There may be an additional Fiscal Year assessment given the building completion
- (11) **8430** Building Maintenance includes expansion storage costs
- (12) **8450** Janitorial Expense lowered through new contract
- (13) **8490** Utilities costs higher due to both larger space and rates

**Net Operating Revenue** is projected at approximately \$400,000 at Fiscal Year-End

**BELVEDERE TIBURON LIBRARY AGENCY**  
**JUNE PRELIMINARY 2023 NOTES TO FINANCIAL STATEMENTS**

**Page 6-5** **100% of Budget Year**

**9010/9020 Equipment and Furniture** purchases post-opening for new programs, some under grant

**200-5978 Foundation Expansion Grants** Received in FY2023 \$ 300,000

**Cash by Fund**

**Expansion Funds include:**

\$217,662	Mechanics Expansion Checking
\$29,000	LAIF

**Operating Reserve:**

\$3.8 million	at June 30, 2023
\$1.9 million	low point in November/December each year

**Expansion LOC Balance and Funding:**

	<b><u>FY2023</u></b>	<b><u>Total To Date</u></b>
Total Borrowed	\$ 2,000,000	\$ 3,000,000
Total Payments	\$ 167,618	\$ 168,368
Interest Paid	\$ 132,365	\$ 133,115
Principal Payments	\$ 35,253	\$ 35,253
<b>6/30/2023</b> Principal Balance		\$ 2,964,747



## DRAFT FOR AGENCY REVIEW

**REGULAR Meeting**  
**BELVEDERE-TIBURON LIBRARY AGENCY**  
**Belvedere-Tiburon Library, Tiburon, California**  
**June 19, 2023**

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

**Members Absent:** Anthony Hooker, Roxanne Richards

**Also Present:** Crystal Duran, Jane Cooper, Emily Poplawski, new BTLA Appointee for City of Belvedere, Albert Yu, Tiburon BTLA Candidate, Kristin Johnson

**CALL TO ORDER:** Chair Weil called the meeting to order at 6:18 pm

**OPEN Forum:**

Chair Weil opened the floor to comments or questions from the public. Jane Cooper, BTLA liaison for the City of Belvedere, introduced Emily Poplawski, who was chosen by the City Council to serve on the Library Agency Board. Emily has worked in the technology sector and is currently Vice President at a health and nutrition startup, and has served in many product leadership roles.

**1. Chair's Report**

Chair Weil reported that the recent Library Art Opening, Lasting Images, drew quite a large and diverse crowd. The exhibit included pieces available for purchase in a wide price range, with affordable items for all.

Chair Weil introduced Albert Yu, a Tiburon BTLA Trustee candidate, in attendance this evening.

Chair Weill expressed thanks to Glenn Isaacson and the Library Foundation for all of their work on the expansion project and more, and said it is time now to extend thanks to the Agency Trustees for their regular ongoing time and efforts. There is a collegial atmosphere on the Board, and Trustees have joined the right reasons: for their love of the Library and with the desire to promote the Library's continuing success.

**2. Library Director's Report**

Director Duran reported that the Children's Summer Reading and other programs are bringing a good number of kids into the library. A popular reptile petting zoo will be featured this coming Thursday. Library Staff are busy planning fall and winter children's, teen, and adult programs, including a premier author and speaker event that will complement the Foundation's planned Popup event.

Staff have added a new calendar feature to the Library Website, which allows a search of the program calendar by audience type, type of activity, subject, etc. Patrons and Staff can download a report, and populate activities in a unique brochure/calendar for specific patrons and patron groups.

## DRAFT FOR AGENCY REVIEW

Director Duran congratulated Librarian Ivan Silva on becoming an inaugural Library Maker Ambassador. He was selected from a pool of 30+ candidates across the United States. This title is related to a new nation-wide library program to build the library maker space community, toolkits, and resources. Ivan has great experience and is connected well with the community.

Building interior and exterior signage is in the works and near completion. External signage will be installed next week. Wayfinding signs for internal spaces will be ready in a few weeks.

Library Staff are hoping to create a lounge/seating area in the lobby near the parking lot entrance, and are working on proposals.

The Long Range Planning Committee has developed a Request for Proposal for a professional study related to future planning. The RFP will be posted on the Library Website soon, allowing one month for responses. Director Duran hopes that sufficient proposals will in that time will allow for a recommendation to the Agency at the August meeting. The plan for a consultation and study includes a review of personnel classifications and compensation.

Chair Weil added that the classification and compensation study is key, since personnel costs comprise 60-to-70% of the Library's budget. It is very important to assure that the Library is offering competitive salaries and has an affordable plan for staff retention. He asked about the timeline for the completion of the study.

Director Duran said that she hopes to have proposals for the Agency's review at the August meeting. Once a consultant has been selected, it could take 4-to-5 months for a study to be completed, and finances will determine the depth of the study. The Agency may choose to focus on compensation and benefits rather than classifications, for example. Trustee Johnson asked whether the study would just include California comparisons. Director Duran affirmed. Chair Weill added that, if the study were completed in 4-to-5 months, this would allow time to incorporate any cost implications into the Budget planning process next spring.

Trustee Drew asked if online media borrowing instructions were available for patrons. Director Duran said that detail instructions may not be available on the Library's website, and recommended an appointment with a Reference Librarian to walk through the process. Trustee Drew requested a take-home document be developed for patrons for future reference after the initial reference appointment. Director Duran agreed that this would be helpful.

### **3. Expansion Update**

Project Manager Glenn Isaacson reported that the Project punch list is down to the last 2-to-3 items, and completion tasks are going well.

For the non-contract items which still need to be completed, a list has been created and the items on the list will be priced in the next few weeks. There is nothing major on the list, and the total will be within budget.

Trustee Drew asked whether the Town of Tiburon has completed its pledged contributions to the Project. Tiburon has contributed \$450,000 of the pledged contributions of \$600,000. Project Manager Isaacson said that final a final certificate of occupancy is still needed from the Town to complete the project, along with the installation a cover over the visible piping on Mar West Street.

### **4. Belvedere Tiburon Library Foundation Report**

There was no report from the Belvedere Tiburon Library Foundation.

### **5. Financial Report**

Clerk Johnson reported that, with 92% of the budget year completed, revenues are at 92% of budget, all CFD Bond payments for the year have been made from the Parcel Tax Revenues, and expenditures are at 78% of budget. Revenues are on par, as the large portion of taxes due in December/January and April/May have been received.

Personnel is still a bit low due to staffing up efforts, which are still underway. Program services are low due to the late start of the program year after the substantial completion of the Expansion Project in September, three months into the fiscal year. Circulation Materials and Data and Technology Services, and Building Expenses are on par with budget. Agency Administration is slightly low due to audit fees not yet paid. Some furniture and equipment expenses related to the expansion were charged to reserves. Overall, it is expected that the fiscal year will end with a higher-than-budgeted bottom line. A purchase of Treasury bills is under consideration, with the amount and term depending on forecasts for the coming fiscal year. In addition, enough cash remains in the Expansion Fund to allow for a \$600,000 payment to the Expansion Line of Credit.

### **6. Committee Reports**

There were no committee reports.

## DRAFT FOR AGENCY REVIEW

**CONSENT CALENDAR**

**7/8. Motion to approve the Minutes of May 15, 2023, and the warrants for the Month of May 2023 made by Treasurer Slavitz, Seconded by Trustee Amir.**

**Roll Call Vote:**

**Ayes:** Ken Weil, Maureen Johnson, Jeff Slavitz, Niran Amir, Lawrence Drew.

**Absent:** Anthony Hooker, Roxanne Richards.

**Noes:** None.

**Motion Passed.**

**TRUSTEE CONSIDERATIONS:****9. Consideration of One-Time Vacation Buyback Program.**

Director Duran said that the Library currently has no policy in place for Vacation Buyback, under which the Library would pay employees for excess accrued vacation time. This is a good time to implement such a policy in terms of longer-term benefit. Since the Library reopened with limited staff, vacation time has not been taken and has accrued to higher levels. With rising costs & inflation, it has been a financially challenging year for some staff. Some local jurisdictions do offer this benefit. This type of program is a benefit to staff, and can be an advantage for staff retention and morale. On the Agency side, such a policy helps to reduce vacation liability at the end of the year. The Library's liability is currently about \$184,000 and continues to grow. Buyback at end of a fiscal year would help to minimize the liability, as it would occur before Staff pay rates increase.

Three options have been proposed for setting this One-Time Policy for Fiscal Year-End 2023.

Option A, employees may cash out up to ½ of their accrued vacation balance.

Option B, employees may cash out up to ¼ of their accrued vacation balance.

Option C, employees may cash out up to one week of their accrued vacation balance.

Within the Fiscal Year 2023 Budget, savings in the personnel area are available to fund this action. This would be a One-Time action, which could be reconsidered for future years after the compensation study is completed.

Trustee Amir asked which policy would benefit the lower paid staff the most. Treasurer Slavitz said that, with five employees at their maximum accrual, he would favor Option A.

Trustee Amir said that the Policy would be a great idea, but at the same time, Library Management should culturally encourage people to take their vacations, and be staffed appropriately to make sure staff are able to take vacation. Payout should not replace encouragement to take vacations.

Treasurer Slavitz said that the Library could use a One-Time Policy as a temporary fix to the large balances, and later use the compensation study to address the issue in different ways. Trustee Amir asked what budget items would cover the cost. Director Duran said that the Fiscal Year 2023 Budget could accommodate these amounts. Trustee Drew said the plan was not expensive.

## DRAFT FOR AGENCY REVIEW

Trustee Niran asked whether, if the Agency were to approve Option A, the staff would be disappointed if the compensation study later came up with something less appealing. Director Duran said that this is a one-time Policy for now, and would be clearly communicated to the Staff as such.

Chair Weil said that choosing Option A would be good for Staff morale, along with the fact that Staff have been able to accrue the highest limit, and could accrue more after the buyback. The study will then help let Staff know what they are getting and how that compares to other places. A clear communication that this is a One-Time Policy is important, so as not to create expectations in Staff that cannot be met.

**MOTION TO approve One-Time Vacation Buyback Plan, Option A, made by Treasurer Slavitz, seconded by Trustee Drew.**

**Roll Call Vote:**

**Ayes: Ken Weil, Maureen Johnson, Jeff Slavitz, Niran Amir, Lawrence Drew.**

**Absent: Anthony Hooker, Roxanne Richards.**

**Noes: None.**

**Motion Passed.**

#### **10. Consideration of Approval of FY2023-2024 Budget.**

Director Duran said that the Fiscal Year 23-24 Budget represents the first full fiscal year that the Belvedere Tiburon Library will be in operation since the pandemic and expansion. The proposed budget assumes revenues at a conservative level based on the previous fiscal year and maximum expenses for each category. The library is currently open seven days a week for 57 business hours, with plans to increase hours by Fall, 2023.

Below are highlights of the proposed FY 23-24 Budget:

- Personnel includes 12 full-time and 13 part-time staff or 18.5 FTE. We do not anticipate any new full-time positions in the fiscal year. Part-time positions for FY23-24 are equivalent to part-time positions budgeted in the previous fiscal year.
- An Unfunded Accrued Liability (UAL) payment for OPEB of \$25K is included in Personnel costs, not included in the previous fiscal year.
- Program costs for adults, children, Makerspace, and digital literacy are increasing to offer more high-quality programs for the community.
- Public Relations costs are increasing for additional planned outreach and marketing, including promotional materials and collateral, paid advertising and signage, and print mailers to all residents.
- Increases in Building Expenses are mainly due to property and liability insurance and utilities for the expanded building.
- Line of credit repayment will include the annual \$192K plus an additional \$600K payment.

Trustee Johnson asked whether, given the popularity of the Maker Space use, there should be more of a budget for supplies. Director Duran said that Librarian Silva is confident in

## DRAFT FOR AGENCY REVIEW

costs budgeted for this area. Trustee Amir suggested looking at other sources for funding this area in particular. Director Duran said that, once the Library is fully staffed and up and running, a campaign would be worth pursuing on the Foundation side. Trustee Amir said that the Maker Space would be an appealing area for that purpose. Chair Weil asked what the cost per user of the Maker Space would be. Director Duran said specific cost is currently difficult to determine because the cost depends on which item in the space is being used. Librarian Silva is working on a solution to gather per station cost data.

Treasurer Slavitz asked why the Young Adult line has been reduced. Director Duran said that it was budgeted high in the prior year. Teen Librarian Rebecca Jung has evaluated the prior year costs and projected the costs for next year.

Trustee Johnson asked how much the Library is taking in from the EV charging stations. Director Duran said that \$500 was taken in in the first month \$700 in the second month. The Library is charging three cents more per kW than the City of Belvedere is charging. Users can find the Library stations through an app, so no marketing is necessary. Trustee Johnson asked whether signage would be installed to direct users to the parking lot. Director Duran said there were no plans yet for that type of signage, and that use has been high. Trustee Drew asked if people were waiting to use the stations. Director Duran said that the stations are always in use, but she has not noticed anyone waiting or making complaints. Treasurer Slavitz asked if there could be a report for the Agency on usage. Director Duran affirmed. Trustee Amir asked if more stations are planned. Director Duran said that is a possibility, as infrastructure is in place for another dual unit. Chair Weil added that additional stations might take up needed parking spaces.

**MOTION TO approve FY2023-2024 Budget made by Trustee Amir, seconded by Trustee Johnson.**

**Roll Call Vote:**

**Ayes: Ken Weil, Maureen Johnson, Jeff Slavitz, Niran Amir, Lawrence Drew.**

**Absent: Anthony Hooker, Roxanne Richards.**

**Noes: None.**

**Motion Passed.**

**11. Consideration of RESOLUTION No. 292-2023 AUTHORIZING THE USE OF REMAINING EXPANSION FUNDS OF \$600,000 FOR LINE OF CREDIT PRINCIPAL REPAYMENT.**

**MOTION TO adopt Resolution No. 292-2023 made by Trustee Johnson, seconded by Chair Weil.**

**Roll Call Vote:**

**Ayes: Ken Weil, Maureen Johnson, Jeff Slavitz, Niran Amir, Lawrence Drew.**

**Absent: Anthony Hooker, Roxanne Richards.**

**Noes: None.**

**Motion Passed.**

## DRAFT FOR AGENCY REVIEW

**12. Consideration of RESOLUTION No. 293-2023 ADOPTING THE 2023/2024 AGENCY GANN APPROPRIATIONS LIMIT.**

**MOTION TO adopt Resolution No. 293-2023 made by Treasurer Slavitz, seconded by Trustee Amir.**

**Roll Call Vote:**

**Ayes: Ken Weil, Maureen Johnson, Jeff Slavitz, Niran Amir, Lawrence Drew.**

**Absent: Anthony Hooker, Roxanne Richards.**

**Noes: None.**

**Motion Passed.**

**13. Consideration of RESOLUTION No. 294-2023 ADOPTING THE 2023/2024 CFD 1995-1 GANN APPROPRIATIONS LIMIT.**

**MOTION TO adopt Resolution No. 294-2023 made by Treasurer Slavitz, seconded by Trustee Amir.**

**Roll Call Vote:**

**Ayes: Ken Weil, Maureen Johnson, Jeff Slavitz, Niran Amir, Lawrence Drew.**

**Absent: Anthony Hooker, Roxanne Richards.**

**Noes: None.**

**Motion Passed.**

**14. Consideration of RESOLUTION 295-2023 HONORING VICE CHAIR MAUREEN JOHNSON.**

**MOTION TO adopt Resolution No. 294-2023 made by Trustee Hooker, seconded by Trustee Amir.**

**Roll Call Vote:**

**Ayes: Ken Weil, Maureen Johnson, Jeff Slavitz, Niran Amir, Lawrence Drew.**

**Absent: Anthony Hooker, Roxanne Richards.**

**Noes: None.**

**Motion Passed.**

**15. Schedule of 2023 meeting Dates**

The next Regular BTLA meeting is scheduled for August 21, 2023. A quorum is not available for a July meeting.

**Chair Weil adjourned the meeting at 7:40 pm.**

Respectfully Submitted,

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

BELVEDERE TIBURON LIBRARY AGENCY  
OPERATING WARRANTS  
JUNE 15, 2023

Check Date	Check Number	Payee	Fund Code	GL Code	GL Title	Expenses	Check Total
<b>OPERATING HAND CHECKS</b>							
6/19/2023	000523	Be Creative Services	100	8420	General Liability Insurance	\$ 5,201.15	\$ 5,201.15
6/19/2023	000524	Ssu Ting Yu	100	8251	YA Young Adult Program and Supplies	\$ 350.00	\$ 350.00
6/19/2023	000525	Puppet Art Theater	100	8250	Children's Program and Supplies	\$ 450.00	\$ 450.00
					<b>Total</b>	<b>\$ 6,001.15</b>	<b>\$ 6,001.15</b>
<b>OPERATING PRINTED CHECKS</b>							
6/15/2023	101864	AANDPMOVING	100	8430	Building Maintenance	\$ 100.00	\$ 100.00
6/15/2023	101865	ACV ARGO TIBURON	100	1300	Prepaid Expenses	\$ -	
		ACV ARGO TIBURON	100	1300	Prepaid Expenses		\$ -
		ACV ARGO TIBURON	100	8491	Parking	\$ 1,560.00	\$ 1,560.00
6/15/2023	101866	Aramark	100	8462	Maintenance Contracts	\$ 58.00	\$ 58.00
6/15/2023	101867	BLACKSTONEPUBLISHING	100	7601	Books and other Materials	\$ 111.75	
		BLACKSTONEPUBLISHING	100	7601	Books and other Materials	\$ 40.00	
		BLACKSTONEPUBLISHING	100	7601	Books and other Materials	\$ 40.00	
		BLACKSTONEPUBLISHING	100	7601	Books and other Materials	\$ 80.00	\$ 271.75
6/15/2023	101868	CRYSTALDURAN	100	7200	Professional Development	\$ 1,097.64	1097.64
6/15/2023	101869	DIANAMARIEETSEY	100	8240	Library Services Materials	\$ 300.00	\$ 300.00
6/15/2023	101870	DYNAMITEDIGITAL	100	8230	Office Supplies	\$ 146.52	\$ 146.52
6/15/2023	101871	EBSCOINDUSTRIES	100	1300	Prepaid Expenses	\$ -	
		EBSCOINDUSTRIES	100	1300	Prepaid Expenses		\$ -
		EBSCOINDUSTRIES	100	7606	Digital Resources & Content	\$ 1,760.00	\$ 1,760.00
6/15/2023	101872	ENVISIONWAREINC	100	8070	IT Infrastructure	\$ 300.00	
		ENVISIONWAREINC	100	1300	Prepaid Expenses	\$ -	
		ENVISIONWAREINC	100	1300	Prepaid Expenses		\$ -
		ENVISIONWAREINC	100	8070	IT Infrastructure	\$ 699.93	\$ 999.93
6/15/2023	101873	INGRAMLIBRARYSERVICES	100	7601	Books and other Materials	\$ 4,972.87	
		INGRAMLIBRARYSERVICES	100	7602	Vendor Processing Costs	\$ 359.97	\$ 5,332.84
6/15/2023	101874	IVANSILVA	100	7200	Professional Development	\$ 100.25	\$ 100.25
6/15/2023	101875	JOEYDELLASANTINA	100	7200	Professional Development	\$ 288.15	\$ 288.15
6/15/2023	101876	LIBRARYIDEASLLC	100	7606	Digital Resources & Content	\$ 35.00	\$ 35.00
6/15/2023	101877	MARINITINC	100	8070	IT Infrastructure	\$ 400.00	
		MARINITINC	100	8040	Technical Support	\$ 4,132.50	\$ 4,532.50
6/15/2023	101878	MISSIONSQUARE	100	2040	Deferred Comp Deductions	\$ 1,675.00	\$ 1,675.00
6/15/2023	101879	OPTIONCLICKCONSULTING	100	8290	Technology Training Program	\$ 180.00	\$ 180.00
6/15/2023	101880	OVERDRIVEINC	100	7606	Digital Resources & Content	\$ 734.19	\$ 734.19
6/15/2023	101881	PROJECT6DESIGNINC	100	8071	Website Maintenance	\$ 3,720.75	\$ 3,720.75
6/15/2023	101882	PURCHASEPOWER	100	8220	Postage Freight	\$ 201.00	\$ 201.00
6/15/2023	101883	REBECCAJUNG	100	7200	Professional Development	\$ 110.00	
6/15/2023		REBECCAJUNG	100	7200	Professional Development	\$ 27.00	
6/15/2023		REBECCAJUNG	100	8251	Young Adult Programs	\$ 284.20	\$ 421.20
6/15/2023	101884	REDWOODBUILDINGMAINT	100	8460	Custodial Supplies	\$ 525.63	
		REDWOODBUILDINGMAINT	100	8450	Janitorial Expense	\$ 4,437.00	\$ 4,962.63
6/15/2023	101885	ROBERTHALF	100	7020	Part Time Salaries & Wages	\$ 989.55	
		ROBERTHALF	100	7020	Part Time Salaries & Wages	\$ 989.55	
		ROBERTHALF	100	7020	Part Time Salaries & Wages	\$ 989.55	
		ROBERTHALF	100	7020	Part Time Salaries & Wages	\$ 880.04	\$ 3,848.69
6/15/2023	101886	SDRMA	100	1300	Prepaid Expenses	\$ -	
		SDRMA	100	1300	Prepaid Expenses		\$ -
		SDRMA	100	7120	Workers Comp Insurance	\$ 7,789.27	\$ 7,789.27
6/15/2023	101887	THEARKNEWSPAPER	100	8225	Public Relations	\$ 313.00	
		THEARKNEWSPAPER	100	8225	Public Relations	\$ 850.00	\$ 1,163.00
6/15/2023	101888	TPXCOMMUNICATIONS	100	8260	Telephone	\$ 1,087.66	\$ 1,087.66
						<b>\$ 42,365.97</b>	<b>\$ 42,365.97</b>
					<b>TOTAL June 15 Warrants</b>	<b>\$ 48,367.12</b>	<b>\$ 48,367.12</b>



BELVEDERE-TIBURON LIBRARY AGENCY  
OPERATING WARRANTS  
JUNE 30, 2023

Check Date	Check Number	Payee	Fund Code	GL Code	GL Title	Expenses	Check Total
<b>OPERATING HAND CHECKS</b>							
6/23/2023	000526	Maria Belinda Ramirez	100	2080	Suspense - Payroll Adjustment	\$ 1,679.45	\$ 1,679.45
6/23/2023	000527	Maria Belinda Ramirez	100	2080	Suspense - Payroll Adjustment	\$ 8,225.93	\$ 8,225.93
6/23/2023	000528	Maria Belinda Ramirez	100	2080	Suspense - Payroll Adjustment	\$ 2,227.85	\$ 2,227.85
6/23/2023	000529	Seamus Roche	100	2080	Suspense - Payroll Adjustment	\$ 1,258.41	\$ 1,258.41
6/23/2023	000530	Seamus Roche	100	2080	Suspense - Payroll Adjustment	\$ 6,832.23	\$ 6,832.23
6/23/2023	000531	Seamus Roche	100	2080	Suspense - Payroll Adjustment	\$ 1,858.13	\$ 1,858.13
					SUBTOTAL PAYROLL ADJUSTMENTS	\$ 22,082.00	\$ 22,082.00
6/27/2023	000532	Crystal Duran	100	2080	Suspense - Vacation Buyback	\$ 3,668.43	\$ 3,668.43
6/27/2023	000533	Martha Jackson	100	2080	Suspense - Vacation Buyback	\$ 2,614.75	\$ 2,614.75
6/27/2023	000534	Rebecca Jung	100	2080	Suspense - Vacation Buyback	\$ 3,024.92	\$ 3,024.92
6/27/2023	000535	Ivan Silva	100	2080	Suspense - Vacation Buyback	\$ 2,903.20	\$ 2,903.20
					SUBTOTAL VACATION BUYBACK (NET)	\$ 12,211.30	\$ 12,211.30
					SUBTOTAL - PAYROLL RELATED	\$ 34,293.30	\$ 34,293.30
	See sequence Below						
7/1/2023	000556	Used in July (out of sequence)				\$ -	\$ -
6/30/2023	000557	Carol Weiss	100	8240	Library Programs	\$ 50.00	\$ 50.00
					<b>TOTAL HAND CHECKS</b>	<b>\$ 34,343.30</b>	<b>\$ 34,343.30</b>
<b>OPERATING ACCOUNTS PAYABLE BATCH</b>							
6/29/2023	000536	Blackstone Publishing	100	7601	Books and other Materials	\$ 100.60	\$ 100.60
6/29/2023	000537	Burkell Plumbing	100	8440	Grounds Maintenance	\$ 500.00	\$ 500.00
6/29/2023	000538	Circus of Smiles	100	8250	Children's Program Supplies	\$ 525.00	\$ 525.00
6/29/2023	000539	Crystal Duran	100	8240	Library Services Materials	\$ 138.61	\$ 138.61
6/29/2023	000540	Emily Bonn Music	100	8250	Children's Program Supplies	\$ 450.00	\$ 450.00
6/29/2023	000541	Ivan Silva	100	7200	Professional Development	\$ 103.50	\$ 103.50
6/29/2023	000542	Lincoln National Life Insurance FY24	100	1300	Prepaid Expenses (PERS Insurance Ben)	\$ 1,563.10	\$ 1,563.10
6/29/2023	000543	MARINet FY24	100	1300	Prepaid Expenses (MARINet Annual)	\$ 99,134.79	\$ 99,134.79
6/29/2023	000544	Marin IT, Inc.	100	8020	Online Services	\$ 297.50	\$ 297.50
6/29/2023	000545	Marin Water	100	8500	Water	\$ 685.92	\$ 685.92
6/29/2023	000546	Martha Jackson	100	8240	Library Services Materials	\$ 31.28	\$ 31.28
6/29/2023	000547	Mission Square	100	2040	Deferred Comp Deductions	\$ 1,751.38	\$ 1,751.38
6/29/2023	000548	NBS FY24	100	1300	Prepaid Expenses (Fiscal Agent Fees)	\$ 2,564.10	\$ 2,564.10
6/29/2023	000549	Overdrive	100	7606	Digital Resources & Content	\$ 4,010.09	\$ 4,010.09
6/29/2023	000550	Pacific Gas & Electric	100	8493	EV Public Charging Stations	\$ 561.42	\$ 561.42
6/29/2023	000551	Rachel Ann Palacios	100	8250	Children's Program Supplies	\$ 350.00	
		Rachel Ann Palacios	100	8251	Young Adult Programs	\$ 350.00	\$ 700.00
6/29/2023	000552	Rebecca J Nile	100	8250	Children's Program Supplies	\$ 350.00	\$ 350.00
6/29/2023	000553	Robert Half	100	7020	Part Time Salaries & Wages	\$ 2,078.06	\$ 2,078.06
6/29/2023	000554	Trahan Mechanical	100	8430	Building Maintenance	\$ 870.38	\$ 870.38
6/29/2023	000555	US Bank Equipment Leasing	100	8210	Copier Expense	\$ 1,209.19	\$ 1,209.19
					<b>TOTAL ACCOUNTS PAYABLE BATCH</b>	<b>\$ 117,624.92</b>	<b>\$ 117,624.92</b>
					<b>TOTAL JUNE 30 WARRANTS</b>	<b>\$ 151,968.22</b>	<b>\$ 151,968.22</b>

## BELVEDERE TIBURON LIBRARY AGENCY

## OPERATING WARRANTS

JULY 13, 2023

Check Date	Check	Payee	Fund	GL	GL Title	Expenses	Check Total
<b>OPERATING HAND CHECKS</b>							
7/1/2023	000556	Margot L Johnson	100	2080	Suspense - Payroll Adjustment	\$ 721.06	\$ 721.06
					<b>TOTAL HAND CHECKS</b>	<b>\$ 721.06</b>	<b>\$ 721.06</b>
<b>OPERATING ACCOUNTS PAYABLE BATCH</b>							
7/13/2023	101889	A&P Moving	100	8430	Building Maintenance	\$ 100.00	\$ 100.00
7/13/2023	101890	Alicia Bell	100	8230	Office Supplies	\$ 94.83	\$ 94.83
7/13/2023	101891	Aramark	100	8492	Maintenance Contracts	\$ 64.45	\$ 64.45
7/13/2023	101892	Blackstone Publishing	100	7601	Books and other Materials	\$ 40.00	\$ 40.00
7/13/2023	101893	Brodart Co	100	7601	Books and other Materials	\$ 348.10	
		Brodart Co	100	7602	Vendor Processing Costs	\$ 10.31	\$ 358.41
7/13/2023	101894	CCH Incorporated	100	7601	Books and other Materials	\$ 313.61	\$ 313.61
7/13/2023	101895	Communico	100	8070	IT Infrastructure	\$ 6,250.00	\$ 6,250.00
7/13/2023	101896	Diego's Gardens	100	8440	Grounds Maintenance	\$ 1,240.00	\$ 1,240.00
7/13/2023	101897	Golden Thread Theater	100	8250	Children's Program Supplies	\$ 500.00	\$ 500.00
7/13/2023	101898	Ingram Library Services	100	7601	Books and other Materials	\$ 4,882.65	
		Ingram Library Services	100	7602	Vendor Processing Costs	\$ 329.12	\$ 5,211.77
7/13/2023	101899	Ivan Silva	100	8280	Maker Space Programs	\$ 36.38	\$ 36.38
7/13/2023	101900	Library Ideas	100	7606	Digital Resources & Content	\$ 42.50	\$ 42.50
7/13/2023	101901	Marin IT, Inc.	100	8020	Online Services	\$ 400.00	
		Marin IT, Inc.	100	8040	Technical Support	\$ 4,326.00	
		Marin IT, Inc.	100	8070	IT Infrastructure	\$ 770.00	\$ 5,496.00
7/13/2023	101902	Mission Square	100	2040	Deferred Comp Deductions	\$ 1,976.38	\$ 1,976.38
7/13/2023	101903	Natasha Kaluza	100	8250	Children's Program Supplies	\$ 600.00	\$ 600.00
7/13/2023	101904	Northnet Library System	100	7607	MARINet and NORTHNET	\$ 4,820.00	\$ 4,820.00
7/13/2023	101905	OCLC Inc.	100	8070	IT Infrastructure	\$ 2,647.31	\$ 2,647.31
7/13/2023	101906	Pacific Gas & Electric	100	8493	EV Public Charging Stations	\$ 582.97	\$ 582.97
7/13/2023	101907	Perry Yan	100	8250	Children's Program Supplies	\$ 400.00	\$ 400.00
7/13/2023	101908	Project6	100	8071	Website Maintenance	\$ 1,100.55	\$ 1,100.55
7/13/2023	101909	Redwood Building Maintenance	100	8460	Custodial Supplies	\$ 471.59	
		Redwood Building Maintenance	100	8450	Janitorial Expense	\$ 4,437.00	\$ 4,908.59
7/13/2023	101910	SDRMA	100	7125	Employment Practices Insurance	\$ 5,400.00	
		SDRMA	100	8410	Building & Contents Insurance	\$ 111,259.96	\$ 116,659.96
7/13/2023	101911	Tmobile	100	7606	Digital Resources & Content	\$ 157.08	\$ 157.08
7/13/2023	101912	TPX Communications	100	8260	Telephone	\$ 1,087.08	\$ 1,087.08
					<b>TOTAL ACCOUNTS PAYABLE BATCH</b>	<b>\$ 154,687.87</b>	<b>\$ 154,687.87</b>
					<b>TOTAL JUNE 30 WARRANTS</b>	<b>\$ 155,408.93</b>	<b>\$ 155,408.93</b>

## BELVEDERE TIBURON LIBRARY AGENCY

## OPERATING WARRANTS

JULY 31, 2023

Check Date	Check	Payee	Fund	GL	GL Title	Expenses	Check Total
<b>OPERATING HAND CHECKS</b>							
7/28/2023	000558	Kaylen Shaw	100	8251	Young Adult Programs	\$ 200.00	\$ 200.00
<b>TOTAL HAND CHECKS</b>						<b>\$ 200.00</b>	<b>\$ 200.00</b>
<b>OPERATING ACCOUNTS PAYABLE BATCH</b>							
7/28/2023	101913	Alicia Bell	100	7200	Professional Development	\$ 348.00	\$ 348.00
7/28/2023	101914	Aramark	100	8492	Maintenance Contracts	\$ 64.45	\$ 64.45
7/28/2023	101915	ASKART	100	7606	Digital Resources & Content	\$ 425.00	\$ 425.00
7/28/2023	101916	Blackstone Publishing	100	7601	Books and other Materials	\$ 80.00	\$ 80.00
7/28/2023	101917	CINTAS	100	8230	Office Supplies	\$ 12.50	\$ 12.50
7/28/2023	101918	Debbie Mazzolini	100	7115	OPEB Health Obligation	\$ 368.63	\$ 368.63
7/28/2023	101919	Demco, Inc.	100	7603	Supplies for Processing	\$ 57.19	\$ 57.19
7/28/2023	101920	Emily Bonn Music	100	8250	Children's Program Supplies	\$ 150.00	\$ 150.00
7/28/2023	101921	Kristin Johnson - Petty Cash	100	8070	IT Infrastructure	\$ 26.50	
		Kristin Johnson - Petty Cash	100	8240	Library Services Materials	\$ 29.84	
		Kristin Johnson - Petty Cash	100	8251	Young Adult Programs	\$ 20.00	
		Kristin Johnson - Petty Cash	100	8840	Legal Services	\$ 17.80	\$ 94.14
7/28/2023	101922	Kyocera	100	8210	Copier Expense	\$ 158.46	\$ 158.46
7/28/2023	101923	Marin IT, Inc.	100	8020	Online Services	\$ 297.50	
		Marin IT, Inc.	100	8035	Computers & Peripherals	\$ 3,304.99	
		Marin IT, Inc.	100	8040	Technical Support	\$ 6,539.50	\$ 10,141.99
7/28/2023	101924	Maze Associates	100	8835	Auditing	\$ 8,770.00	\$ 8,770.00
7/28/2023	101925	Megan Schoenbaum	100	8250	Children's Program Supplies	\$ 300.00	\$ 300.00
7/28/2023	101926	Mill Valley Refuse	100	8480	Trash	\$ 252.14	\$ 252.14
7/28/2023	101927	Mission Square - 457	100	2040	Deferred Comp Deductions	\$ 1,976.38	\$ 1,976.38
7/28/2023	101928	Morningstar	100	7606	Digital Resources & Content	\$ 2,236.00	\$ 2,236.00
7/28/2023	101929	Option Click Consulting	100	8290	Technology Training Program	\$ 180.00	\$ 180.00
7/28/2023	101930	Overdrive	100	7606	Digital Resources & Content	\$ 1,020.99	\$ 1,020.99
7/28/2023	101931	Pacific Gas & Electric - EV	100	8493	EV Public Charging Stations	\$ 808.03	\$ 808.03
7/28/2023	101932	Redwood Building Maintenance	100	8460	Custodial Supplies	\$ 326.83	\$ 326.83
7/28/2023	101933	Rekha Dutt	360	9850	Art Committee Expenses	\$ 459.93	\$ 459.93
7/28/2023	101934	RWG Law	100	8840	Legal Services	\$ 8,142.00	\$ 8,142.00
7/28/2023	101935	Teresa Chung	100	8220	Postage Freight	\$ 7.98	\$ 7.98
7/28/2023	101936	Tmobile	100	7606	Digital Resources & Content	\$ 176.23	\$ 176.23
7/28/2023	101937	US Bank Equipment Leasing	100	8210	Copier Expense	\$ 1,209.19	\$ 1,209.19
7/28/2023	101938	WT Cox Information Systems	100	7601	Books and other Materials	\$ 159.93	\$ 159.93
<b>TOTAL ACCOUNTS PAYABLE BATCH</b>						<b>\$ 37,925.99</b>	<b>\$ 37,925.99</b>
<b>TOTAL JUNE 30 WARRANTS</b>						<b>\$ 38,125.99</b>	<b>\$ 38,125.99</b>

BELVEDERE TIBURON LIBRARY AGENCY  
EXPANSION WARRANTS  
MONTH OF JULY 2023

<b>Check Date</b>	<b>Check Number</b>	<b>Payee</b>	<b>Fund Code</b>	<b>GL Code</b>	<b>GL Title</b>	<b>Expenses</b>	<b>Check Total</b>
EXPANSION - HAND CHECKS							
7/18/2023	000410	Be Creative - Todd Barbee	200	9045	Site Work	5,201.34	5,201.34
7/18/2023	000411	Pile Saver	200	9045	Site Work	1,500.00	1,500.00
7/24/2023	000412	Cori Van Allen	200	9048	Project Management	650.00	650.00
7/24/2023	000413	Be Creative - Todd Barbee	200	9045	Site Work	473.44	473.44
					<b>TOTAL</b>	<b>\$ 7,824.78</b>	<b>\$ 7,824.78</b>
<b>NOTE: No Expansion Warrants were issued in the month of June, 2023</b>							



**DATE:** August 21, 2023

**TO:** Library Board of Trustees

**FROM:** Crystal Duran, Library Director

**SUBJECT:** Officer and Committee Appointments

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Annually at the start of the fiscal year, the Board makes officer and committee appointments. Below are details for each appointment the Board should consider for action.

#### **Officers**

The Board includes seven members who govern the Library Agency, set policies, budgets, expenditures, and operations of the library facility. The Agency Bylaws indicate three officers must be elected annually to fill the role of Chair, Vice-Chair, and Treasurer. For FY22-23, Ken Weil served as Chair, Maureen Johnson served as Vice-Chair, and Jeff Slavitz served as Treasurer.

Chair of the Board - shall preside at meetings of the Board and exercise and perform such other powers and duties as may from time to time be assigned to him or her by the Board or prescribed by the Bylaws.

Vice-Chair - In the absence or disability of the Chair, the Vice-Chair shall perform all the duties of the Chair, and when so acting shall have all the powers of, and be subject to all of the restrictions upon, the Chair. The Vice-Chair shall have such other powers and perform such other duties as from time to time are prescribed by the Board, by the Bylaws, or by the Chair. When the Vice-Chair is absent, the Chair shall appoint a temporary Vice-Chair to assume those duties.

Treasurer - The Treasurer of the Library Agency shall be bonded and shall deposit all money and other valuables in the name and to the credit of the Library Agency with such depositories as the Board may designate, shall disburse the Library Agency's funds as the Board may order, shall render to the Chair and Board, when requested, an account of all transactions and the financial condition of the Library Agency, and shall have such other powers and perform such other duties as the Board may prescribe.

**Finance Committee**

The Board has adopted financial policies, regularly receives and discusses quarterly financial reports, and annually adopts a library budget. Given the various financial-related tasks, it is prudent to establish a Finance Committee that is well-versed in the library budget and can help inform policy and decision-making for the Board. Please consider establishing a committee composed of the Library Director, three trustees, and other library staff as needed. For FY22-23, trustee appointments included Jeff Slavitz (Treasurer), Ken Weil, and Anthony Hooker.

**Definition and Purpose:**

The Finance Committee makes recommendations to the Board to maintain the short-term and long-term fiscal health of the library. Membership on the Committee will include the Treasurer and two other Board Members.

**Long-Range Planning Committee**

At the January 2023 meeting, the Board approved establishing a long-range planning committee consisting of the Library Director and three trustees. Trustee appointments included Roxanne Richards, Larry Drew, and Maureen Johnson at that time. Counsel has suggested the Board consider appointing a new trustee to fill Maureen Johnson's vacancy or limiting the committee to two trustees. The Long-Range Planning Committee is an ad-hoc committee primarily working for strategic planning purposes.

**Definition and Purpose:**

The Long-Range Planning Committee reports to the Board for its consideration, the mission, vision, and strategic direction of the library. The Committee's work will determine a framework and actions to develop a long-range plan. Three Board members will serve on the committee.



**DATE:** August 21, 2023

**TO:** Library Board of Trustees

**FROM:** Crystal Duran, Library Director

**SUBJECT:** Strategic Planning Consulting Services

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In June 2023, BTLA issued a Request for Proposals for a Strategic Plan Consultant and budgeted up to \$40,000 for the project. We received nine proposals by the July deadline and disqualified one for failing to meet the RFP requirements. Members from the Long-Range Planning Committee and a Foundation representative individually reviewed proposals, then met for a lengthy discussion to rank each. When ranking the proposals, the group considered the methodologies presented, expertise, and costs. Proposers ranged from individuals to small firms, costing between \$28,000 to \$40,000.

Following the review, the top two proposers responded to additional written questions and had a brief Zoom interview with the Director. As a result, the Long-Range Planning Committee would like BTLA to consider entering into a contract with Ivy Group for Strategic Planning Services.

The Ivy Group is a boutique firm specializing in services to libraries, including strategic planning, marketing and communications, and organizational development. The lead consultants for this project have extensive experience in research, community engagement, data, and strategy development. The proposed methodology is comprehensive and responsive to the RFP and will further support the library's commitment towards triple-bottom-line sustainability. Among other core questions, Ivy Group will consider the following:

- What are the most compelling issues for residents?
- What are elected officials and community influentials saying?
- What segments of the population is the Library reaching and not reaching, and how can each segment be better served and engaged?
- How can the Library better plan, communicate, and achieve its sustainability goals?

The project period is August 2023 through January 2024. Ivy Group is based in Virginia but plans to be in-person for stakeholder and community engagements in September and a strategy development session in November. Ivy Group will meet biweekly with the Director and Chair for check-ins to ensure work is progressing as scheduled. Ivy Group will meet with the Long-Range

Planning Committee for key activities and deliverables as needed. The proposed cost of services is not-to-exceed \$34,720, invoiced in three installments, and travel expenses billed as incurred at approximately \$5,200.

Attached for review is BTLA's Contract for Services and the proposal submitted by Ivy Group with a detailed invoice schedule, noted as Exhibit A.



# PROPOSAL FOR STRATEGIC PLANNING SERVICES

## Belvedere Tiburon Library Agency

We have witnessed the enormous impact libraries have on the people they serve. Our projects have ranged in size and scope, challenges, and opportunities, but one fact remains constant: we are passionate and effective advocates for libraries.



### Contact

Julia Prince  
[jprince@ivygroup.com](mailto:jprince@ivygroup.com)  
[ivygroup.com](http://ivygroup.com)  
1001 East Market Street, Suite 202  
Charlottesville, Virginia 22902  
434.979.2678

Crystal Duran, Library Director  
Belvedere Tiburon Library Agency  
1501 Tiburon Blvd.  
Tiburon, CA 94920

Dear Ms. Duran,

Thank you for the opportunity to present this proposal for strategic planning. Our firm has proudly worked with more than 100 libraries and library organizations across the country. That extensive and ongoing experience keeps us at the forefront of library trends and best practices. We use it to constantly improve our research, facilitation, and project management and, ultimately, to keep your burdens light and the planning process on time and on budget.

In all our projects, we prioritize working with partners and stakeholders. Every library has key partners who need to be engaged and invested in the process, such as the Friends of the Library group in our recent work with Ector County Library, or the Library Foundation in our project with Fayetteville Public Library. We have found ways in nearly all our projects to engage Foundations, Friends Groups, and other key partners—as well as to address the concerns and priorities of stakeholders, like Ector County’s County Commissioners, who may not wish to be involved in the planning process, but who are key to the library’s funding process and long-term success.

In all our work, we also focus on understanding each community at the sidewalk level. Among other core questions, we’ll consider:

- ◆ What are the most compelling issues for residents?
- ◆ What are elected officials and community influentials saying?
- ◆ What segments of the population is the Library reaching and not reaching, and how can each segment be better served and engaged?
- ◆ How can the Library better plan, communicate, and achieve its sustainability goals?

The disciplined and inclusive process we propose builds consensus around mission, vision, and service priorities and stimulates an energetic can-do optimism about outcomes. Over the course of planning, we will encourage you to address tough questions about what the Library is doing and how it can operate more effectively. The directors, Trustees, and library staff we’ve worked with report that they routinely check progress against the goals set forth in their plans, and we take it as a great compliment that they use their plans to set a clear path toward a bright future. We hope to be able to do all this for Belvedere Tiburon Library.

Best regards,



Julia Prince  
Managing Director | The Ivy Group  
[jprince@ivygroup.com](mailto:jprince@ivygroup.com) | 434.979.2678 | 1001 E. Market St, Suite 202 Charlottesville, VA 22902



## Executive Summary

Ivy Group and BTLA will engage in a collective process to craft a strategic plan that sets a sustainable course for equitably delivering world-class library services to the Belvedere and Tiburon communities.

This proposal outlines a comprehensive and phased approach to strategic planning, customized to your unique circumstances. We start by getting to know your library and community by-the-numbers with a thorough and critical review of community data and organizational information. Data dives are crucial for revealing insights that may be missed by individual perspectives, but they can only color in so much of the picture. Understanding that “aha!” moments are often inspired through human-to-human communication, we then move to a deep and meaningful engagement with stakeholders, staff, local leaders, and community members.

In this interactive phase, sessions will be conducted in a mix of formats to collect input effectively and equitably. In seeking diverse perspectives and a variety of voices, we’ll actively target non-users, inviting them into the process by making it as easy and comfortable to participate as possible. We’ll frame engagements as community-focused rather than solely about the library, which combats the misconception that someone must have previous library experience to be a relevant contributor. *For additional tactics to engage non-users, please see “Additional Documentation.”*

Next, an online survey will throw open the (virtual) doors, offering all community members the opportunity to contribute to the planning process. While the community conversations allow us to clarify and probe interesting comments in the moment, a survey allows us to quantify community sentiment. With a statistically reliable sample in hand, we can prioritize what’s loudest in the data, not the single loudest voice in the room. Open-end comments from the public will tell stories about BTLA’s positive impact and point to specific potential improvements.

At each step of designing and conducting the forums, focus groups, and survey, we’ll be attuning our work to two primary goals: generating community-wide awareness, engagement, and support; and collecting a mix of valuable qualitative and quantitative data.

Once the information is all in, it’s time for the fun part: putting ideas into action. With the environmental analysis, our team’s deep experience, and the triple-bottom-line sustainability framework as context, we’ll draw out key considerations from the research. During a Planning Summit with BTLA leadership, staff, and stakeholders, we’ll present key findings and work together to identify strategic areas of focus, as well as to clarify an inspiring new mission and vision for the Library. Once the team is aligned on priorities and corresponding goals, we’ll divide into working groups that will be responsible for brainstorming strategies and tactics to achieve the goals.



With the work group notes as support, the consulting team will prepare a visionary yet actionable plan that charts the future course of Library offerings. The plan's strategies will address library collections, programs, capacities, resources, and services, recommending practices that are environmentally sound, economically feasible, and socially equitable. As we build the plan, we'll keep at the forefront the need for the plan to be sustainable and adaptable to changing contexts.

The Belvedere and Tiburon communities have enthusiastically supported BTLA since its establishment nearly 30 years ago. At this pivotal post-renovation moment, with lessons learned from the pandemic, the Library will support its community with a responsive and responsible strategic plan. The plan will guide BTLA toward the ultimate outcome: a healthy and happy community which takes frequent advantage of the Library's world-class services and uses it as a vibrant and central hub.

Methodology	Outcome
Environmental Analysis	Understand the context in which BTLA operates and anticipate changes across the community
[Optional] Board Member Interviews	Invite candid feedback on BTLA's organizational health and opportunities from budget and policy makers
Communications Plan	Strategize how to use targeted communications to increase public participation in community engagement activities and plan buy-in
Stakeholder Engagement Sessions	Collect meaningful input, get a pulse on BTLA, and envision transformations for the library and community
Community Conversations	Engage users and non-users in meaningful conversations and activities that build a community vision and uncover barriers to equitable service delivery
Community Leader Interviews	Develop and strengthen relationships with those who represent underserved groups that may be hesitant to directly participate in the planning process
[Optional] Market Segmentation	Calculate which households do <b>and do not use</b> the Library, learn about their consumer and communication behaviors, and identify appealing new offerings
Community Survey	Collect quantitative data on satisfaction with BTLA and qualitative feedback on the Library's role in improving lives from all who wish to participate
Planning Summit + Plan Development	Collaboratively synthesize everything we've learned into a responsive, adaptable roadmap
[Optional] One-page Plan Design + Presentation	Promote the plan and build enthusiasm for the journey ahead

Note: If awarded a contract, Ivy Group agrees to the terms set forth in Exhibit A, Sample Contract for Professional Services. Additional terms may be negotiated by either party before the project commences.



## Key Personnel

The Ivy Group is a full-service marketing and strategic consulting firm. A close-knit working group, we combine library experience, business and communications expertise, and enthusiasm for supporting America’s communities.

Founded in 1989 by a teacher and a librarian, The Ivy Group is a privately held small business with 100% female ownership, certified as a SWaM vendor (#662737) by the Commonwealth of Virginia. We are members of the American Library Association and Public Library Association.

## Ivy Group Experience

Our library clients span the nation and include over 100 academic, special, and public libraries, as well as library agencies, state departments, and support organizations. In our 30-plus years as passionate library advocates, we have successfully navigated it all: from single location libraries to systems with dozens of branches, those concentrated in urban neighborhoods to those spread throughout rural counties, the well-funded to the not-so-well funded, and first-time to near-retirement Directors. Ivy Group’s diverse client portfolio contains numerous National Medal and Library of the Year award recipients.

Alexandria Library (VA)	Hinsdale Public Library (IL)
Auburn Public Library (AL)	Riter C. Hulsey Public Library (TX)
Augusta County Library (VA)	HSLC/POWER Library (PA)
Bee Cave Public Library (TX)	Licking County Library System (OH)
Buncombe County Public Libraries (NC)	Northville District Library (MI)
Calvert Library (MD)	OHIONET
Cecil County Public Library (MD)	Oxford Public Library (MI)
Cedar Rapids Public Library (IA)	Port Jefferson Free Library (NY)
Charles County Public Library (MD)	Reaching Across Illinois Library System (RAILS)
City of Anna (TX)	Reading Public Library (MA)
Ector County Library (TX)	Roanoke Public Library (TX)
Fauquier Public Library (VA)	Southern Maryland Regional Library Association
Fayetteville Public Library (AR)	Spring Lake Public Library (NJ)
Frisco Public Library (TX)	St. Mary’s County Library (MD)
Hancock County Library System (MS)	Topeka & Shawnee County Public Library (KS)*
Helen Hall Library (TX)	Ypsilanti District Library (MI)
Highland Park Library (TX)	<i>*In progress</i>

We are happy to provide additional strategic planning references and work samples upon request.



## Our Team

### **Julia Prince, Managing Director (she/her)**

Julia leads Ivy's day-to-day operations and serves as a researcher, strategist, and account manager for a variety of clients in the public and private sectors. With nine years of library consulting experience and a quickly expanding portfolio of over thirty library clients throughout the country, Julia leads strategy development while overseeing the research effort for all strategic planning projects.

Equally comfortable in a spreadsheet or facilitating planning sessions, Julia translates research into actionable strategies and results. With exquisite attention to detail, she ensures the quality of our community needs assessments, market segmentation reports, benchmarking studies, environmental scans, and surveys. She graduated from Haverford College with a BA in Economics and continually maintains her competencies in the tools of the trade, including Tableau, Excel, Claritas MyBestSegments, and Google Looker Studio.

### **Sarah Hamfeldt, Library Specialist, MLS (she/her)**

Sarah has fourteen years of experience as a public librarian in a large rural/suburban library system. As an Adult Services Manager, she oversaw programming and reference services, allocating staff and budget over a service area the size of Delaware.

She facilitated many community engagements, from surveys to community reads to dialogs on difficult issues. With a decade-plus background in strategic planning, she translates a library's wants and needs into an actionable plan, combining quantifiable data and a compelling narrative. A graduate of the University of Virginia (BA, History) and Simmons University (MLS), she has been the in-house library expert at Ivy Group since 2021, managing projects for library clients and serving as their primary point of contact.

### **Mark Fink, Library Consultant, MLIS, MPA, JD (he/him)**

For more than 20 years, Mark has served in management and executive roles with four county libraries in California, and currently is the Executive Director of Anythink Libraries, an IMLS award-winning library district in the Denver, CO metro region. Mark has held leadership roles in urban and suburban library systems with populations ranging from 300,000 to 1.4 million. In addition, while serving as Yolo County Library Director, Mark chaired NorthNet Libraries, a resource sharing consortium of 40 public libraries in Northern California serving six million residents. Across his leadership roles, he has worked closely with a variety of Friends groups and Foundations to secure funding and improve advocacy efforts.

Mark believes that successful libraries evolve and thrive by embracing innovation and risk-taking, and by adopting a mission-driven strategy that reflects the identity, needs, and personality of their local constituencies. His strengths include community engagement, public outreach, community mediation, grant management, developing plans that empower staff to design and deliver services that meet community needs, as well as writing, implementing, and assessing strategic plans.



**Tiffany Duck, Library Consultant, MLIS (she/her)**

Tiffany has 13 years of management experience in diverse public library systems. As part of the Executive Team at the innovative Suffolk Public Library, she directed the operations of multiple branches, built long-lasting relationships with community ambassadors and partners, and designed and developed spaces that reflected community needs. She has a special focus on facilitating conversations with stakeholders and members of the public to align the library's work with community goals, resulting in dynamic initiatives that expanded libraries' reach into neighborhoods. In her five-plus years of strategic planning experience, she has paired visionary strategies with actionable outcomes that reflect the aspirations of the community.

Tiffany joins Ivy Group as a library consultant with expertise in planning spaces, engaging communities, implementing DEI initiatives, diversifying collections, and more.

**Denise B. Prince, MBA, MPH, Owner (she/her)**

A long-time healthcare executive and entrepreneur specializing in new ventures and community innovation, Denise brings broad business management expertise to the strategic planning team. Over the last thirty years she has served on the boards of numerous local and national not for profit organizations and has led many strategic discussions and planning processes. She particularly enjoys helping organizations define their purpose, hone their business plans, and execute wisely to create value for staff, executives, and the broader community.

Denise's guidance ensures that The Ivy Group's strategy is rooted in both in-depth research and imaginative execution. With her experience as a leader, communicator, and decision-maker, Denise is unmatched in her ability to manage the competing priorities of different stakeholders.

**Mark Parlette-Cariño, Copywriter, MFA (he/him)**

With experience as a content writer, writing teacher, and author, Mark specializes in choosing the right words for any context. Equipped with an MFA in Creative Writing from the University of Virginia, he works closely with his colleagues to navigate the nuances of tone and voice and make each piece of writing clear, accurate, and effective.

Since joining Ivy in 2022, he has ensured the quality of its planning project deliverables by editing and refining strategic plan documents, community needs assessments, and interim reports.

**Stephen Burden, Senior Designer (he/him)**

Stephen abstracts complex information into distinctive aesthetics. He believes in measuring twice and cutting once, that good design matters, and that less is more (except when just enough is more.) He champions the benefits of distinct typography and true-to-brand aesthetics and synthesizes classic design principles with out-of-the-box creativity.



A 20-year veteran at Ivy, Stephen holds a BFA in Communication and Design from Virginia Commonwealth University and has taught typography classes at James Madison University School of Art as an adjunct faculty.

Stephen will be the design lead for this project, producing all creative visual assets.





## Resumes

### Julia Prince

#### Work Experience

##### The Ivy Group

- ◆ Managing Director | January 2023 – Present
- ◆ Director of Strategy & Operations | January 2021 – December 2022
- ◆ Project Manager | June 2015 – December 2020
- ◆ Project Specialist | June 2014 – May 2015

#### Representative Clients

##### Ector County Library | November 2021 – May 2022

As the lead consultant, Julia interviewed County Commissioners, facilitated productive sessions with staff and Advisory Committee members, oversaw all community needs assessment deliverables, and served as the Library's primary point of contact.

##### About the Project:

Urgent community needs, combined with a relatively low proportion of long-term residents, were making it harder for ECL to establish connections. Meanwhile, the Library faced institutional challenges: no permanent director, an advisory committee with limited power to make changes, a problematic building, and County Commissioners skeptical about providing any increase in funding.

Our collaboration began with Commissioner interviews, a series of staff forums, and a working session with the advisory committee. It continued through comprehensive insights from the community with many ways for residents to make their voices heard, both in English and Spanish.

The result of this full-spectrum engagement was an especially rich trove of information from nonusers. With a new director on board, the Library has oriented their service around exceeding customer expectations. Following Ivy's concrete recommendations, they have reoriented existing spaces and taken a customer-first approach to developing outreach and offerings. A few months after our engagement, the County Commissioners approved hiring an architect to design a new library.

##### Fayetteville Public Library | January – July 2022, follow-up engagement in April 2023

As the lead consultant, Julia conducted focus groups and community conversations, facilitated staff and leadership forums, oversaw all project deliverables, and envisioned FPL responses to community needs.



### About the Project:

In 2021, the Fayetteville Public Library completed a 103,000 square foot expansion featuring a Center for Innovation, educational labs, a teaching kitchen, and high-tech event space. With big changes to the building and a rapidly growing service area, the Library asked Ivy Group to perform a thorough Community Needs Assessment to help it identify how the Library could best meet the evolving requirements of community members.

Through deep community engagement, including focus groups, community forums, and an online survey, we aligned emergent conditions with a sustainability model that supports funding, end-users, stakeholders, and staff. By focusing on partnerships, people, and place, the Library can sustainably chart a future which addresses the community's interconnected challenges. After a successful presentation to Library leadership, Ivy was asked back for additional engagements with FPL's Board, Foundation, and stakeholders in April 2023.

### Volunteer Experience

- ◆ Cultivate Charlottesville (Food Justice Network, Urban Agriculture Collective, City Schoolyard Gardens) | Board of Directors, Philanthropy Chair | Fall 2021 – Present
- ◆ American Marketing Association Central Virginia Chapter | President | 2017 – 2019
- ◆ American Marketing Association Central Virginia Chapter | President-Elect | 2016 – 2017

**Education:** Haverford College | BA in Economics

## Sarah Hamfeldt

### Work Experience

The Ivy Group | Library Specialist | November 2021 – Present

Jefferson-Madison Regional Library

- ◆ Adult Programs and Reference Services Manager | 2013 – 2021

Managed the reference services and adult programming of an eight branch regional public library system; responsible for selection and budget of \$86,000 for digital and print materials; coordinated system-wide programs with a \$9,000 budget, increasing attendance by 25% each year; managed staff of nine professionals and three paraprofessionals; served on regional Five Year Plan committee; increased attendance at community-wide reads by 160% while chairing Goodwill Committee; established two new committees to improve intra-system coordination; sustained partnerships with dozens of community groups; created and introduced new tools to track system-wide data and benchmarks.

- ◆ Young Adult Librarian | 2007 – 2013



Provided library instruction to middle and high school students; supervised 40-50 teen volunteers each year; created and presented programs, increasing attendance by 173%; established branch social media accounts; served on system-wide Strategic Plan Committee; served and chaired Goodwill Committee which established a community-wide read across Charlottesville and Albemarle, Greene, Louisa, and Nelson Counties; served as acting branch manager.

## **Representative Clients**

### Northville District Library | January – August 2022

In 2022, Northville District Library's (NDL) service area was growing, and its users were making a growing number of requests for more programs and services. NDL selected Ivy Group to dig into these issues, which we did through research, analysis, and facilitated working sessions.

By Ivy's final presentation to the Board, NDL had already implemented several high-priority tactics. Soon after the plan's completion, the Library took two other big steps: going fine free and commencing a big weeding project to expand collections based on user input. Before the end of the year, the Library set up a committee to make decisions about expanding hours. Last and certainly not least, leadership got busy filling out the framework for priority setting. While eager to make progress, the Library is determined above all to enact changes in the most thoughtful and sustainable way.

### Hinsdale Public Library | February – October 2022

Hinsdale had undergone significant changes since the last strategic plan was completed 12 years before. In 2022, the community wanted more from the Library, but it wasn't clear which changes and expansions were most widely desired, nor how to best prioritize and address them. Ivy Group created a detailed, multi-layered picture of the community through surveys, interviews, and market segmentation. During the planning process, from the initial Board interviews through the final planning session, Ivy brought staff and stakeholders together and ensured that their energy and effort was coordinated toward clear, shared targets.

The Library staff and leadership came together to make quick progress on several goals and established a timeline to prioritize and ensure changes are completed with care. The research suggested that targeted marketing and outreach could promote the value of the Library to a highly resourced population and revealed which high-touch services should be expanded to best meet the expectations of a community which loves its Library.

## **Education**

- ◆ Simmons University | Master of Science, Library Science
- ◆ University of Virginia | Bachelor of Arts, History

## **Presentations**



- ◆ Summer Reading Surveying Reflections & Discussion | Public Library Association Webinar, September 2018
- ◆ From Summer Reading to Summer Challenge: An All-Ages Knowledge Model | Virginia Library Association Annual Conference, October 2018
- ◆ Working with Partners: How to Plan for Collaborative Outcome Measurement | Public Library Association Webinar, January 2018
- ◆ #CharlottesvilleStrong: Responsive Planning and Programming | Virginia Library Association Annual Conference, October 2017
- ◆ True Grit Orientation | NEA Big Read, June 2015
- ◆ Programs To Go: Portable Adult Programming | Virginia Library Association Annual Conference, October 2015 | Virginia Library Association Professional Associates Forum, May 2016 | Virginia Library Association Adult Programming Palooza, May 2016
- ◆ Trends in Young Adult Literature | University of Virginia, May 2011
- ◆ Young Adult Booktalking | Virginia Library Association Paraprofessional Conference, May 2010

## Mark Fink

### Work Experience

- ◆ Anythink Public Library | Executive Director | 2022 – Present
- ◆ The Ivy Group | Library Consultant | 2021 – Present
- ◆ Yolo County Library | Library Director and Chief Archivist | 2017 – 2022
- ◆ NorthNet Library Consortium | Chair and Executive Board Member | 2017 - 2022
- ◆ Solano County Library | Deputy Director of Library Services | 2015 – 2017
- ◆ Santa Clara County Library District | Manager for Outreach and Public Awareness | 2013 – 2015
- ◆ Cupertino Library Manager | 2010 – 2013
- ◆ Contra Costa County Library | Acting Community Library Manager and Library Specialist | 2008 – 2010
- ◆ The Athenian School Libraries | Library Director | 1998 – 2006
- ◆ H5 Legal Consulting | Lead Knowledge Management Analyst | 2006 – 2008

### Volunteer Experience

- ◆ Treasurer | California Library Association
- ◆ Certified Mediator | Yolo Conflict Resolution Center
- ◆ Executive Board Member | Yolo County Library Foundation

### Education

- ◆ Harvard Business School | Certificate, Negotiation Mastery
- ◆ Golden Gate University | Master's, Public Administration (MPA)
- ◆ San Jose State University | Master's, Library and Information Science (MLIS)
- ◆ McGeorge School of Law | Juris Doctor (JD)



- ◆ Willamette University, Bachelor of Science (BS)

## **Tiffany Duck**

### **Work Experience**

- ◆ Skilltype | Library Customer Success Manager | 2022 – Present
- ◆ Suffolk Public Library | Manager | 2022 – Present
- ◆ Norfolk Public Library | Branch Manager | 2017
- ◆ Hampton Public Library | Branch Manager | 2016 – 2017
- ◆ Jefferson-Madison Regional Library
  - ↳ Branch Manager | 2014 – 2016
  - ↳ Regional Circulation Manager | 2013 – 2014

### **Additional Professional Experience**

- ◆ Joint Council of Librarians of Color | 2023 Conference Planning Committee
- ◆ Black Caucus of the American Library Association | Literary Awards Committee Co-Chair
- ◆ American Library Association | Coretta Scott King Awards 55th Anniversary Celebration 2022-2024
- ◆ Leadership & Management in Information Organizations | Adjunct Instructor, University of North Carolina Greensboro | 2020 – Present
- ◆ User-Centered Information Services | Adjunct Instructor, University of Alabama | 2020 – Present

### **Education**

- ◆ San Jose State University | Master of Science, Library Science
- ◆ University of Virginia | Bachelor of Arts, Spanish



## Work Plan

### Discovery

Following a **project kick-off meeting** to introduce the Ivy and BTLA teams, we will present a finalized scope of work and timeline.

### Environmental Analysis

The consulting team will perform a comprehensive analysis of the community using the 2020 Census, planning reports, PolicyMap visualizations, and other studies, statistics, and reports that will inform the project. In the context of this community analysis and of BTLA's peer libraries, we'll evaluate the Library's strengths and weaknesses, quality of services, and organizational health.

We ask the Library to provide relevant documents and data for us to review, such as:

- ◆ Gated local planning, economic development, and other key municipal reports
- ◆ Internal Library reports, budgets, key statistics, output measures, organization chart, etc.

We will independently access and review:

- ◆ State and national benchmarking statistics
- ◆ Publicly available Library documents, e.g., meeting minutes, budgets, and newsletters
- ◆ Relevant Reed Union School District reports and educational statistics
- ◆ Planning documents such as Marin County forecasting reports
- ◆ Census and other local demographic reports
- ◆ National reports, surveys, and studies regarding public library service and information technology

**Deliverable: Summary report**

### [Optional] Board Member Interviews

We will conduct one-on-one, in-depth phone interviews with up to seven Board members and/or Foundation members.

These confidential conversations provide opportunities for our consultants to better understand the PEST (political, environmental, social, and technological) context of a project, and for Trustees to express, without reservation, their views on the Library's organizational health and prospects.

Interview notes will be prepared to serve as a reference throughout the project and will be kept confidential to the consulting team.

**Deliverable: Summary report of themes across the conversations**

### Communications Plan



To effectively reach priority audiences and ensure that the Library and Ivy teams are on the same page, a communications workplan will detail:

- ◆ Timeline, including deadlines
- ◆ Target audiences, with emphasis on non-users
- ◆ Activities, e.g., placing notices in church bulletins and community newsletters
- ◆ Channels and advertising budget, e.g., \$500 of Facebook ads for the community survey
- ◆ Assets to develop, e.g., community conversations flyer
- ◆ Performance indicators, e.g., strategic planning landing page pageviews
- ◆ Earned media opportunities, e.g., story pitch to local media

**Deliverable: Communications plan**

## Community Assessment

### Stakeholder + Community Engagements | In-person, Visit #1, 2 days

#### Day 1

During the first day, the consultants will conduct the following sessions—in the morning with the Strategic Planning Committee, Library Board, representatives of the Foundation, and other key stakeholders such as Tiburon Chamber and Reed Union School District representatives, and then in the afternoon with Library staff.

- ◆ **Process Makes Perfect** – Reviewing the planning process sets the group’s expectations and establishes a common understanding of how a research-based strategic plan supports positive economic, environmental, and societal impacts.
- ◆ **Where’s the Need?** – We’ll identify internal perceptions of areas of community needs (e.g., housing, transportation, cultural enrichment, healthy environments, etc.) and discuss how the Library can make positive changes to address those needs.
- ◆ **SOAR Workshop** – A SOAR (Strengths, Opportunities, Aspirations, and Results) analysis of the Library is a valuable exercise for identifying and prioritizing key considerations.
- ◆ **Messaging Matters** – We’ll examine the Library’s current mission and vision statements and determine the extent to which they are still relevant. We’ll also conduct a visioning exercise to guide planning and decision making.

#### Day 2

Community conversations publicize the strategic planning process and signal that the planning process is open and inclusive. They are effective for obtaining useful anecdotal information, engaging community groups in talking about what’s important to them, and informing the Library about perceptions of new services. Insights can guide the development of the survey questionnaire, and particularly compelling comments can be woven into the strategic plan.

Ivy Group will go to the people by facilitating four in-person engagements, plus one virtual one. In consultation with the Strategic Planning Committee, we’ll divide the sessions between community meetings, open to all, and invitation-only focus groups.



Ivy Group will be responsible for:

- ◆ Consulting with the Library to select welcoming, accessible venues
- ◆ Making recommendations regarding how to promote attendance
- ◆ Developing customized discussion guides and exercises
- ◆ Facilitating the discussions and exercises
- ◆ Integrating key findings into subsequent research and, ultimately, the new strategic plan

The Library will be responsible for:

- ◆ Publicizing the meetings
- ◆ Handling logistics, including securing venues for the discussions, and providing refreshments and honoraria

**Deliverable: Summary report of live sessions**

### **Community Leader Interviews**

Community leader interviews provide the Library with an opportunity for substantive conversations with individuals who represent key stakeholder groups in the Library's service area and can "make things happen" when support is needed.

It is our experience that having the Library, e.g., Trustees and managers, rather than outside consultants, conduct the interviews makes it possible for the Library to connect personally with individuals to cultivate important relationships.

These interviews also enable the Library to:

- ◆ Better understand its service area's overall needs, leadership priorities, as well as the social, political, economic, and demographic trends affecting it
- ◆ Assess the awareness of and support for library services among critical constituencies
- ◆ Identify opportunities for the Library to align itself with local goals in such areas as educational achievement, economic development, inter-departmental cooperation, customer service, etc.
- ◆ Evaluate the potential for new collaborations and partnerships

Ivy Group will be responsible for:

- ◆ Coaching the Library on the interviewing process
- ◆ Consulting with the Library on developing a list of "influentials" who should be interviewed (educators, employers and business owners, civic, cultural, and religious leaders, elected officials, journalists, etc.)
- ◆ Creating a discussion guide (one round of revisions) to guide the conversations
- ◆ Reviewing submitted reports and analyzing participant feedback

The Library will be responsible for:

- ◆ Contacting leaders and conducting approximately ten interviews
- ◆ Submitting interview summary reports on forms the consultants will provide





**Deliverable: Notes submitted by the library will inform the final strategic plan**

### **[Optional] Market Segmentation & Community Profile**

Claritas MyBestSegments defines every household in the U.S. by distinct lifestyle types, called “segments,” to provide a comprehensive picture of residents. By identifying key demographics, lifestyle characteristics, consumer behavior, and media preferences of community residents, the Library can determine not only whom to target but also what to offer and how to reach them.

Provided with a list of cardholder addresses (no names appended,) we will identify the Library’s primary consumer segments. We’ll then calculate the Library’s penetration of the service area (and count the number of non-user households) by comparing the consumer segments of library users to the segments that make up the community overall. Finally, we will map user households by segment, an exercise that is particularly useful for targeting marketing efforts and evaluating potential sites for outreach such as bookmobile stops.

Key takeaways from a market segmentation study include:

- ◆ Assessment of the share of community households reached by the Library
- ◆ Comparison of how library users differ from non-users (e.g., are library users more or less likely to have children than non-users?)
- ◆ Identification of non-user households by segment
- ◆ Recommendations for how to better engage specific segments within the community with relevant services, programs, collections, and outreach
- ◆ Distribution of patron households by segment and household demographics (e.g., maps showing clusters of patrons with low technology use)

**Deliverable: Market segmentation report, including maps and data tables**

Claritas output data is proprietary; The Ivy Group’s license agreement does not allow for sharing raw data. Summary data will be provided as the license allows.

### **Community Online Survey**

Conducting an online survey of the public is a cost-effective way to give voice to anyone who wishes to participate in the research process. Most importantly, it can become the occasion for raising overall public awareness and understanding of the wide array of library services.

Because 98% of BTLA service area households have broadband internet service at home and under 1% are limited English speakers, the online survey is an equitable method to reach most residents.

We will work closely with the Strategic Planning Committee to develop a personalized questionnaire that dives into the wants and needs of your community to determine the:

- ◆ Importance that residents attach to specific library programs and services
- ◆ Levels of customer satisfaction (users only) with specific attributes of library services (facility, programming, collections, technology access, customer service, etc.)



- ◆ Access and technology-related barriers that prevent some residents from utilizing library services
- ◆ Interest in new programs, services, and technologies that the Library would consider offering in the future

Ivy Group will be responsible for:

- ◆ Writing the survey questionnaire (two rounds of revisions) with a series of quantitative questions and one qualitative “open ended” question
- ◆ Recommending strategies to ensure maximum participation, particularly from non-users
- ◆ Developing, testing, and launching the survey, and monitoring response rates
- ◆ Analyzing the data
- ◆ Summarizing key findings

The Library will be responsible for promoting survey participation according to the communications plan.

**Deliverable: Survey report and data tables**

## Strategic Plan Development

### Planning Summit | In-person, Visit #2

During a one-day site visit, Ivy will conduct an Implementation Workshop with the Library’s internal stakeholders and then a tactical staff session.

For the **morning session**, a nimble group of Board, Library administration and staff, and other stakeholders designated by BTLA will participate in the following facilitated sessions:

- ◆ **Research Says What?** – A packet containing all research reports will be provided to session participants beforehand. As a group, we’ll present slides of key findings, compare findings to current Library offerings, and incorporate the community’s priorities.
- ◆ **Focus on Strategy** – Together, we’ll identify emerging themes from the research, reach consensus on priorities, and outline supporting goals.

In the **afternoon session**, each priority that emerges from the data dive will be assigned to a staff work group whose purpose will be to brainstorm actionable tactics for the plan. To guide this effort, Ivy will facilitate the following activities:

- ◆ **Research Overview** – Staff will have an executive summary outlining key takeaways from the research to review prior to the workshop, along with templates for building the strategic plan.
- ◆ **Roundtables** – The groups will be divided by area of focus to work on the nitty-gritty of goal setting, implementation objectives, and progress assessment. We will be readily available to advise the groups as they proceed, and to review the draft plans as they are created.

In the weeks following the Planning Summit, the consulting team will make an online form available to staff to collect additional ideas, feedback, and planning considerations.



## Strategic Plan

We will draft the three-year strategic plan based on the areas of focus that emerge from the research and the draft plans submitted by the work groups. An implementation dashboard will be used to define responsibilities and track measurements in response to changes in the economic, demographic, and political climates.

### Elements of the **strategic plan**:

- ◆ Executive summary
- ◆ Project methodology
- ◆ Revised Library mission and vision
- ◆ Environmental analysis
- ◆ Priorities, goals, objectives, and strategies for the next three years
- ◆ Acknowledgments
- ◆ Appendices of research reports

Strategies will be crafted around BTLA's efforts to become more environmentally sound, socially equitable, and economically feasible, particularly as the organization works to become certified as a sustainable library.

To put the plan into action, hold BTLA accountable, and allow the Library to adjust the plan as new developments arise, we will also create an editable implementation dashboard. The **implementation dashboard** will:

- ◆ Assign staff leads and action teams for each priority
- ◆ Identify financial impact and resources required to address service goals
- ◆ Set success measurements for key objectives
- ◆ Establish deadlines for specific goals and track progress toward completion

We will submit a draft plan for feedback and suggested revisions. Following the incorporation of one round of revisions to the document, we will submit the approved and formatted plan to the Library.

**Deliverable:** Formatted strategic plan [PDF], research reports [PDF], and implementation dashboard [XLS]

### [Optional] One-page Plan Design

On final approval of the full plan, an abridged "one-page strategic plan" will be designed as a quick reference for stakeholders and a promotional tool for community outreach. The design will conform to the Library's graphic standards and is eligible for one round of revisions.

**Deliverable:** Print-ready PDF

### Plan Presentation | Virtual

During a virtual meeting, we will formally present the final strategic plan to the Library Board of Trustees, stakeholders, and community partners designated by the Library.

**Deliverable:** Presentation slides



## Schedule of Costs + Timeline

This proposal reflects our current understanding of BTLA's needs. We welcome the opportunity to discuss an alternative constellation of services.

**Core Services Not-to-Exceed | \$34,720** (Flat fee excludes optional services and travel expenses)

Task	Fee	Proposed Timeline
Environmental Analysis	4,650.	August 21 – September 22
Communications Plan	1,860.	August 28 – September 15
Stakeholder + Community Engagements   Visit #1	8,060.	September 25 – 29
Community Leader Interviews	775.	October 2 – 27
Community Online Survey	5,735.	October 9 – November 10 Survey to run for ~3 weeks
Planning Summit   Visit #2	5,425.	November 13 – 17
Plan Development	6,975.	November 20 – January 12 Plan draft submitted by January 5
Final Presentation   Virtual	1,240.	January 15 – January 19

### Optional Services | À la carte

Board Member Interviews	4,495.	August 28 – September 15
Market Segmentation Includes est. \$1,500 in vendor fees for creating custom community profile and coding up to 9,000 patron records	8,453.	August 28 – November 10
One-Page Plan Design	1,860.	January 15 – January 19



<b>Travel Expenses   est. \$5,280</b>		Billed as incurred
Site Visit #1   2 days, 3 nights		Est. 3,168
Site Visit #2   1 day, 2 nights		Est. 2,112

**Billing Strategy and Notes**

Cost: The amount of the flat fee will depend on the optional services selected by BTLA. The flat fee does not include travel expenses, to be invoiced as incurred and estimated at \$5,280.

Invoicing Schedule: The Client agrees to pay a flat fee of \$\_\_\_\_\_ (the “Flat Fee”) for The Ivy Group’s work on the Project to be paid as a deposit and 5 subsequent monthly installments (6 total equal installments of \$\_\_\_\_\_). The deposit is due upon agreement to proceed.

*Alternatively, BTLA may elect to establish an invoicing schedule tied to the submission of deliverables.*

Payment Terms: All payments for services are due net-30 and out-of-pocket expenses are due net-15. Payments to The Ivy Group may be made by ACH, business check, or credit card; credit card payments will incur a 3% processing fee.

Revisions/Additions: The Ivy Group and the Client may agree to revise the scope of the Project. If the scope of the Project is revised, the Client may incur additional charges. Additional services will be billed in half-hour increments at an hourly rate of \$155/hour, or at an additional flat fee to be agreed upon by The Ivy Group and the Client. Changes to the Project’s creative parameters also may alter the Flat Fee.



## References

### **Hancock County Library System (MI)**

John Brdecka  
Executive Director  
Strategic Plan FY23-27 – [ivy.gr.com/HCLS-plan](https://ivy.gr.com/HCLS-plan)  
[jbrdecka@hancock.lib.ms.us](mailto:jbrdecka@hancock.lib.ms.us)  
228.467.6836

Dates: February-September 2022

Services: environmental snapshot, market segmentation, telephone survey, community leader interviews, stakeholder planning sessions, board member interviews, strategic plan development

### **Hinsdale Public Library (IL)**

Karen Kleckner Keefe  
Executive Director  
Strategic Plan 2023-2025 <https://hinsdalelibrary.info/plan/> | highlights: [ivy.gr.com/HPL-mailer](https://ivy.gr.com/HPL-mailer)  
[kkeefe@hinsdalelibrary.info](mailto:kkeefe@hinsdalelibrary.info)  
630.570.4000

Dates: February-October 2022

Services: environmental scan, board member interviews, peer benchmarking, staff forum, community leader interviews, community survey, market segmentation and community profile, strategic plan development

### **Northville District Library (MI)**

Laura Mancini  
Director  
Strategic Plan FY23-25 - [ivy.gr.com/NDL-plan](https://ivy.gr.com/NDL-plan)  
[lmancini@northvillelibrary.org](mailto:lmancini@northvillelibrary.org)  
248.349.3020 ext. 206

Dates: January-August 2022

Services: environmental scan, peer benchmarking, board member interviews, staff forum, community leader interviews, staff survey, online and telephone community surveys, market segmentation, strategic plan development



## Additional Documentation

### Effective and Equitable Community Analysis



#### Environmental Analysis

Inequities are missed by top-level statistics. With mapping visualizations, we can pinpoint variations in income inequality within BTLA's service area, along with their distance from Library locations. This detailed data can guide the placement of library resources, such as food distribution, Wi-Fi hotspots, or housing relief outreach.



#### Board Member Interviews

It can be hard to offer constructive feedback to peers. Our consultants offer a safe, neutral sounding board for Trustees to share their perspectives on organizational health and aspirational visions for the Library's future. We also probe for issues that most interest the Trustee's constituencies.



#### Stakeholder + Community Engagements

How do we welcome diverse voices?

- ◆ Invitations from community partners
- ◆ A mix of times and locations
- ◆ Virtual and in-person sessions
- ◆ Structured exercises and freeform stations for all learning styles
- ◆ Impartial facilitators



#### Community Leader Interviews

We all know people who share their gifts across multiple associations, but don't hold a formal title. They hold the trust of a wide swath of the community. By asking them to "join us" in these interviews, we can learn what motivates them to act, hear their questions, and discover how the Library can help with their answers.



#### Market Segmentation

We'll calculate which market segments have the lowest library penetration to identify who BTLA has not reached, what demographic and lifestyle indicators may be contributing to this gap, and what library offering may better meet their interests and needs. Mapping those segments can identify neighborhoods in which to concentrate outreach efforts and resource allocation.



#### Community Online Survey

What factors shape an accessible, inclusive survey?

- ◆ Clear messaging
- ◆ Invitations from community partners
- ◆ Transparency and anonymity
- ◆ Format options (print, online)
- ◆ 10–12-minute time limit
- ◆ Mobile responsive online display



## Sample Strategic Plans

**Sustainability framework sample:** Fayetteville Public Library (AR): Community Needs Assessment Report 2022 – [ivy.gr.com/FPL-report](http://ivy.gr.com/FPL-report)





# STRATEGIC PLAN 2023-2025



**HINSDALE**  
PUBLIC LIBRARY



# From the Board of Trustees

**A lot has changed since the Hinsdale Public Library produced its last strategic plan in 2019. Most noticeably, of course, the COVID-19 pandemic forced us to temporarily close our building and develop new ways for patrons to access resources. We continue to adjust to massive technological advances, such as eBooks and other online resources, our patrons' increased use of those technologies, and the expectation that materials are available more quickly. The Hinsdale community, moreover, has become more diverse.**

Some things, of course, have remained the same. The village continues to be tightknit and proud of its excellent public schools, historic architecture, dynamic festivals, and vibrant downtown restaurants and stores. The Library still is the heart of the community, supporting lifelong learning through innovative educational and cultural experiences. HPL also remains a stimulant for curiosity and a center for intellectual freedom.

We began the strategic planning process in the spring of 2022. We believed it was an opportune time to step back and think about what Hinsdale wants from its Library over the next three years and beyond. We had not done either a deep dive into the village data and demographics or a communitywide survey since 2015. We hired a consultant, interviewed community leaders and individuals representing various demographic groups within Hinsdale, and conducted a survey of residents. Our goal was to create a strategic plan that guides the Library in supporting the educational, informational, and recreational pursuits of our village's residents.

This report details our findings and the priorities that emerged, and outlines goals and tactics to advance these key themes. We appreciate the village's support and guidance, and we look forward to working with patrons to further enhance HPL's value to the community.



# Project Overview

In early 2022, Hinsdale Public Library's Board of Trustees and its Strategic Planning Committee set out to create a vision for the Library and how it can best serve the community over the next three years and beyond.

The strategic plan that emerged is informed by a wide-ranging analysis of available data as well as collaboration with Library users, non-users, partners, and stakeholders throughout the village. This research confirmed much that we knew about Hinsdale and what residents want from and appreciate about their public library, including the importance of children's programs and traditional library materials like books and newspapers. That outreach reinforced our view that the Library has wide-ranging support from a well-resourced community.

However, the research also highlighted ways the community has changed since the Library's last strategic plan in 2019. We learned that Hinsdale's population includes more older adult households,

and a growing segment of residents with Asian roots. Reflecting the accelerated use of technology, patrons say they want more digital materials. And they want more opportunities to connect, including additional programs for teens and adults.

To think about other ways the Library can meet patron needs and expectations, we asked community leaders, stakeholders, and staff about the major challenges facing Hinsdale and its residents. They listed: rising housing prices, transportation shortcomings, growing political divisiveness, declining social well-being and mental health outcomes, particularly post-pandemic.

A community survey and face-to-face interviews also revealed that many stakeholders and the general public are not fully aware of HPL's many programs and services. A market segmentation study identified households without current HPL patrons. We have developed tactics to engage those non-user households and also increase participation among active users.

**Our key findings:** Residents say HPL's most important role is providing physical and digital media, but they want those materials more quickly. They appreciate the Library's programs for children, but asked for more, and also for increased offerings geared to adults. They see a role for the Library in facilitating civic engagement and community gatherings. And many of them are unaware of the breadth of the Library's programs and services.

**What emerged from this process are four areas of focus that provide the framework for HPL's new strategic plan:**

1. Access and Convenience: bringing the Library's wealth of services directly to all village residents when and how they need them
2. Education and Enrichment: supporting students in the award-winning school system and providing opportunities for experiential, lifelong learning for adults—through cutting-edge technology, up-to-date materials, and engaging events and activities
3. Connection and Community: making the Library a central and welcoming gathering place in the community, with opportunities to learn, engage, and discover
4. Awareness: communicating more extensively and effectively with both current Library users and non-users about our services and offerings

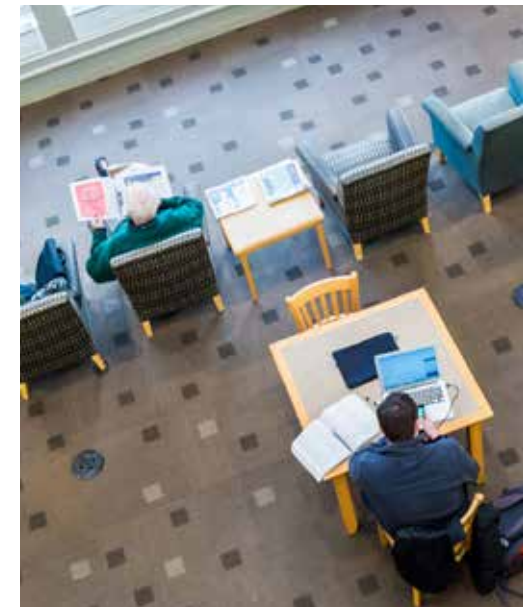
Those four strategic priorities set the road map for the next three years, and will guide the Library's investment in collections, services, and spaces. Each year, the staff will develop specific tactics and initiatives that support those priorities and present them for the board to review.

**To achieve the goals outlined in this strategic plan, the Library will dedicate resources including:**

- Staffing levels and training to support exceptional customer service
- Reallocated funds for expanded digital collections
- Reallocated funds for additional programming initiatives
- Institutional support for community partnerships
- Flexible space design for optimal utilization

- Investment in remote service delivery or access
- Advertising and outreach efforts
- Tools and technologies that allow more staff time to be redeployed to patron service

We believe working to meet these priorities will reap myriad benefits, provide a high return on the community's investment and ensure that the Library continues to support the educational, informational, and recreational pursuits of Hinsdale residents.



# STRATEGIC PRIORITY 1:

## Access and Convenience

Hinsdale residents have high expectations for customer service and experiences. HPL can best serve them with frictionless digital access, convenient pick-up and drop-off locations, and personalized services.

### Research Highlights

- According to the latest census data, 97% of residents have a computer and 96% have broadband internet access at home, making digital materials accessible to almost the entire community.
- According to market segmentation, the largest three household segments in Hinsdale have above average to the highest levels of technology use.
- Staff identified transportation barriers that prevent residents under 16 and over 65 from visiting the Library.
- Board members indicated a need for homebound delivery services and expanded offerings for residents with disabilities.
- Community leaders recommended improving the space available for remote workers, and increasing recreational and learning opportunities for residents with disabilities.
- Staff forum discussions revealed the opportunity to expand Library offerings that surprise and delight users.
- Respondents to the community survey indicated that it is “very important” the Library be a source for physical and digital media (84%) and provide space for books and other material (71%). Open-ended responses revealed a preference for expanding digital collections.
- According to the benchmarking study, HPL has a high staff to population ratio, enabling staff to provide hands-on, customized service.
- Fiscal year 2019 data in the benchmarking study indicate that increasing promotion of the growing digital collections is likely to boost usage.





**GOAL**

Provide frictionless access to HPL digital offerings

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**TACTICS**

- Reduce hold times for digital titles by shifting collection development budget from print to digital, and dedicating staff to monitor usage on all digital platforms
- Investigate alternatives to the current HPL mobile app to offer a more seamless user experience
- Seek ways to improve discovery and usage of digital resources (eBooks, audio, music & film, newspapers, databases)

**GOAL**

Increase use of HPL materials and services by prioritizing user convenience

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**TACTICS**

- Reduce hold times by purchasing more high-demand and Lucky Day titles, informed by tools such as Ingram HIIT list, Collection HQ, and expanded staff training on collection development
- Leverage staff expertise to further customize patron services such as book club support, personalized recommendations, and one-on-one tech help
- Provide pop-up library services at high-traffic events to save residents a separate trip to the Library (e.g., block parties, school and church festivals, etc.)



# STRATEGIC PRIORITY 2:

## Education and Enrichment

The two school districts that serve Hinsdale students consistently outperform state averages. According to 2019 data from the Illinois State Board of Education, both districts spend more per pupil than the state average and in both districts, students score significantly higher on state assessments than the state average. Community feedback confirmed that the Library is delivering high-quality library service to young children and their families. While continuing to excel at youth services, HPL can focus additional resources on the tween and teen audiences and their evolving needs.

Hinsdale is also home to many older and/or retired professionals who have time to explore their interests in travel, current events, and other enrichment activities. The Library can use the talents of these residents to support outstanding academic achievement and improve the health span of senior citizens.

### Research Highlights

- 32% of Hinsdale residents are under 18 years old, compared to 22% nationally.
- According to market segmentation, 65% of all households fall into the Mature Years Lifestage class. Two of the five largest demographic segments in Hinsdale consist of mostly retired residents over the age of 65.
- According to the community survey, 43% of users visit the Library primarily for reasons related to hobbies or personal interests.

- 65% of all community survey respondents believe that it is “very important” that the Library be a center for lifelong learning, and 61% believe that it is “very important” that the Library provide space to learn and study.
- Board members identified a need to attract teenagers to the Library, possibly with tech programs and social events, and to support college preparation with programs and materials.
- Community leaders perceive HPL as a key supporter of student success, and

- identified ways to meet the specific needs of middle and high school students, such as refreshing the teen lounge.
- Discussions during the staff forum identified opportunities to engage teenagers through expanded volunteer opportunities and partnerships with schools.
  - The benchmarking study revealed that HPL did not offer as many programs overall as its peers, but strong attendance for current programs indicates potential demand.

**GOAL**

Support students with collections, programs and services tailored to their needs

**TACTICS**

- Expand the tradition of studying for finals at the Library by providing expanded hours, temporary workspaces, refreshments, and mental health support such as on-site counselors, visits from therapy dogs, and stress-buster kits
- Empower teens to share their favorite titles via shelf talkers and customized booklists
- Provide and promote test prep material in multiple formats for high school students

**GOAL**

Engage Hinsdaleans with collections and programs that focus on culture, hobbies and entertainment

**TACTICS**

- Realign staff responsibilities to support additional programming duties
- Deliver more high-interest programming on topics like travel, sports, music, and current events
- Support older residents' health and reduce isolation with daytime programs that meet their interests, such as Library-sponsored book clubs, international film festivals, movement classes, and downsizing workshops





## STRATEGIC PRIORITY 3: **Connection and Community**

Hinsdale prides itself on its close-knit, small-town atmosphere. The pandemic and recent political stresses have isolated residents, but the community trusts the Library as a source for impartial information, and its central location makes it a natural gathering place. The tactics supporting this strategic priority will strengthen community ties and support social well-being.

### Research Highlights

- According to the latest Census data, the number of Hinsdale residents with roots in Asia, and the number of residents identifying as multiracial has increased since 2010.
- 18% of Hinsdale households speak a language other than English at home.
- Community leaders and representatives suggested expanding Chinese and Hindi language collections to reflect changes in demographics and providing programming that celebrates diverse cultures.
- Market segmentation revealed that 45% of residents live within a one-mile radius of the Library.
- 75% of community survey respondents believe it is “very important” or “important” for the Library to expand partnerships that foster greater cultural understanding.



- 79% of community survey respondents believe it is “very important” or “important” for the Library to provide space for art displays and cultural events and to relax and socialize (59%).
- Benchmarking revealed a discrepancy between the number of hours open (HPL ranked first among the peer group) and visits per capita per hours open, and per staff (HPL ranked third). That suggests an opportunity to increase usage and perceptions of HPL as a community hub.
- According to community leader interviews, HPL has the opportunity to play a role in improving social well-being, making newcomers feel welcome in the village, and preserving community spirit through community engagement.
- Board members reported a need to respond to the challenges and isolation of the pandemic and review the Library’s strategy in light of new learnings.
- Community leaders identified the Library as an institution that “can help promote understanding of residents with diverse backgrounds or special needs.”
- Participants in the staff forum identified Hinsdale’s greatest needs as an environment that fosters equity, diversity, and inclusion and opportunities for social development and interaction.

**GOAL**

Reflect changing Hinsdale demographics and consumer expectations through collection development, services, and programs

**TACTICS**

- Build Chinese and Hindi language collections, and materials relating to culture, to support the village's fastest-growing demographics
- Audit the depth and breadth of our collections
- Promote programs that accommodate a range of abilities, behaviors, and sensory needs

**GOAL**

Structure spaces within the Library to foster connections

**TACTICS**

- Explore partnership opportunities to create outdoor areas that incorporate shade and connect residents to nature—such as a pollinator garden, vegetable garden, or bird feeder
- Reconfigure floor space in the Library with flexible furniture that expands program space and allows for collaborative and independent work
- Investigate alternative furniture and configuration of the children's space to enhance safe, interactive playspace

**GOAL**

Develop partnerships that leverage community resources to improve outcomes for residents, partner organizations, and the Library

**TACTICS**

- Expand partnerships with local schools and school districts to promote HPL offerings and support academic achievement outside school hours
- Create a community liaison committee to develop partnerships and outreach
- Increase HPL's visibility in the community through new or expanded partnerships with community organizations, possibly including Newcomers and Neighbors, Chamber of Commerce, Wellness House, Rotary Club, Hinsdale Area Moms, Community House, and *The Hinsdalean*

## STRATEGIC PRIORITY 4:

# Awareness of HPL Programs and Services

HPL has a strong presence in the community, with the majority of residents availing themselves of at least a portion of the Library's offerings. The Library has a commendable penetration rate, with 62% of households having used their library cards in the past three years. Similarly, all of the community leaders interviewed support the Library's mission. However, both residents and leaders were surprised by the breadth of HPL's offerings. By drawing attention to HPL's myriad collections, services, and programs, the Library can connect residents to existing resources, improving the return on investment and enriching lives. Increased awareness of the good the Library is doing in the community can be converted into support for capital campaigns and other initiatives.

Community members and leaders prefer to receive information about the Library primarily via HPL's newsletter, email, and website, as well as on social media. By nurturing existing relationships with media contacts, HPL can earn media coverage of newsworthy events in public radio interviews, local newspaper and website articles, and segments on local cable Channel 6.

### GOAL

Increased awareness of the breadth of HPL's collections, programs, services, and expertise

### TACTICS

- Increase visibility of instant online library card sign-up on the Library website and promote on social media
- Use popular existing channels of communications, such as those maintained by the Chamber of Commerce, local schools, local cable channel 6, the Village of Hinsdale, and the Hinsdale Area Moms group

- Create more effective messaging and instruction for all the apps used to read, listen to, and watch content



# Project Methodology

To prioritize Hinsdale Public Library's projects and to understand the village at the sidewalk level, the board hired The Ivy Group, a consultant with extensive library experience. The Ivy team, working with our strategic planning committee, conducted an intensive data review, then engaged with internal stakeholders, community leaders, and members of the public.

## **Data analysis highlighted strengths as well as areas of need and helped the Library set priorities for the strategic plan:**

- An environmental scan created a snapshot of the community based on Census data, Library reports and surveys, and regional reports.
- A benchmarking study compared HPL to four peers across the country, and gave insight about how the Library stacked up against state and national averages.
- Finally, a market segmentation study shed light on the behaviors of the village's largest consumer groups, uncovering actionable insights on the habits of Library users, and crucially, non-users.

## **In addition to that quantitative data analysis, the team collected qualitative information from Library stakeholders as well as the community at large:**

- Interviews with board members and a board/staff forum gave ground-level insight into the Library's organizational health.
- Face-to-face interviews with a wide range of local leaders, representatives of village organizations, and individuals from various demographic groups in Hinsdale helped identify current pressures and opportunities in the village and offered outside perspectives on the Library.
- Finally, a community survey garnered 467 responses from a wide range of residents, providing details on how they currently use the Library (or why they don't) and what they want to see from HPL in the future.



# Background Information

## COMMUNITY PROFILE

The Village of Hinsdale is a tight-knit community proud of its excellent public schools, historic architecture, and dynamic festivals. A western suburb of Chicago located in DuPage and Cook Counties, it offers small-town charm with convenient access to a wealth of local, regional, and international economic and cultural opportunities. The boutique downtown district is listed on the National Register of Historic Places, and designated landmarks include structures designed by noted architects like William G. Barfield and R. Harold Zook. This historic backdrop provides the setting for many treasured regional and local events, from the farmer's market and Uniquely Thursdays summer music series, to the village's 4th of July parade, Fall Family Festival, and Christmas Walk.

### Population

According to the 2020 Census, 17,395 people live in Hinsdale, a 3% increase compared to the 2010 Census. The

village has a higher median age than the state, the nation, and the surrounding counties. However, that is balanced by a proportionally larger school-age population. Seniors over the age of 65 comprise 14% of the population, on par with its neighbors, the state, and the nation. The three largest racial groups in Hinsdale are white, Asian, and Black or African American with 5% of residents belonging to two or more races. Asians are the fastest growing group, comprising 6% of residents in 2010 and 13% in 2020. The ethnic group Hispanic/Latino makes up 4% of the population.

### Education

The Village of Hinsdale is served by two school districts. All schools were rated commendable to exemplary by the Illinois State Board of Education in 2019, the most recent year for which full data is available. Both districts spend more per pupil and achieve higher test scores than the state average. Adult residents of Hinsdale have higher educational attainment than average for the region,

state, and nation. Almost 98% of people over 25 years old in Hinsdale have graduated from high school and nearly 81% have a bachelor's degree or higher.

### Economics

The median household income in Hinsdale is \$203,368, which is 54% higher than the DuPage County median and 69% higher than the national median. 2.2% of Hinsdale residents live in poverty and according to the Community Memorial Foundation (CMF) data dashboard, 5.6% of people over 65 are living below the poverty level. The most common occupations are management, sales, and business and financial operations. The median value of owner-occupied homes in Hinsdale is \$884,700, which is 65% higher than the DuPage County median and 75% higher than the national median. According to the Census and CMF, 13.6% of residents rent, and 46.7% of them are rent-burdened, spending more than 30% of their income on rent.

## DETAILED PROJECT METHODOLOGY

### Environmental Scan

The consulting team from Ivy Group reviewed and analyzed Census Bureau demographic data, previous HPL surveys, budgets, and annual reports, along with economic development reports and other regional information to create an environmental scan of the forces shaping Hinsdale.

### Benchmarking Study

This exercise creates an accurate picture in time to evaluate the Library's performance across a variety of measures. Using published data from the Institute of Museum and Library Services (2019), HPL was compared against four national peer libraries that share similar operating expenses, service area size, and demographic indicators, as well as against a "composite library system" representing the average of the top quartile by budget of all libraries in the United States serving a population between 10,000-24,999. The library of

Lake Forest, Illinois, was included as a regional comparison but was not part of the peer set. Using the results of this study, HPL identified weaknesses and strengths and established a baseline for measuring progress.

### Market Segmentation Study

Claritas' MyBestSegments lifestyle systems define every household in the U.S. by distinct types, called "segments," to provide a comprehensive picture of who lives where and what they are like. The largest segments in Hinsdale are called Movers & Shakers, Networked Neighbors, Upper Crust, Gray Power, and Middleburg Managers. Descriptions of each segment can be found at [claritas360.claritas.com/mybestsegments](https://claritas360.claritas.com/mybestsegments). The study identified key demographics, lifestyle characteristics, consumer behavior, and media preferences of HPL users and non-users. These insights can guide decision making for services, collections, and programs and inform more effective marketing strategies. Claritas output data is proprietary; Claritas' license agreements do not allow for sharing raw data.

### Board Member Interviews

In March 2022, Ivy Group consultants conducted Zoom interviews with the seven Hinsdale Public Library Trustees about local strengths and challenges and how HPL's strategic plan can address future needs.

### Planning Session

On April 27, 2022, Library management, staff, and Board members met with Ivy Group consultants to review consumer trends, discuss and prioritize areas of need, and conduct a SOAR (Strengths, Opportunities, Aspirations, and Results) exercise.

### Community Leader Interviews

Library leadership and trustees interviewed 33 members of the Hinsdale community to determine community challenges and priorities. Those interviewed included government, business, religious, school, neighborhood and student leaders, as well as HPL "power users" and representatives of various demographic groups.



## Online Community Surveys

From June 6-30, 2022, the Library solicited community input via an online survey platform. An online survey is an effective way to engage the public in an inclusive, transparent manner. More than 95% of households in Hinsdale have a computer and broadband access at home. 467 individuals participated in the survey, and 45% took the opportunity to expand on how the Library might become a better resource for them. The survey identified the needs and preferences of the community with respect to public library use, probed reasons why households do not currently use Library services and solicited ideas to develop future priorities for Library offerings.



## Final Planning Summit

Our consultants from The Ivy Group presented the research and their findings and recommendations at an all-day planning summit attended by the Library management team, additional staff members, and HPL board members on August 12, 2022. Priorities, goals and tactics were brainstormed and discussed.

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# Acknowledgements

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**Thank you** to everyone who gave time and thought to support the strategic planning process. We are grateful to every resident who took time to participate in our community survey.

Special thanks to all the Hinsdale Public Library staff members who shared their experiences, ideas, feedback and enthusiasm throughout the process.

## LIBRARY BOARD OF TRUSTEES

**Julie Liesse**, President  
**Emily Zeng**, Vice President  
**Denise Wong**, Secretary  
**John Bloomfield**, Treasurer  
**Kim Kiyosaki**, Trustee  
**Megan Mikhail**, Trustee  
**Dick Munson**, Trustee

## STRATEGIC PLANNING COMMITTEE

**John Bloomfield**, Chair  
**Kim Kiyosaki**  
**Julie Liesse**  
**Dick Munson**  
**Denise Wong**

## LIBRARY MANAGEMENT TEAM

**Karen Keefe**, Executive Director  
**Bob Bell**, IT & Facilities Manager  
**Lizzy Boden**, Adult Services Manager  
**Emily Borsa**, Collection Services Manager  
**Molly Castor**, Marketing, Outreach, & Data Manager  
**Martha Kennedy**, Patron Services Manager  
**Nancy Marvan**, Office Manager  
**Lisa Winchell**, Youth Services Manager





### ORGANIZATION REPRESENTATIVES

**Heather Bereckis**, Superintendent of Parks & Recreation, Village of Hinsdale

**Ann Marie Berlino**, Director, Hinsdale Community Preschool

**Brad Bloom**, Assistant Village Manager, Village of Hinsdale

**Maggie Buoy**, Social Worker, Hinsdale Township High School District 86

**Tom Cauley**, President, Village of Hinsdale

**Annette DeAngelis**, Special Education, Hinsdale Township High School District 86

**Larysa Domino**, Realtor, @properties

**Andrea Ellexson**, Director of Special Education, Hinsdale Township High School District 86

**Eva Field**, President & CEO, Hinsdale Chamber of Commerce

**Anna Fraczkowska**, Director, Magnolia Senior Living

**Hector Garcia**, Superintendent, Community Consolidated School District 181

**Kathleen Gargano**, Village Manager, Village of Hinsdale

**Jennifer Hart**, Director, Hinsdale Covenant Church Preschool

**Katie Hines-Shah**, Senior Pastor, Redeemer Lutheran Church

**Dan Janowick**, Executive Director, Hinsdale Community House

**Penny Johnson**, Director of Christian Education and Administration Manager, Union Church of Hinsdale

**Carissa Kapcar**, member, Union Church of Hinsdale

**Cristina Kinsey**, Transition Center Director, Hinsdale Township High School District 86

**Lisa Kolavennu**, Executive Director, Wellness House

**Terry Landschoot**, Co-President, Newcomers and Neighbors of the Greater Hinsdale Area

**Pam Lannom**, Editor, *The Hinsdalean*

**Ron Ludwigson**, Owner, Kramer Foods

**Wendy Michalski**, Director, HCS Family Services

**Tom Norton**, Rotary Club of Hinsdale

**Nicole Rude**, MRC Director, Hinsdale Middle School

**Cassandra Shields**, Special Education, Hinsdale Township High School District 86

**William Walsh**, Principal, Hinsdale Central High School



**COMMUNITY REPRESENTATIVES**

**Lani Anderson**, Hinsdale Resident

**Mridu Garg**, Hinsdale Resident

**Brian Klink**, Hinsdale Central High School Student

**Mercedes Perez-Tamayo**, Hinsdale Resident

**Maggie Risinger**, Hinsdale Central High School Student

**Ciaran Strimaitis**, Hinsdale Central High School Student

**Isabella Terry**, Hinsdale Central High School Student

**Charlie Wittemann**, Hinsdale Central High School Student

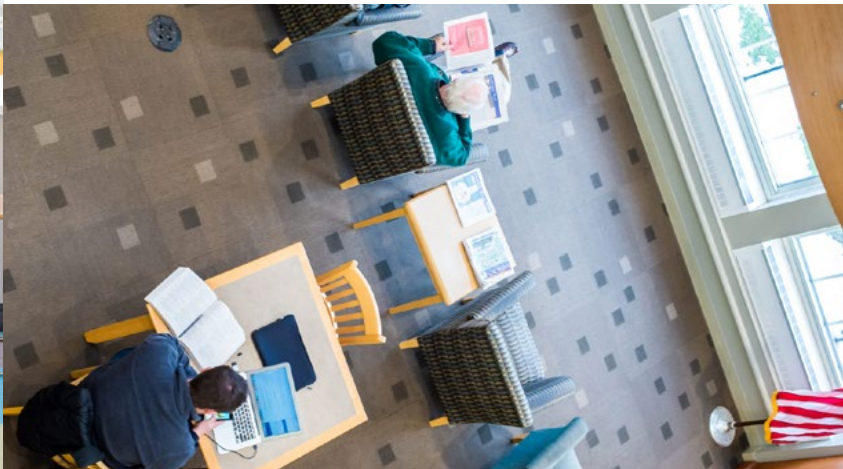
**Chen Xue**, Hinsdale Resident

**Lucy Zhou**, Hinsdale Resident









# What did we find?

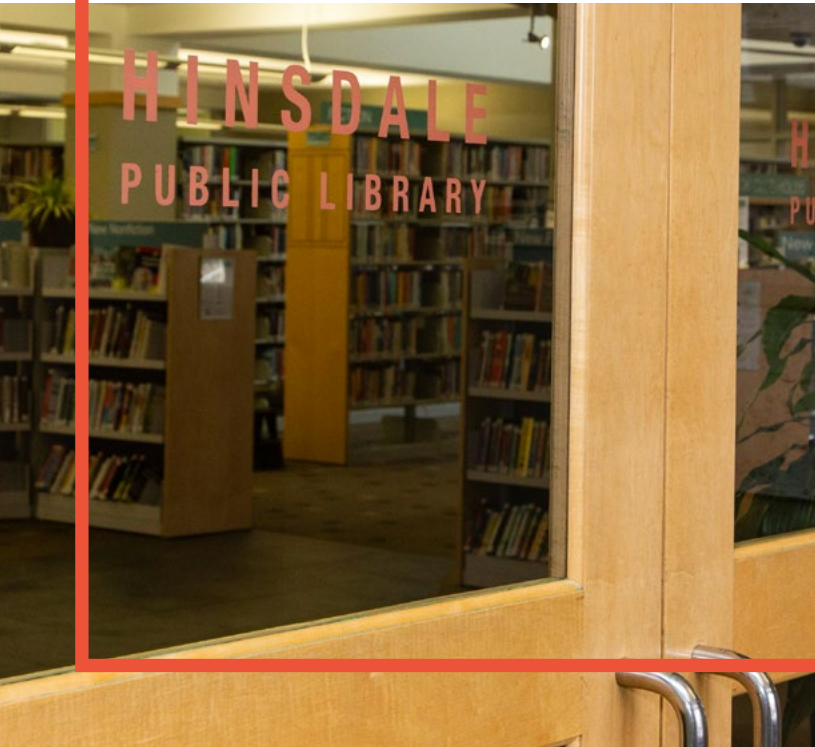


Hinsdale Public Library  
20 E. Maple Street  
Hinsdale, IL 60521  
**630.986.1976**  
[hinsdalelibrary.info](http://hinsdalelibrary.info)

# HINSDALE PUBLIC LIBRARY STRATEGIC PLAN

2023-25



February 2023

## Dear Hinsdale residents:

**On behalf of the board of trustees and the staff at the Hinsdale Public Library, we are pleased to share with you an overview of the Library's strategic plan for 2023-25.**

When we began talking about a new strategic plan in early 2022, we realized that the past three years of upheaval and adjustment made this the perfect time to look at how the Library is serving the community—and more importantly, what the community wants and expects from us. So many things have changed about the way we live and work, the way we communicate, and the way we access and consume content. What did all that mean for the Library and its service to Hinsdale residents?

For answers, we conducted the most extensive and thoughtful strategic planning process in more than a decade. We hired The Ivy Group, a leading consulting firm with special expertise working with libraries and other local government organizations, and began the project in the spring.

Led by the Ivy team, our research included an environmental scan, with an in-depth review of our community demographics; a market segmentation study; an online survey of residents that garnered more than 450 respondents; three dozen one-on-one interviews with Hinsdale leaders and community members; benchmarking with peer libraries around the country; and, finally, two in-person working sessions with our seven trustees and staff members.



# What did we find?

Some things we uncovered probably won't surprise you:

- The community has become more diverse over the past decade; in particular, the percentage of residents with roots in Asia is 13%, more than double the number from 2010.
- One of the Library's sweet spots remains providing materials and programs for younger patrons. That's both good and appropriate—since a third of Hinsdale residents are younger than 18 years old, compared to only 22% nationally.
- We are a very well-educated and high-tech group of people: 81% of Hinsdaleans over the age of 25 have a bachelor's degree (or more) and virtually every household has access to a computer and to high-speed internet.
- For many of you, the Library is a place to learn, work, and play—and you want to come together to do so.

# But our research also yielded some aha moments:

- In our high-tech, content-saturated world, you want books! (That's very gratifying for us library people!) And you want them when you want them—including quick access to the hottest new titles and faster turnaround times on materials placed on hold.
- You also want programs. We found that we offer fewer programs than our peers, but that the attendance at our events is comparatively high. That suggests a need to increase programming and also to redeploy staff to support those efforts.
- Overall, Hinsdale is older than we thought. Two-thirds of our households fall into the Mature Years lifestage groups—primarily retired empty nesters who are over 65.
- Not only is the community more diverse than it was 10 years ago, but 18% of Hinsdale households speak a language other than English at home.
- Both online survey participants and community leaders believe the Library has a role to play in bringing the community together, reducing stress, and improving social well-being—particularly post-pandemic.
- Finally, you told us you love the Library, but were surprised by the breadth of our offerings.



The board and staff synthesized all that qualitative and quantitative information and ended up with four strategic priorities. These form the basis of our strategic plan and will guide our work and our choices over the next three years.

Read the full plan ➔

[hinsdalelibrary.info/plan](https://hinsdalelibrary.info/plan)



# Strategic Priorities

- 1 **ACCESS AND CONVENIENCE:** Bringing the Library's wealth of services directly to all village residents when and how they need them
- 2 **EDUCATION AND ENRICHMENT:** Supporting students in our award-winning school system and providing opportunities for experiential, lifelong learning for adults—through cutting-edge technology, up-to-date materials and engaging events and activities
- 3 **CONNECTION AND COMMUNITY:** Making the Library a central and welcoming gathering place in the community, with opportunities to learn, engage, and discover
- 4 **AWARENESS:** Communicating more extensively and effectively with both current library users and non-users about our services and offerings

# USING THOSE PRIORITIES AS OUR GUIDE, WE DEVELOPED A SET OF GOALS AND TACTICS FOR 2023 AND BEYOND.

To meet those goals, we will be reallocating funds and restructuring some staff responsibilities, seeking out new and enhanced community partnerships, and investing in new tools and technologies.

What will this look like in practice? Our team has already begun to put some of these ideas into action. For instance, we're already improving access: if you walk into the Library today, front and center is an expanded display of "Lucky Day" copies of the most popular recent books—to get those best-selling titles in your hands faster than ever.

To foster connections within the Library, the board is working on a new master plan to evaluate the space we have and how to use it more effectively and more flexibly.

And our staff already has set in motion an expanded programming lineup for 2023, with events designed to educate and enrich.



You can comb through our research and read about all of the goals and tactics in detail on our website, where we've posted the full version of the three-year strategic plan.

And stay tuned as we use this new plan to spur new ideas...How about pop-up services or remote delivery to make getting books easier? More outdoor spaces and programs? Conversation circles for Chinese or Hindi speakers? Efforts to reduce isolation among our aging residents? We'll be discussing ideas like these over the next three years.

We believe this new plan will provide a high return on the community's investment in the Library and help ensure that we continue to support the educational, informational, and recreational pursuits of residents of all ages—as we have done for more than 125 years.

Our sincere thanks to everyone in the community who shared opinions, ideas, and experiences during our research. But most importantly, we'd like to thank you for your ongoing support. All of us, board members and staff, love books and love libraries. What gets us really excited is finding new ways that the Library can make your lives smarter, richer, easier, and more fun.

We hope to see you soon at the Library!

  
  
**Julie Liesse**  
President, Board of Trustees





# CONNECTING NORTHVILLE TO THE WORLD OF KNOWLEDGE

STRATEGIC PLAN 2023 – 2025



NORTHVILLE DISTRICT LIBRARY



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# SPECIAL THANKS TO

## **Northville District Library Board of Trustees**

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Alan Somershoe, Trustee

Laura Mancini, Library Director

Maria Williams, Assistant Library Director

Prepared in partnership with [The Ivy Group](#)





NORTHVILLE DISTRICT LIBRARY

## MISSION & VISION

### Mission

The Northville District Library offers our community the means to discover, learn, grow, and enjoy life. We provide and promote resources and connections to the world of knowledge and imagination.

### Vision

Enriching Lives, Inspiring Discovery,  
Connecting Community

### Slogan

Connecting you to Ideas,  
Information & Imagination!



[northvillelibrary.org](http://northvillelibrary.org)



# LETTER FROM THE DIRECTOR

On behalf of the Northville District Library (NDL), I am pleased to present our FY2023-FY2026 Strategic Plan.

The last time the NDL commissioned a strategic plan was in 2010. Since that time, much has changed in our communities and in how libraries provide service to the public.

Throughout 2022, the NDL worked with the Ivy Group to scan the local environment, benchmark against peer libraries, examine changing demographics, interview library stakeholders and community leaders, and execute the largest patron survey in the NDL's history. To those of you who participated in any of these activities, thank you for helping the NDL plan its next chapter!

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From the research that was conducted, four key themes emerged and these make up the cornerstones of the new plan:

**Convenience and Access:** How can the NDL increase usage by making its collections, services, and programs more relevant and accessible to community?

**Programs and Collections:** What can the NDL do to expand the breadth and depth of the diversity of collections and programs based upon evolving community needs?

**Space:** How can the NDL reconfigure its footprint to optimize use for current and changing user needs and technological updates?

**Unique Identity:** What can the NDL do to raise public awareness of its unique and unusual offerings?

The Strategic Plan is meant to serve as a roadmap for the NDL to build upon and enhance its existing services and to implement new innovations. It will serve as living document that will help to guide library leadership in its decision making process so that the NDL can continue to fulfill its core mission of enriching lives, inspiring discovery and connecting all members of the Northville communities to the world of knowledge.

Laura Mancini

Library Director

# EXECUTIVE SUMMARY

The Northville District Library (NDL) engaged the services of The Ivy Group to assess its performance against peer libraries nationwide, review societal trends impacting library service, and analyze community feedback and perceptions of the Library to determine how to provide the most relevant services to its residents over the next three years.

Northville District Library serves the City of Northville and Northville Township. The Northville communities are affluent, highly educated areas in Southeast Michigan that are now facing notable challenges: major demographic shifts, declining school enrollment, and community concerns regarding development projects and changes to their unique historical identity. The area evokes a small-town charm and a strong sense of history, located in close proximity to the amenities of Ann Arbor and Detroit. It boasts excellent cultural, recreational, and educational opportunities. The Northville Public Schools topped Niche's ranking of state school districts in 2022, and has a nationally accredited Early Childhood program. Over 66% of adults hold a bachelor's degree or higher. The population is becoming more diverse, and 15% of Township residents are Asian. Looking forward, growth is projected with the redevelopment of the Northville Downs racetrack. The median age is expected to rise, and a projected 40% of residents will be aged 65-84 by 2045. ([2020 US Census](#), [DataUSA](#))

The Library is well supported by the community. The August 2022 millage passed with an 82% approval rate, the most successful of the more than 50 library millage issues during that election cycle.

## RESEARCH HIGHLIGHTS INCLUDE:

- Community leaders and stakeholders unanimously praised the invaluable services provided by NDL.
- The Library is highly regarded as a community anchor and a vital educational partner to the local schools.
- An overwhelming majority of the staff report high morale and maintain that their jobs are a source of great pride.
- Telephone and online survey respondents reported high satisfaction rates with the Library's staff and services and offered numerous suggestions for enhancement.

- The consultants heard directly from several respondents regarding why they did not use the Library.
- A market segmentation study identified households who do not currently use the Library and recommended services to engage both non-user households and current patrons.

Community residents also identified several challenges for the Library. These included meeting the needs of an increasingly diverse community, continuing to remain relevant to different generations, and integrating the Library's services with broader community priorities. Despite the many programs and services offered by the Library, a large segment of the community appears to be unaware of everything that the Library has to offer. Still, surveys revealed that most users are "very satisfied" with the Northville District Library. NDL has an excellent opportunity to build on very positive community sentiments and significantly enhance overall community satisfaction with its services.

The Ivy Group collated and analyzed the extensive information from their research and reported their findings at a planning summit attended by staff, trustees, and Friends of the Library. What emerged is a portrait of a community that maintains very traditional perspectives of the Library's role in providing a wide collection of physical and digital materials, and in serving as a gathering place for residents to pursue personal interests, hobbies, and educational goals. Internal stakeholder workgroups reviewed the consultants' findings to identify major themes that would form the crux of the Library's new Strategic Plan. Four major areas of focus arose from their discussions:

1. Programs and Collections
2. Spaces
3. Convenience and Access
4. Unique Identity

Library leadership and staff then prioritized specific strategies and tactics under each of these areas where the Library can make the most impact on the community. With an overarching focus on these areas and a concentrated effort to communicate the Library's many offerings, NDL is well positioned to build on its successful service to residents, bolster its excellent reputation and significantly enhance its image in the community.

# PROJECT METHODOLOGY

To prioritize the issues facing the Northville District Library and to understand community perspectives, the strategic planning team engaged with internal stakeholders, community leaders, and members of the public. In surveys and conversations, the strategic planning team collected personal accounts from the Northville communities. Data analysis connected disparate threads, revealing the areas of highest need and providing a roadmap for the Library's response.

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## Data Analysis

Methodologies that rely on quantitative data offer a reliable snapshot of the issue under consideration. They allow measurements to be precisely compared, and thus they transform numbers into insights.

### Environmental Scan

The consulting team reviewed and analyzed Census demographic data, previous NDL surveys, budgets, master plans, annual reports, economic development reports, and other regional information to create an environmental scan of forces shaping the city of Northville and Northville Township.

### Benchmarking Study

This exercise creates an accurate picture in time to evaluate library performance across a variety of measures. Using the most recent published data from the Institute of Museum and Library Services (2019), we compared NDL against four national peer libraries that share similar operating expenses, service area size, and demographic indicators, as well as against a "composite library system" representing the average of libraries serving a similarly sized community. The library in the neighboring community of Novi was included as a comparison but was not part of the peer set. With these results, NDL can identify strengths and opportunities and establish a baseline for measuring progress.

### Market Segmentation Study

Claritas' MyBestSegments lifestyle systems define every household in the U.S. by distinct types, called "segments," to provide a comprehensive picture of who lives where and what they are like. The study identified key demographics, lifestyle characteristics, consumer behavior, and media preferences of library patrons and non-users. These insights can guide decision-making for services, collections, and programs and inform more effective marketing strategies.

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## Stakeholder Engagement

Those closest to an organization offer unique insight in their assessment of its strengths and opportunities.

### Planning Session

On February 7, 2022, Library management and staff met with consultants to review consumer trends, discuss and prioritize areas of need, and conduct a SWOT (Strengths, Weaknesses, Opportunities and Threats) exercise.

### Staff Online Survey

Library leadership collaborated with consultants to create an anonymous staff survey which was administered in April 2022. The survey explored key issues, such as staff perceptions of the facility, customer service, training, and professional development. 35 staff members participated.

### Trustee Interviews

In January 2022, consultants conducted telephone and Zoom interviews with the seven Northville District Library Board of Trustees about local strengths and challenges and how NDL's strategic plan can address community needs.

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## Community Engagement

Engagement with community members ensures that the assessment process is transparent and inclusive. The qualitative information gathered gives context to the hard data, explaining the "why" behind relationships and uncovering hidden needs.

### Community Leader Interviews

Library leadership and trustees interviewed nine influential members of the Northville community to determine community challenges and priorities and to gauge feedback about NDL, its perception in the wider community, and opportunities for enhancing its services.

An online survey is an effective way to engage the public in an inclusive, transparent manner. Over 90% of households in the NDL service area have a computer and broadband access at home. There were 1,233 participants, and 559 (45.3%) took the opportunity to expand on how the Library might become a better resource for them.

### Online and Telephone Community Surveys

From April 4 to May 11, 2022, we solicited community input via telephone interviews and an online survey platform. The surveys identified the needs and preferences of the community with respect to public library use, probed reasons why households do not currently use library services, and solicited ideas to develop future priorities for Library offerings.

A telephone survey is the best method of soliciting statistically reliable data from a representative sample of the service area, especially from non-users. There were 379 interviews (54.3% library users and 45.6% non-users) completed, yielding a margin of error of +/- 5% at the 95% confidence level for the 28,821 residents of the city of Northville and Northville Township over the age of 18. Of those respondents, 123 (32.5%) took the opportunity to expand on how the Library might better meet their needs.

# AREAS OF FOCUS

Using a combination of qualitative and quantitative methods, stakeholders, staff, and residents were asked about the challenges facing the Northville communities. During a collaborative session with staff and stakeholders, opportunities and aspirations were prioritized into four core themes:

**Programs and Collections** will help NDL provide and promote materials and connections that meet the evolving needs of the community through print, digital, and experiential resources.

**Convenience and Access** will attract new users and retain existing ones through a combination of services and locations that meet people where they are.

**Space** will guide NDL's future reconfiguration efforts and align space allocation with user needs.

**Unique Identity** will communicate the irreplaceable role NDL serves in the community from a gathering place to a 21st century portal to knowledge and imagination.

These priorities are the backbone of the strategic plan. As "areas of focus," they guide the Library's investment in collections, services, and spaces in the next three years. "Research highlights" connect the area of focus with the study's investigations and data from the 2020 Census and the 2019 American Community Survey. Strategies and tactics provide step by step guidance for library service over the next three years.

Largely due to its success and popularity, community members want more from NDL. The Library will need to dedicate resources to meet that need and achieve the goals outlined in the strategic plan.

## Resource Highlights:

- Increased funding
- Increased or reassigned staff
- Space reallocation and/or increase square footage
- Updated and new technology
- New equipment
- More resources for continuing opportunities to stay current with changes in the profession
- Expanded or enhanced productivity tools



## AREAS OF FOCUS

# PROGRAMS AND COLLECTIONS

NDL will offer enhanced programs and print and digital collections to meet the growing needs of its increasingly diverse community. Towards this end, it should explore holding programs and events in locations throughout its service area, and it should enhance its partnerships with relevant community organizations and service providers to better reach underserved residents. NDL should engage residents in discussion of potential new programs and services. The Library should continue to expand its print and digital collections and work to reduce or eliminate wait times for high demand titles to enhance customer satisfaction.

## RESEARCH HIGHLIGHTS

- Benchmarking revealed that NDL ranks 1st in the peer set for electronic material expenditures but 4th in circulation per downloadable material, indicating a need for increased promotion of digital material or evaluation of selection criteria to make this collection relevant, appealing, and easy to access.
- Expanding the digital collection topped the list of services for the Library to expand or enhance in both the telephone and online surveys.
- Downloadable media offerings were the #1 resource chosen for expansion in the staff survey.
- Library trustees recommended expanding the local history collection.
- Due to limited meeting space, NDL offered the fewest number of programs in the benchmarking peer set, but it ranked 2nd in total attendance, indicating unmet demand.
- Community leaders identified the need to serve professional adults better and perceived several opportunities: to develop partnerships for offering business workshops, to expand programs for young families, and to preserve local history.
- Library trustees stated that NDL should engage new residents, especially immigrants, in discussion of potential new programs and services, and expand the partnership with the school district.
- Only 27% of staff surveyed agreed that the current integrated library system is efficient and easy to use.
- The mature needs segments of the NDL service area have concentrated areas of below average to lowest technology use, indicating an opportunity for Library instruction.

## Expand breadth, depth, and diversity of programs based on evolving community needs

1. Design unique programs that meet community needs by partnering with Northville organizations, creating memoranda of understanding with key partners, collecting ongoing feedback, regularly meeting with service providers, and improving interdepartmental communication.
2. Explore permanent solution for outdoor programs through formal partnerships with the municipal governments and Parks and Recreation departments.
3. Hold programs in locations convenient for residents, such as at the Township Hall, Thayer Corner, the Northville Community Center, and senior centers.
4. Partner with the Northville Senior Center to expand programs that support healthy aging.
5. Expand programs that celebrate Northville's diversity, such as Pride Month displays and activities, Lunar New Year celebrations, Holi activities, Japanese film festivals, Arabic calligraphy classes, and conversation circles that support the International Language Collection in Chinese and Spanish. Add Arabic, Bengali, and Urdu materials to the International Language Collection.
6. Expand the community-wide read organized by the Neighborhood Library Association by adding related programs for all age groups hosted at NDL and throughout the service area.
7. Increase the frequency of popular children's programs, such as storytimes and book clubs, to eliminate waitlists.
8. Expand enrichment programs for adults, such as art workshops, podcasting classes, and live performances by regional acts.
9. Align program schedule with community needs by offering more children's programs on weekends and more adult programs in the evenings.
10. Improve attendance at youth programs by partnering with schools, camps, and other youth-oriented providers on development and marketing.
11. Offer more large-scale youth programs, similar to the successful current offerings of video game tournaments, Battle of the Books, and Free Comic Book Day.

"Create more interesting events for the community... More class options. More community centered events and opportunities."

- COMMUNITY ONLINE SURVEY RESPONDENT

## Expand breadth, depth, and diversity of physical and digital collections through patron-driven collection development policies

12. Explore ways to reduce wait times, such as regularly comparing holds lists to local availability, investigating a leasing program for high-demand titles, increasing the number of books in a book club kit, and adding copies of high-demand periodicals and newspapers.
13. Increase the digital collection, especially high-demand titles and online resources such as the Financial Times.
14. Improve discoverability with new item spotlights, a digital library map, easy-to-find personalized recommendations, and the promotion of specific collections and formats.
15. Improve access to genealogy and local history resources by better publicizing the digital collections.
16. Provide access to useful but not readily available items through an expanded Library of Things and a Makerspace.
17. Establish a formal weeding schedule.
18. Focus collection development on titles that reflect the community's changing demographics.
19. Explore the possibility of ILS migration and continue to have conversations with the consortium about NDL needs to give staff the tools they need to operate most efficiently.

"More selection and copies of digital books especially the top 'sellers' (e.g., NY Times bestseller lists, popular authors, etc). Wait times for some books are 6 months or more."

- COMMUNITY ONLINE SURVEY RESPONDENT





## AREA OF FOCUS

# SPACE

Recognizing that there has been a significant shift in how library patrons use library spaces following the COVID-19 pandemic, NDL will review all its existing spaces and explore creating flexible spaces that are compatible with current and changing needs for both users and staff. These include indoor and outdoor spaces to more effectively merchandise popular collections, host educational and recreational programs, and provide efficient workspace for staff, patrons, and community groups. To be comparable to neighboring and peer libraries, NDL will consider expanding into the community with possible other locations and facilities.

## RESEARCH HIGHLIGHTS

- Community leaders suggested improving remote working infrastructure and expanding study rooms, meeting spaces, and research resources to better serve youth.
- The top space rated as “very important” in both the telephone and online survey was space for books, CDs, and DVDs.
- When surveyed, staff indicated a need for more workspace and a larger break room.
- Library trustees expressed concern about lack of space—for staff, meeting rooms, and collections—and recommended exploring a physical presence in the Township.
- Community leaders identified the need to reevaluate the size and scope of the Library building in a post COVID-19 pandemic environment.
- 74% of Library users in the telephone survey are “highly satisfied” with the condition of the Library building.

## Plan for changing use patterns with furniture and technology updates

1. Add flexible seating and workspaces that accommodate students and the growing segment of remote workers.
2. Create distinctive children's areas with tablets, interactive toys, and manipulatives.
3. Meet the growing demand for study space and remote work space with flexible furniture, outlets throughout the building, and collaboration tools, such as large, HDMI-enabled screens positioned in small study rooms.

“Create more space for people to work and create technical infrastructure to support that.”

- COMMUNITY LEADER INTERVIEW

## Update policies to decrease perceived barriers to use

4. Create a welcoming, relaxing atmosphere by increasing cell phone use areas, and allowing light refreshments from external vendors and library vending machines in defined areas, including the meeting and study rooms. This casual atmosphere encourages people to stay longer in the building and thus use more resources and services. The Code of Conduct should be updated to reflect these changes.
  5. Identify off-site outreach or collaboration spaces, and work with partners to secure permission for use.
- “We grab and go because don't feel like it's a space to get comfortable in.”  
- COMMUNITY ONLINE SURVEY

## Reconfigure the footprint to optimize facility use for current and changing user needs

6. Develop a Facilities Master plan to determine space and location needs for the next decade.
  7. Determine feasibility of locating all of the adult materials on one floor and all of the children's materials on one floor.
  8. Determine optimal bookstore location.
  9. Investigate the feasibility of an entrance on the lower level with a greeter station and self-check out.
  10. Create a self-serve holds pick up area.
  11. Restructure teen space to better accommodate collaboration and noise.
  12. Reduce the size of information and reference desks and improve directional signage to improve traffic flow in the main floor, especially around the staircase.
  13. Identify ways to display art in the building, such as in a stairwell gallery, through murals by local artists, or in rotating exhibits, to build on the success of Detroit Institute of Arts' Inside/Out program.
  14. Add a return box near the building, so patrons can return items without getting out of their vehicles.
  15. Improve awareness of the available parking near the Library.
  16. Improve storage options for Summer Reading and other program materials by investigating off-site storage and displaying Library of Things in public areas.
  17. Create a dedicated area for a Makerspace.
  18. Investigate opportunities to make the best use of the recently vacated gift shop space.
- “Would be interested in new library technology like 3D printing and music production software.”  
- COMMUNITY TELEPHONE SURVEY

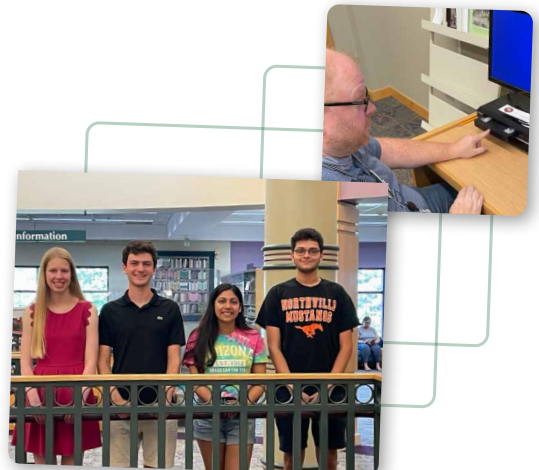
## AREA OF FOCUS

# CONVENIENCE AND ACCESS

NDL will strive to enhance its user experience by reducing or eliminating barriers to materials and services. This may take multiple forms, such as expanding operating hours, providing library collections and services at convenient, high-traffic locations, and reaching out to residents who are not physically able to visit the library. NDL will also undertake a comprehensive review of its policies and procedures to ensure that they enhance patron convenience and access to library collections and services.

## RESEARCH HIGHLIGHTS

- 71% of online survey respondents and 54% of telephone survey respondents were “very interested” or “interested” in extended hours. The most common response to the open-ended questions in both surveys was a request for extended hours.
- 64% of online survey respondents and 57% of telephone survey respondents were “very interested” or “interested” in self-service outlets in the Township such as book drops or 24/7 vending.
- Only 39% of staff agreed that NDL does everything it can to connect with non-users, the lowest of all areas evaluated. Nearly half of the staff recommend increasing outreach services to Township residents.
- The benchmarking study ranked NDL last in the peer set for hours open.
- Community leaders recommended extending hours of operation, especially on weekends.
- Community leaders recommended expanding outreach to homebound residents and newcomers.
- Library non-users in the telephone and online surveys cited a lack of time as one of the primary reasons they do not use the library, indicating a need to communicate NDL's time-saving services.



## Increase usage of Library collections, services, and programs by making them more relevant and convenient to access

1. Introduce 24/7 physical access services such as lockers for holds pickups and on-site and remote book drops.
2. Provide limited pop-up library services at convenient, high-traffic locations such as the farmers market and the Chamber of Commerce's Northville Marketplace festival.
3. Expand material check out options.
4. Align with consumer self-service expectations by adding more self-checkout stations and touch screen public catalog terminals.
5. Investigate the most appropriate presence in the Northville Township, such as a vending machine, bookmobile, or branch.
6. Investigate alternatives to the Dewey Decimal system to improve discoverability.

"A locker or something to pick up my holds or in a drive [thru] setting, similar to Novi Public Library. A cafe would be nice."

- COMMUNITY ONLINE SURVEY

## Expand patron base by reducing barriers to materials and services

7. Offer services to homebound residents through mail or home delivery of materials.
  8. Improve access to speakers of languages other than English with multilingual signage, promotional materials, translation options for the website, and multilingual staff.
  9. Expand hours especially on Sundays and on Friday evenings.
  10. Conduct an ADA assessment to identify areas for improvement, such as lighting, lower bookshelves, and accessibility for people using mobility devices.
  11. Extend time limits on public computers and relocate stations to allow for private browsing and the use of cell phones for consultations.
  12. Evaluate the code of conduct and customer service policies to ensure equitable, low-barrier access.
- "One consistent inquiry is the limited open hours of operation. Added weekend hours of operation are usually a topic of interest."

- COMMUNITY LEADER INTERVIEW

## AREA OF FOCUS

# UNIQUE IDENTITY

NDL will create a unique identity for itself as a fun, exciting community destination that warmly welcomes residents from all backgrounds and age groups. Updated marketing resources and the development of new resources, programs, and services will raise public awareness of the Library's value.

## RESEARCH HIGHLIGHTS

- Community leaders and Library trustees feel that the Library needs a strong marketing message to make itself more relevant to users and non-users.
- NDL ranks 4th in the benchmarking peer set for registered users per capita.
- NDL ranks last in the peer set for visits per capita.
- Community leaders suggested the Library provide regular updates at City Council and Township Board meetings.
- Library trustees would like NDL to become a destination attraction with fun, hands-on activities like a Makerspace.
- Telephone and online survey respondents identified email, the Library newsletter, and the Library website as the best ways to receive Library news and information.
- Staff courtesy and customer service garnered the highest user satisfaction in the online and telephone surveys.



## Raise public awareness of the Library's unique and useful offerings

1. Emphasize personalized services, such as themed book boxes, book match request, book club kits, notary services, local resource referral, and one-on-one tech assistance.
2. Spotlight exceptional products such as Reference Solutions, The New York Times, and MorningStar.
3. Host open house events that demonstrate unique collections like the Library of Things, sensory kits, local history resources, and Makerspace technology.

"Four out of ten people know what you do."

- COMMUNITY LEADER INTERVIEW

## Develop marketing to increase Library usage

4. Adopt a brand and tagline that memorably communicate NDL's personality and value.
5. Create a marketing plan to organize and prioritize the Library's promotional activities.
6. Establish a marketing committee to cohesively and efficiently promote NDL's collections, services, and programs.
7. Explore best uses of NDL's automated marketing platforms to efficiently target and tailor communications.
8. Improve internal communication so that all employees are empowered to promote NDL.
9. Balance "new and noteworthy" promotions with public communications about core services.

"I would love to see more of an emphasis on community engagement and partnerships. I think that the role of the library of a community hub is something that makes it truly unique."

- STAFF SURVEY





NORTHVILLE DISTRICT LIBRARY

## STRATEGIC PLAN

# CONNECTING

## *Northville to The World of Knowledge*

### PROGRAMS & COLLECTIONS

#### Highlights

- Hold programs at locations and times convenient for residents
- Increase the digital collection, especially high-demand titles and online resources
- Focus collection development on titles that reflect the community's changing demographics

### SPACE

#### Highlights

- Identify off-site outreach or collaboration spaces
- Develop a Facilities Master plan to determine space and location needs for the next decade
- Create a dedicated area for a Makerspace

### CONVENIENCE & ACCESS

#### Highlights

- Provide limited pop-up library services at convenient, high-traffic locations
- Investigate the most appropriate presence in Northville Township
- Expand hours

### UNIQUE IDENTITY

#### Highlights

- Adopt a brand and tagline
- Create a marketing plan and marketing committee
- Spotlight exceptional products and services offered



TO VIEW THE FULL PLAN, VISIT: [northvillelibrary.org](http://northvillelibrary.org)

**BELVEDERE TIBURON LIBRARY AGENCY****CONTRACT FOR SERVICES****1. Parties and Effective Date**

This contract (hereinafter referred to as "Contract") is by and between THE BELVEDERE TIBURON LIBRARY AGENCY (hereinafter referred to as "BTLA") and The Ivy Group, Ltd. (hereinafter referred to as "Contractor"). BTLA and Contractor may hereinafter be collectively referred to as the "Parties."

This Contract shall commence on the date that the Contract is fully executed by the Parties, and shall remain and continue in effect until tasks described herein are completed, unless sooner terminated pursuant to the provisions of this Contract.

**2. Services to be performed and Price**

The services (hereinafter "Services") to be performed by Contractor, and the price to be paid by BTLA, are described in **Exhibit A** attached hereto and incorporated as though fully set forth herein.

**3. Indemnification**

Contractor shall indemnify, defend and hold harmless BTLA, its assigns, officers, officials, directors, employees and agents, and each of them harmless from any and all actions and causes of actions, claims, demands, liabilities, losses, judgments, damages or expenses, of whatsoever kind and nature, including interest and attorney's fees and all other reasonable costs, expenses and charges that the indemnified party shall or may at any time, subsequent to the date of the Contract, sustain or incur, or become subject to by reason of any claim or claims for any reason resulting from Contractor carrying out or failing to carry out the terms and conditions of this Contract and/or performing the Services.

**4. Termination**

This Contract may be terminated in whole or in part, in writing, upon 30 days written notice to the other party at their usual place of business.

**5. Insurance**

Contractor agrees to provide adequate Worker's Compensation Insurance on any and all of its employees. Contractor agrees to provide general and automobile liability insurance indemnifying and holding the BTLA, its agents, employees and tenants harmless, with no less than one million dollars (\$1,000,000.00) per occurrence of combined bodily injury and property damage coverage. Contractor shall name BTLA officials, agents, employees and volunteers as additional covered parties on all insurance policies.



All of Contractor's insurance policies shall be issued by companies authorized to do business under the laws of the state in which the work or any portion of the work is performed, shall be in form satisfactory to BTLA, shall be primary to any other insurance, and shall contain a provision prohibiting cancellation, termination, or modification except upon at least 30 days prior written notice to BTLA.

## **6. Subcontracting**

Contractor is responsible for the performance of Contract in its entirety and shall not subcontract any of the Services without written consent from BTLA.

## **7. Fair Employment**

Contractor shall neither fail to hire nor dismiss from employment on the work herein specified any person because of race, national origin, sex, sexual orientation, or creed.

## **8. Survival**

All obligations arising prior to the termination of this Contract and all provisions of this Contract allocating responsibility or liability between Contractor and BTLA shall survive the completion of Services hereunder and the termination of this Contract.

## **9. Interpretation, Severability**

The headings used in this Contract are for convenience only and shall not be construed in interpreting this Contract. Whenever the context so requires, the masculine shall include the feminine and neuter, and the singular shall include the plural and conversely.

If any portion of this Contract shall be held invalid or inoperative, then, so far as is reasonable and possible:

1. The remainder of this Contract shall be considered valid and operative; and
2. Effect shall be given to the intent manifested by the portion held invalid or inoperative

## **10. Binding Effect, Assignment**

This Contract shall bind the successors and permitted assigns of Contractor. Neither party may assign this Contract without the prior written consent of the other party.

## **11. Entire Contract**

The Parties acknowledge that each has read this Contract, understands it, and agrees to be bound by its terms. The Parties further agree that this Contract, including exhibits attached to it, and any modifications made pursuant to it, constitute the complete and exclusive written expression of the terms of the Contract between the Parties and supersedes all prior or contemporaneous proposals, oral or written, understandings, representations, conditions, warranties, covenants, and

all other communications between the Parties, by any usage of trade or custom or by any prior or existing course of dealings between the Parties pursuant to this Contract or otherwise.

## **12. Amendments**

This Contract may be amended in whole or part only by an agreement in writing signed by both BTLA and the Contractor.

## **13. Duplicate Counterparts**

This Contract may be executed in counterparts, each of which shall be an original and all of which together shall constitute one and the same instrument.

## **14. Governing Law**

This Contract and the rights of the Parties hereunder shall be governed by and construed in accordance with the laws of the State of California, including all matters of construction, validity, performance, and enforcement, and without giving effects to principles of conflict of laws.

## **15. Dispute Resolution**

All claims, disputes, or any other matters in controversy between the Parties arising out of or in any way related to this Contract shall first attempt to be resolved by informal telephonic or written communication between the Parties. In the event that informal techniques do not resolve a dispute, all Parties agree that any dispute will be submitted to mediation, prior to pursuing any other remedies provided by law.

## **16. Cost and Attorney's Fees**

In any action between the Parties arising out of or connected with this Contract, including any arbitration proceeding, the prevailing party in such action shall be awarded, in addition to any damages, injunctions, or other relief, its costs and expenses, not limited to taxable costs, and reasonable attorneys' fees.

## **17. Independent Contractor**

(a) Contractor is and shall at all times remain as to the BTLA a wholly independent Contractor. The personnel performing the services under this Contract on behalf of Contractor shall at all times be under Contractor's exclusive direction and control. Neither BTLA nor any of its officers, employees, or agents shall have control over the conduct of Contractor or any of Contractor's officers, employees, or agents, except as set forth in this Contract. Contractor shall not at any time or in any manner represent that it or any of its officers, employees, or agents are in any manner officers, employees, or agents of the BTLA. Contractor shall not incur or have the power to incur any debt, obligation, or liability whatever against BTLA, or bind BTLA in any manner.

(b) No employee benefits shall be available to Contractor in connection with the performance of this Contract. Except for the fees paid to Contractor as provided in the Contract, BTLA shall not pay salaries, wages, or other compensation to Contractor for performing services hereunder for BTLA. BTLA shall not be liable for compensation or indemnification to Contractor for injury or sickness arising out of performing Services hereunder.

## **18. Legal Responsibilities**

The Contractor shall keep itself informed of State and Federal laws and regulations which in any manner affect those employed by it or in any way affect the performance of its service pursuant to this Contract, including, but not limited to, all provisions of the Fair Labor Standards Act, the Americans With Disabilities Act, the federal Family and Medical Leave Act, the California Labor Code, the California Fair Employment and Housing Act, and the California Family Rights Act. The Contractor shall at all times observe and comply with all such laws and regulations.

The Contractor shall indemnify, defend, and hold harmless the BTLA and its agents, officers, and employees from any and all liability, including, but not limited to, wages, overtime pay, liquidated damages, penalties, court costs, and attorneys' fees arising out of or connected with any and all work performed by the Contractor's employees and/or independent contractors for which the BTLA may be found jointly or solely liable. The BTLA, and its officers and employees, shall not be liable at law or in equity occasioned by failure of the Contractor to comply with this Section.

## **19. Undue Influence**

Contractor declares and warrants that no undue influence or pressure is used against or in concert with any officer or employee of the BTLA in connection with the award, terms or implementation of this Contract, including any method of coercion, confidential financial arrangement, or financial inducement. No officer or employee of the BTLA will receive compensation, directly or indirectly, from Contractor, or from any officer, employee or agent of Contractor, in connection with the award of this Contract or any work to be conducted as a result of this Contract. Violation of this Section shall be a material breach of this Contract entitling the BTLA to any and all remedies at law or in equity.

## **20. No Benefit to Arise To Local Employees**

No member, officer, or employee of BTLA, or their designees or agents, and no public official who exercises authority over or responsibilities with respect to the Services during his/her tenure or for one year thereafter, shall have any interest, direct or indirect, in any agreement or sub-agreement, or the proceeds thereof, for work to be performed in connection with the Services performed under this Contract.

## **21. Permits and Licenses**

At all times during the term of this Contract, Contractor shall have in full force and effect, all licenses required of it by law for the performance of the Services.

At all times during the term of this Contract, Contractor shall have in full force and effect, all permits required of it by law for the performance of the Services.

## **22. Drafting Presumption**

The Parties hereby agree that this Contract shall be construed to have been drafted by all Parties to it so that the rule of construing ambiguities against the drafter shall have no force or effect. The Parties hereby waive California Civil Code section 1654, which reads:

IN CASES OF UNCERTAINTY NOT REMOVED BY THE PRECEDING RULES, THE LANGUAGE OF A CONTRACT SHOULD BE INTERPRETED MOST STRONGLY AGAINST THE PARTY WHO CAUSED THE UNCERTAINTY TO EXIST.

**My signature below indicates that I have read, agree to, and fully understand the above terms and their binding nature. My signature below further indicates that I have full authority to enter into this Contract and to bind any entity for which I sign:**

**CONTRACTOR**

**BTLA**

**SIGNATURE:** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_

**NAME:** Julia Prince

**NAME:** Roxanne Richards

**TITLE:** Managing Director

**TITLE:** Chair

**DATE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_



**DATE:** August 21, 2023

**TO:** Library Board of Trustees

**FROM:** Crystal Duran, Library Director

**SUBJECT:** Employee Travel Policy

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BTLA does not have an Employee Travel Policy that indicates what travel expenses are appropriate and reimbursable. The attached policy for consideration follows typical government standards for employee travel and includes guidance for eco-friendly practices for our Sustainable Library Certification. The policy applies to employees only and does not consider appointed Board members that their respective appointing agencies would govern. Counsel has reviewed the policy.



## TRAVEL REIMBURSEMENT POLICY

### DATE

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#### **Purpose**

This policy aims to establish equitable standards and achieve reasonably consistent and fair treatment insofar as the reimbursement of travel expenses incurred in the service of the Belvedere Tiburon Library Agency. This policy also reinforces the Library's commitment to reducing its environmental impact and includes best practices for environmentally-friendly travel that should be employed whenever practicable.

#### **Procedures**

This policy intends to reimburse Library employees for travel expenses incurred in performing their duties outside of the Agency's jurisdiction. Travel requests must be submitted and approved by the Director in writing before incurring any expenses. Travel requests must include the purpose of travel, the benefit to the Library, anticipated travel dates, and estimated costs. Travel expenses should be covered by grants or other outside funds whenever possible. Expenses submitted for reimbursement must be substantiated with receipts or other documents unless otherwise specified. Individuals are expected to exercise reasonable judgment in the expenditure of Agency funds.

#### **Allowable Expenses**

Expenses incurred in connection with the following types of activities generally constitute approved expenses as long as the other requirements of this policy are met:

1. Attending educational seminars designed to improve employee's skill and information levels;
2. Participating in regional, state, and national organizations whose activities affect the Library's interests; and
3. Participating in local meetings or activities to represent the Library and carry out responsibilities as noted in the employee's job description.

#### **International Travel**

Expenses in connection with international travel by any employee shall require prior Agency approval.

#### **Non-Reimbursable Expenses**

Examples of non-reimbursable personal expenses include, but are not limited to:

1. The personal portion of any trip;
2. Political fundraising or charitable contributions or events;
3. Family expenses, including partner's, children, or pet-related expenses when accompanying an employee;

4. Entertainment expenses, including theater, movies (either in-room or at the theater), sporting events, travel gym, massage, other cultural events, or personal reading material;
5. Alcohol/personal bar expenses;
6. Non-mileage personal automobile expenses, including repairs, traffic citations, insurance or gasoline; and
7. Personal losses incurred while on Library business, such as clothing, personal effects, and traffic citations
8. Travel expenses covered by outside funds.

### Travel Expenses

To conserve Agency resources and keep expenses within community standards, expenditures shall adhere to the following guidelines. If expenses exceed these guidelines, the cost borne or reimbursed by the Agency will be limited to the costs that fall within the guidelines.

### Transportation

The most economical mode and class of transportation reasonably consistent with scheduling needs and cargo space requirements must be used, using the most direct and time-efficient route. Government and group rates must be used when available.

- **Airfare.** The cost of airline tickets will be reimbursed or paid for when traveling on Library business. It is expected that employees will travel by coach or economy class. Direct flights are preferable as they are more eco-friendly than multiple-stop flights.
- **Automobile.** Automobile mileage will be reimbursed at Standard Mileage Rates presently in effect by the Internal Revenue Service (see [www.irs.gov](http://www.irs.gov)). These rates are designed to compensate the driver for gasoline, insurance, maintenance and other expenses associated with operating the vehicle. This amount does not include bridge and road tolls, which are reimbursable. Carpooling should be used for multiple employees traveling to the same location. Tolls for express or Fasstrak lanes are not reimbursable.
- **Car Rental.** Rental rates for hybrid economy or compact vehicles are considered the most economical, eco-friendly, and reasonable for reimbursement under this policy. Advance approval from the Director is required for renting a vehicle larger than the intermediate size.
- **Taxis/Shuttles/Rideshare.** Taxis, shuttles, or rideshare fares may be reimbursed, including a 15 percent gratuity per fare. When traveling, consider the option of group taxis or shuttles to reduce the need for single-occupancy taxis.
- **Public Transportation.** Whenever possible, utilizing public transportation is preferred. Costs for public transportation such as subways, buses, trains, and bike shares are reimbursable with receipt.

### Lodging

Hotel or Motel expenses will be reimbursed or paid for when travel on official Library business reasonably requires an overnight stay. If such lodging is connected with a conference, lodging expenses must not exceed the group rate published by the conference sponsor for the meeting

in question if such rates are available at the time of booking. The lowest, reasonable rate should be booked if the group rate is unavailable. For comparable rates, refer to Daily Lodging Rates set by U.S. General Services Administration (see [www.gsa.gov/travel](http://www.gsa.gov/travel)). Employees are encouraged to pay for hotel accommodations in advance with the Library's credit card and complete a Credit Card Authorization Form from the hotel prior to travel. Internet access connection and/or usage fees will be reimbursed if necessary to conduct Library-related business. The amount shall not exceed \$15.00 per day and a receipt must be submitted for reimbursement. Hotel parking will be reimbursed if traveling by vehicle and no complementary parking is available.

### **Meals and Incidentals (M&IE)**

Costs for meals and incidental expenses shall be reimbursed following the M&IE per diem rates set by the U.S. General Services Administration. Meals that are provided during a conference or workshop cannot be reimbursed. M&IE costs are only reimbursed for travel outside Marin County or exceeding three hours of consecutive travel in a given day. M&IE expenses do not require a receipt for reimbursement. M&IE rates will be allotted utilizing the following formula:

- **M&IE Total.** The full daily amount received for a single calendar day of travel when that day is neither the first nor last day of travel.
- **Individual Meals.** Separate amounts for breakfast, lunch, dinner, and incidentals.
- **First and Last Day of Travel.** The amount received on the first and last day of travel and equals 75% of total M&IE.

### **Parking and Baggage**

Parking fees will be reimbursed with a receipt. If available, long-term parking must be used for travel exceeding 24 hours. Baggage for one checked item each way may be reimbursed with a receipt.

### **Cash Advance Policy**

From time to time, it may be necessary for an employee to request a cash advance to cover anticipated expenses while traveling or doing business on the Library's behalf.

A completed Cash Advance Form shall be submitted to Administration no later than 10 days before the advance is needed by the requesting employee. The Cash Advance Form shall have the following information:

1. The purpose of the expenditure(s);
2. The benefits of such expenditure to the Library;
3. The anticipated amount of the expenditure(s) (for example, hotel rates, meal costs, and transportation expenses); and
4. The dates of the expenditure(s).

Any unused cash advance must be returned to Administration within seven (7) business days of the employee's return from the trip or return to work, along with an Expense Report and receipts documenting how the advance was used in compliance with this policy.



**Expense Report Content and Submission Deadline**

All travel reimbursement requests must be submitted using the Travel Reimbursement Request Form provided by Administration. Expenses submitted for reimbursement must have receipts supporting the expense unless related to M&IE. A complete and accurate Travel Reimbursement Request Form shall be submitted within 30 days of an expense being incurred. Receipts for gratuities and tolls under \$5.00 are not required. If a receipt is lost, a memorandum to the Administration detailing the information required in the cash advance section of this policy must be submitted or payment will be rejected. Inability to provide such supporting documentation within the time frame stated above shall result in the expense being borne by the employee.

**Reports to Staff and Agency**

Employees traveling for conferences or workshops are expected to report back and share information learned and any benefits to the Library. These reports may be done verbally or in writing and will be shared with all staff and the Agency at the next regular meeting following the date of the travel expenditures.

**Violation of This Policy**

It is the Agency's intent to fully investigate any suspected acts of fraud, misappropriation, or other similar irregularity in violation of this policy. An objective and impartial investigation will be conducted regardless of the position, title, length of service or relationship with the Library of any party who might be or become involved in or becomes the subject of such investigation. Use of public resources or falsifying expense reports in violation of this policy may result in any or all of the following:

1. Loss of reimbursement privileges;
2. Demand for restitution to the Agency;
3. Disciplinary action;
4. Civil penalties of up to \$1,000 per day and three times the value of the resources used;  
and
5. Prosecution for misuse of public resources.

BELVEDERE TIBURON LIBRARY AGENCY  
Subscription-Based IT Arrangements (SBITA's) Accounting Policy  
As approved by the BTLA on \_\_\_\_\_

**Purpose:** The Governmental Accounting Standards Board (GASB) has introduced a new SBITA statement that is effective for fiscal years beginning after June at, 2022, GASB Statement No.96, *Subscription-Based Information Technology Arrangements*. In accordance with GASB Statement No.96, *Subscription-Based Information Technology Arrangements*, a SBITA is defined a contract that conveys control of the right to use another party's (a SBITA vendor's) information technology (IT) software, alone or in combination with tangible capital assets (the underlying IT assets), as specified in the contract for a period of time in an exchange or exchange-like transaction. Any contract that meets this definition should be accounted for under the SBITA as identified in GASB Statement No.96. Subject to certain provisions and exceptions noted in the guidance, SBITA's are generally reported as follows in a government's external financial statements:

Under this Statement, a government generally should recognize a right-to-use subscription asset—an intangible asset—and a corresponding subscription liability. A government should recognize the subscription liability at the commencement of the subscription term, —which is when the subscription asset is placed into service. The subscription liability should be initially measured at the present value of subscription payments expected to be made during the subscription term. Future subscription payments should be discounted using the interest rate the SBITA vendor charges the government, which may be implicit, or the government's incremental borrowing rate if the interest rate is not readily determinable. A government should recognize amortization of the discount on the subscription liability as an outflow of resources (for example, interest expense) in subsequent financial reporting periods.

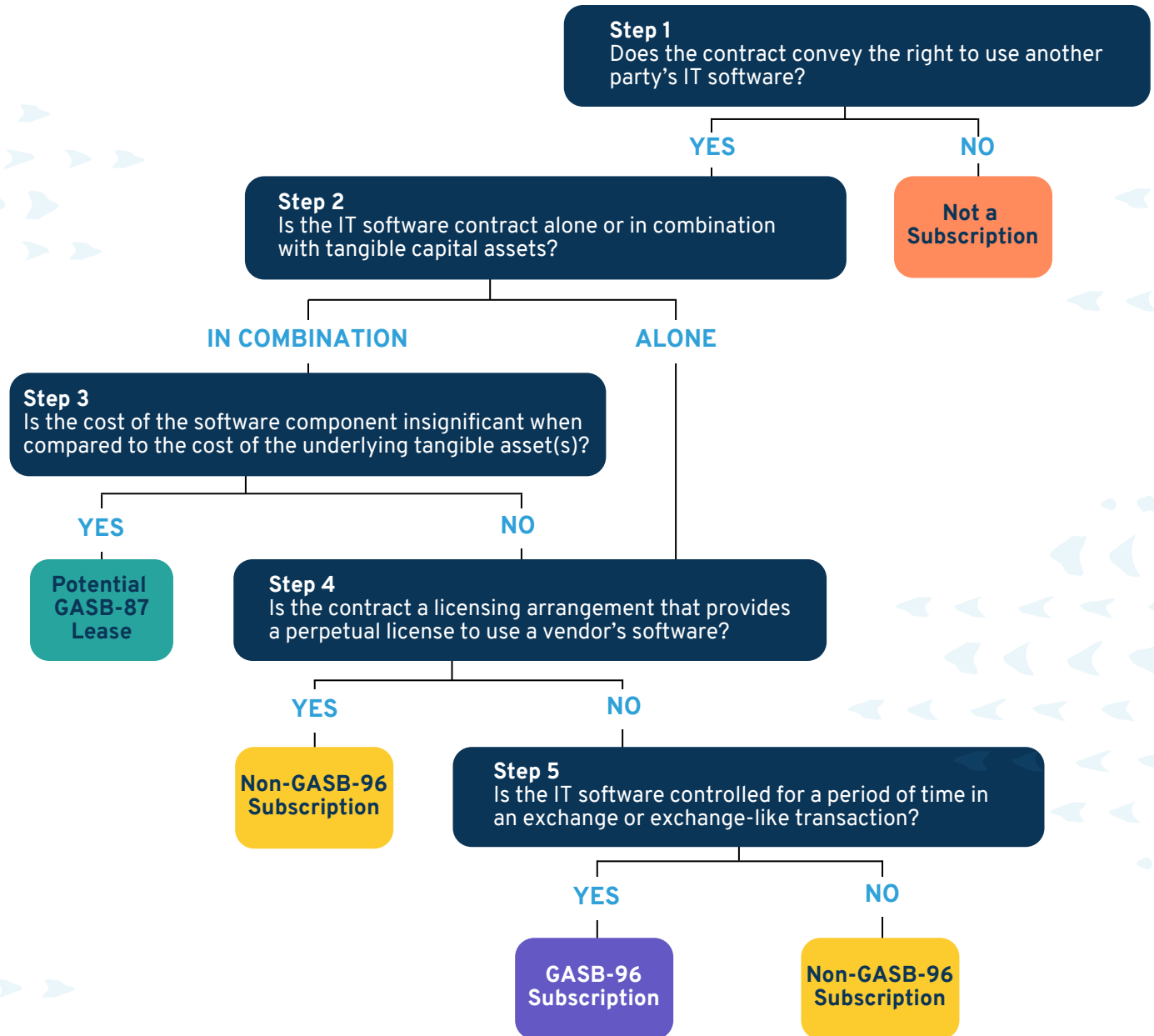
**Analysis:** Currently, the Agency has approximately 45 SBITA's and records expenditures on its SBITA's when subscriptions are paid for a total of approximately \$90,000 per year, not including MARINet. The MARINet subscription is approximately \$100,000 per year. The new statement requires the Agency to record an asset and a liability for SBITA's. Due to the quantity and value of SBITA's entered into as of the implementation date of July 1, 2022, the accounting adjustment is not expected to have a significant impact on financial statements taken as a whole.

In order to accurately monitor the necessity to record a SBITA asset and SBITA liability, the Agency will need to centrally maintain all SBITA contracts in the Finance Department. Each time a new contract is approved that is a SBITA contract or is a contract with a SBITA component, the contracting department must include the Finance Department on the distribution list for the contract.

The Agency will set a SBITA capitalization threshold of a \$150,000 liability for SBITA contracts to be recorded under the new pronouncement. Any SBITA with a liability of less than \$150,000 will be deemed immaterial in relation to the financial statements as a whole and, thereby, excluded.

## DECISION TREE

# How to Determine if You Have a GASB-96 Subscription



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DebtBook makes powerful, easy-to-use, cloud-based debt and lease management software for local governments, nonprofits, and other similar organizations. We make GASB-87 implementation and ongoing compliance easy and produce results that you will be confident in. And with our 5-star-rated client success team on your side, you'll also get access to best-in-class support. Visit [www.debtbook.com](http://www.debtbook.com) to learn more.



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

**September 18, 2023**

**October 16, 2023**

**November 20, 2023**

No Meeting in December unless necessary (**December 18, 2023**)

**January 8, 2024** (2<sup>nd</sup> Monday due to MLK Holiday)

**February 12, 2024** (2<sup>nd</sup> Monday due to Presidents Holiday)

**March 18, 2024**

**April 15, 2024**

**May 20, 2024**

**June 17, 2024**

**July 15, 2024**

No Meeting in August unless necessary (**August 19, 2024**)

**All meetings are held on Mondays at 6:15 pm IN PERSON in the Library  
Founder's Room.**