

BELVEDERE TIBURON LIBRARY AGENCY STRATEGIC PLAN 2024-2026



Belvedere
Tiburon
Library

1501 Tiburon Blvd., Tiburon, CA 94920
beltibrary.org

LET'S CONNECT

LETTER FROM THE AGENCY

Dear Library Friend,

New spaces, faces, and a renewed commitment to our community’s aspirations mark the Belvedere Tiburon Library’s ongoing transformation. Through the collaborative efforts of our community members and staff and invaluable guidance from strategic consultants, The Ivy Group, we have positioned the Library to play an even greater role in your daily life.

The theme of “Let’s Connect” will guide the Library as we embark on this next chapter. This theme emerged organically through a highly participated community survey, focus groups, community meetings, Library Agency and Foundation leadership, and staff input. The 2024-2026 Strategic Plan is essential for the work ahead, and we’ll use the plan to inform our fiscal decisions and program and service priorities for the coming years.

We invite you to be an integral part of and benefit from the Library’s efforts:

- To be a warm, welcoming space for neighbors to connect
- To deliver responsive services to the community
- To partner with organizations to leverage resources
- To connect community members to resources, expertise, and opportunities

Our growth and success is due to all those who care about our community and the Library. Whether you visit the Library, utilize our online services, volunteer your time and talent, or support and advocate for the Library, we sincerely thank you. We extend special appreciation to our dedicated staff, whose passion for the Library’s role in society and commitment to serving the public make it all possible. We are here because of you—and for you.

Thank you on behalf of the
Belvedere Tiburon Library Agency,

Crystal Duran, Library Director

Roxanne Richards, '23-'24 Agency Chair

OUR VISION

A community where every person
feels included and inspired

OUR MISSION

To nurture curiosity, spark
connections, and foster
lifelong learning

EXECUTIVE SUMMARY

The Library’s reopening in its renovated space in September 2022 has provided an opportunity for the community to consider the public library’s role in Belvedere-Tiburon. While the collaborative process invited a long-term vision for the Library, the following plan will guide the Library from 2024 through 2026.

Primary themes emerging over the course of the 4-month process include:

- A community desire for connection and stakeholder collaboration
- The Library’s principle role as a source of books and other media
- The Library’s potential to be a warm, welcoming space, available to everyone in the community
- Satisfaction with the new building and a desire for more engagement opportunities

For more information, see Appendix A: Methodology.

Community participants and BTLA leadership distilled the strategic direction of the Belvedere Tiburon Library into four cornerstones of connection.

Connect with:

- Each Other
- Your Library
- Community
- Culture

These four areas of focus provide the Library’s leadership team and staff members the roadmap for the coming years.

For more information, see Appendix B: Research Highlights.

THE PLAN

THESE FOUR CORNERSTONES FOR 2024-2026 WILL ALLOW THE LIBRARY TO CONNECT WITH:

Each Other

Impact: The Library is a warm, welcoming space for neighbors to connect

Cultivate a comfortable atmosphere

- Promote patron conduct policies to accommodate refreshments and noise levels
- Invite patrons to linger with cozy furnishings, soft seating, and convenience items for borrowing such as charging cords, headphones, and seat cushions
- Improve usability and wayfinding throughout the building
- Raise visibility of staff in public spaces
- Establish task-specific zones with appropriate, flexible seating, lighting, signage, and technology

- Create more welcoming and inviting entryways and service points

Bring the community together

- Expand the breadth, depth, and diversity of programs for all ages
- Work with partners to leverage resources and create large-scale community events
- Create and promote skill and leadership development opportunities for teens

Establish the Library as a destination gathering space

- Provide more opportunities for exploration and play in indoor and outdoor children's spaces
- Host performances and activities on the Library's plaza
- Develop policies to increase public access to meeting and event spaces such as the Founders Room

Your Library

Impact: The Library delivers responsive services to the community

Deliver one-on-one services

- Brand and promote high-touch services such as reading recommendations, research assistance, and technical troubleshooting
- Increase digital literacy opportunities to empower patrons to be tech-savvy and up to date on current and emerging technologies
- Promote one-on-one assistance for information and library tech needs

Implement responsive programming and services

- Explore delivery options to those unable to visit the Library

THE PLAN: **Four Cornerstones**

- Leverage evaluation tools to create responsive, quality programs based on ongoing community feedback
- Host workshops and discussion groups facilitated by Library staff and vetted presenters
- Partner with various organizations to host activities outside the Library including storywalks and pop-up libraries
- Conduct outreach efforts in conjunction with community events
- Partner with local elementary schools to launch a student success card initiative

Transform perceptions of public library service

- Raise the Library's profile with a brand awareness campaign
- Create an integrated marketing plan with a defined promotional budget
- Coordinate communications efforts between all Library entities (staff, BTLA, Foundation, Corner Books, etc.)
- Refine the Library's press kit and

communicate process to internal stakeholders

- Investigate tools that enable custom communications targeted to patrons' personal preferences and interests
- Regularly share Library successes through multiple channels to build community awareness
- Explore the feasibility of permanent, prominent signage on the Library's plaza
- Capitalize on the reach of The Ark through earned and paid placements

Ensure the health of the organizations that support library service

- Convene regular working meetings between the Agency and the Foundation
- Engage volunteers to build support and increase the use of the Library among their personal and professional networks
- Support Agency and Foundation members with an onboarding process, continuing education goals, and regular presentations from staff

- Revise staff onboarding process and employee handbook and annually review contents with staff
- Improve efficiency among staff, administration, and the Agency through a user-friendly portal with current information on policies, procedures, communications, and meeting minutes
- Establish departmental goals that align with the Strategic Plan
- Formalize staff professional development goals and procedures

Community

Impact: The Library partners with organizations to leverage resources

Bring community organizations together for collective impact

- Facilitate relationship-building between organizations by hosting collaborative sessions on local issues
- Prioritize partnerships with organizations that complement the Library's mission and cross-promote initiatives

THE PLAN: **Four Cornerstones**

- Work with partners to develop a more age-friendly community

Create a local information and resources hub

- Empower staff to represent BTLA on local and regional boards to connect the Library to wider initiatives serving Belvedere and Tiburon

- Consolidate welcome packages to orient newcomers to the local landscape

Become a node of emergency preparedness and response

- Partner with first responders and other agencies to host preparedness events at the Library and to distribute supplies
- Make the Library building available for emergency and disaster relief services
- Promote the Library as a heating and cooling center and seek grant funding to support this role

Drive sustainability goals

- Explore the feasibility of adding solar panels to the Library building

- Involve the public in the Library's green initiatives

- Provide infrastructure for additional modes of travel to the Library

- Identify additional opportunities to support local climate action-plans and goals

- Attain Sustainable Library Certification and promote community impact

Culture

Impact: The Library connects community members to resources, expertise, and opportunities

Curate offerings that reflect and inspire the community

- Spotlight local talent through programs and exhibits

- Increase the Library's world language holdings

- Meet the demand for high-circulating digital titles

- Explore experimental uses of the art gallery

- Improve discoverability of the collection through themed lists, displays, personalized recommendations, and training on the online catalog interface

Increase the capacity of the popular Makerspace

- Foster innovation through access to prototyping and experimentation in the Makerspace, podcast suite, and digiLab

- Capitalize on intergenerational storytelling in the Makerspace

- Coordinate Makerspace offerings with those available at local schools

- Continuously advance staffing, training, and equipment to remain cutting-edge

ACKNOWLEDGMENTS

We sincerely appreciate everyone who has contributed to developing the 2024-2026 Strategic Plan, including in focus groups, community meetings, leader luncheons, interviews, and community surveys.

BELVEDERE TIBURON LIBRARY AGENCY

Roxanne Richards,
Agency Chair '23 - '24
Niran Amir
Lawrence Drew
Anthony Hooker
Emily Poplawski
Jeff Slavitz
Ken Weil

LONG-RANGE PLANNING COMMITTEE

Roxanne Richards
Anthony Hooker
Lawrence Drew
Lucy Churton
Joey Della Santina
Crystal Duran

BELVEDERE TIBURON LIBRARY FOUNDATION

Suzannah Scully,
Foundation President '21 - '23
Lucy Churton,
Foundation President '24 -
Ann Aylwin
Aviva Boedecker
Brenda Bottum
Pamela Goldman
Michelyn Good
Mickey Hubbell
Kelly Lauber
Toni Lee
Whitney Lee
Heather Lobdell
Rachael Ong
Sylvia Singh
Michelle Thomsen
Marty Winter

THE IVY GROUP, STRATEGIC PLAN CONSULTANT

Julia Prince,
Managing Director
Sarah Hamfeldt,
Library Specialist



Appendix A: **Methodology**

The strategic planning team deeply engaged with internal stakeholders, community leaders, and those who live and work in Belvedere and Tiburon to understand how best the Library can serve them.

Through conversations, exercises, data, and survey responses, they were able to gain a thorough understanding of the shape of relevant library service in both the short and long term.

Data Analysis

Quantitative methodologies offer a reliable snapshot of current conditions. They allow measurements to be precisely compared, transforming numbers into insights.

Environmental Analysis

The consulting team used a modified PESTLE (political, economic, social, technological, legal, and environmental) framework to create an environmental analysis of Belvedere and Tiburon. In addition to Census Bureau demographic data, Belvedere and Tiburon's comprehensive plans, sustainability documents, health dashboards, environmental data, education, and library benchmarking were added for their relevance to library services.

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 the households in Belvedere and Tiburon. The study identified key demographics,

lifestyle characteristics, consumer behavior, and media preferences of library users and non-users.

Stakeholder Engagement

Those closest to an organization offer unique insight in their assessment of its strengths and opportunities. Consultants met with leadership from the Belvedere Tiburon Library Agency and Foundation, Library administration, and staff for facilitated discussions.

Stakeholder Forum

On Tuesday, September 26, 2023, Ivy Group met with Library leadership, Belvedere Tiburon Library Agency (BTLA) members, and representatives of the Library Foundation. During a half-day session, 23 participants reviewed the strategic planning process, discussed options for future services and offerings through a SOAR exercise, and generated ideas for the Library's mission and vision statements.

Appendix A: **Methodology**

Staff Forum

On September 26, 2023, consultants met with seven Library staff members to prioritize community assets and complete a SOAR assessment.

Leader Luncheon

The Library invited 23 local movers and shakers to a working lunch on Wednesday, September 27, 2023, including elected officials, representatives from both police departments, area public and private schools, and business owners and managers. Consultants facilitated small group discussions, a community asset exercise, and a room-wide conversation.

Community Leader Interviews

The Library's internal strategic planning team conducted interviews with additional community leaders. Notes were provided to the consultants for inclusion in the report.

Community Engagement

To create an inclusive and transparent process that centers the community's needs and aspirations, consultants sought the perspectives of a variety of people who live and work in Belvedere and Tiburon. When viewed alongside the hard data, this qualitative information explains the "why" behind correlations and uplifts hidden voices.

Focus Groups

Focus groups 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. Consultants conducted two in-person focus groups at the Library and Hilarita apartments on September 27 and one virtual session on October 3, 2023. The composition of each session was designed in close consultation with the Library and was intended to represent multiple voices: Library advo-

cates, Hilarita residents, and parents of young children.

Community Meeting

The community meetings publicized the planning process and signaled that it was open to all. Consultants met with over 30 Library users and non-users at the Library on the evening of September 27. Participants included older adults, parents, and working adults.

Online Community Survey

An online survey is an effective way to engage the public in an inclusive, transparent manner. 386 people participated in the survey that was offered via an online survey platform from October 16 through November 5, 2023. The survey identified the preferences of the community with respect to public library use, probed reasons why households do not currently use the Library, and gathered suggestions on how the Library can better meet their needs.

An online survey is an effective way to engage the public in an inclusive, transparent manner.



Appendix B: **Research Highlights**

Each Other

- Focus group participants noted the lack of a community hub open to all and saw the potential for the Library to fill the gap
- Survey respondents were most dissatisfied (22%) with comfortable places to sit and gather in the building
- Residents at the community meeting and the focus groups expect the Library to be comfortable and requested a café-style atmosphere
- 64% of survey respondents were interested or very interested in a café atmosphere at the Library
- Focus group participants requested clarification on policies regarding food and noise in specific zones of the building
- The largest market segments prefer high-touch concierge services and retail experiences

- According to the survey, patrons primarily use the Library for in-person enrichment (check out materials, attend programs for adults, visit Corner Books, hobbies and entertainment, and visit the art gallery)
- Program offerings for adults received the lowest “very satisfied” response (34%) from survey-takers
- 94% of survey respondents were interested or very interested in an engaging variety of programs in the future
- Library users thought it was important or very important to expand programs and services for adults (87%), children (76%), and teens (75%)
- Focus group participants and survey respondents identified the need for programs for specific audiences, such as tech help for seniors and after-school events for tweens and teens

Your Library

- Only 34% of survey respondents were very satisfied with the Library’s marketing
- The primary reason survey respondents don’t use the Library (“It doesn’t occur to me to go there”) indicates a lack of awareness of the breadth of offerings
- Focus group and community meeting participants preferred communications from the Library that are specific to their interests
- Stakeholders at the internal forums and Leaders Luncheon identified the opportunity for increased Library participation in community events and school partnerships
- Email (91%), the Library website (50%), and The Ark and other local publications (38%) are the best ways for the Library to communicate with residents according to survey respondents

Appendix B: **Research Highlights**

- Representatives of the Library Agency and Foundation identified a closer working relationship as an aspiration during the stakeholder forum
- Participants in the staff forum identified the need for clear goals, policies, and procedures, with regular feedback from administration and the Agency
- Focus group and community meeting attendees were highly motivated to resume volunteering at the Library

Community

- Attendees of the Leaders Luncheon requested more opportunities to convene and collaborate at the Library and for the opportunity to use the Founders Room for their own meetings
- Focus group participants reported that while there are many local communication channels, they tend to be siloed and members-only
- 66% of survey respondents identified emergency preparedness as an important community issue

- First responders at the Leaders Luncheon identified the Library as a prime location for a shelter or collection point during an emergency and as a host of preparedness workshops
- Both communities participate in community preparedness efforts such as NOAA TsunamiReady, BayWave, and the Marin County Community Wildlife Protection Plan
- 73% of survey respondents were interested or very interested in future green initiatives at the Library
- A majority (55%) of survey respondents identified the environment and sustainability as a very important issue for the community
- Focus group and survey respondents support adding solar panels to the Library building
- Both Belvedere and Tiburon Climate Action Plans set local emission reduction strategies
- Both Belvedere and Tiburon General Plans share a vision to preserve open space, sustainably protect the environment, and to provide recreational opportunities

Culture

- 86% of survey respondents were interested or very interested in cultural and musical events on the Library's front plaza
- Participants in the focus groups, Leaders Luncheon, and community meeting identified live arts performances on the plaza as a means to bring more cultural events downtown and to raise the Library's profile
- Focus group participants requested more material in world languages
- The art gallery was praised by volunteers and library users in focus groups
- 68% of survey respondents identified the Makerspace as very important or important to expand
- 83% of survey respondents were interested or very interested in the opportunity to explore and use innovative technology
- Focus group participants believed that Makerspace activities will draw in new teen patrons