REGULAR Meeting
BELVEDERE-TIBURON LIBRARY AGENCY
Belvedere-Tiburon Library, Tiburon, California
November 13, 2024

AS APPROVED ON JANUARY 27, 2025

Roll Call, Present: Chair Anthony Hooker, Vice Chair Emily Poplawski, Treasurer Jeff Slavitz, Pamela Goldman, Roxanne Richards, Katherine Sutton, Kenneth Weil

Foundation Members: President Lucy Churton, Vice President Mickey Hubbell, Secretary Michelle Thomsen, Treasurer Toni Lee, Operations Director Michelyn Good, Ann Aylwin, Aviva Boedecker, Brenda Bottom, Heather Lobdell, Sophia Ghaffary

Members Absent:

Also Present: Crystal Duran, Kristin Johnson, Francisco Martinez

CALL TO ORDER: **Chair Hooker called the meeting to order at 9:07 am**

OPEN Forum:

Chair Hooker opened the floor to comments or questions from the public. There were none.

1. **Introductions and Icebreaker Activity**
   Foundation and Agency members participated in an Icebreaker activity, with individual self-introductions by all.

2. **Overview of Library Usage, Strategic Plan Progress, and Budget**
   Library Director Crystal Duran presented an update on the Library:

   This was a year of growth, the first year that the Library was open for the full fiscal year since prior to the COVID pandemic and the Building Expansion. The Library recorded 142,519 Visits, 7,077 Cardholders,13,630 Reference Questions, 3,071 Open Hours, 3,100 Room Bookings, and 9,810 Computer Uses.

   Programs:
   Program attendance was 14,166, 59% over prior year, Children's Programs were the most popular and accounted for the highest attendance. There are approximately 4 Children's Programs each week and 4-to-7 Adult Programs each week.

   There were 786 total programs, with a 194% increase in Adult Program attendance.

   The Art Committee created 13 exhibits in the Gallery, comprised of 530 pieces, $45,000 in sales, and 2,800+ volunteer hours. The Art Exhibits are nearly 100% volunteer run. In addition to revenue from art sales, the foundation receives an application fee from each artist who applies. The area's Art community has become highly interested in the Library as a destination for quality art events. This attests to the great effort by and quality of work created by the Art Committee's volunteer team. Art Committee Chair Brenda Bottum added that the upcoming show attracted 429 submissions, with 70 of the pieces selected for the show; artists love being part of this Library Gallery.

Collection:

Library Staff added 2,564 items to the Collection, 59 of which were items in the new "Library of Things," which includes tools, musical instruments, chess sets, hiking backpacks, and a telescope, among other items.

There were 156,261 checkouts, with Juvenile Fiction the most borrowed items.

The Library has loaned 34,258 items within the MARINet Consortium, and our residents have borrowed 15,412 items from other Libraries in the Consortium. Materials purchases total $172,000, an increase over the prior year.

Patron demand for e-book usage has grown faster than print demand, with the ratio growing from 60% e-book, 40% print to 70%-30%. e-books tend to cost more than print books, and publishers are now limiting the production of print books to reflect demand. Consortium and individual library purchases have been increased and updated to reduce help long wait times, allowing triple the previous number of patrons to receive an immediate checkout. All e-books purchased by individual libraries and by the consortium are shared in the same Libby resource under Skip the Line! Both Consortium and Library Staff analyze stock to assure that demand is met without over purchasing. All patrons and all e-resources in the MARINet system are treated equally in terms priority of the no-wait checkouts. Availability of e-books is increasing, but quality needs to be carefully determined.

e-books create more accessibility, as they can be accessed from patrons' homes. More accessibility tools for print media are needed. The Library should foster more relationships with the homebound for greater e-book usage and service of the community.

Strategic Plan Progress:

The Strategic Plan contained 40 one-time action items, and 18 recurring action items. 16 Items have been completed, 19 are in progress, and 23 are in progress.

Areas of Progress:

1. Wayfinding improvement: Library signage has been placed.
2. Comfortable and welcoming Furniture: The Foundation has provided a grant for furniture purchase for the Lobby and Gallery. Jean Fair and Jennifer Hall, interior designers, have been working pro-bono with Assistant Director Joey Della Santina in determining overall space needs in the Library. In February, soft furnishings will be

purchased. Staff are also working on rearranging some spaces to create more individual study spaces, and improving lighting.

3. Diversified Offerings: A number of high-profile community suggested programs have been offered, and the Library co-hosted a popular Senior Expo.

4. Delivering responsive services to the community:

    Audubon Center Story walk
    Backpack drive for Hilarita partnership
    Outreach table at Tiburon Juneteenth Celebration
    Safety Event at Library
    Library presence at Tiburon Friday nights on Main
    Internal staff led programs: Book Club, New Yorker Group

5. Internal Operations:

    Staff Conflict Resolution Workshop
    Staff Coaching
    Staff Compensation and Review Policy development

6. Community Collaboration:

    Partnership with local Rotary Club, with meetings at the Library and some shared programs.
    Cross marketing with The Ranch for the Senior Expo, and other community events
    Sustainability Certificate $72K grant this year, with planned Volunteer programs and events.

7. Culture and Service
    Targeted spending on e-Books to reduce wait times
    Increased staffing & training in Maker Space

Budget Overview

94% of Library Revenues are General Fund Property Taxes: Basic, Parcel, and ERAF. Basic Taxes increase approximately 3% annually. Parcel Taxes are static, and are used to pay the original 1997 Library Bond Debt, and will be fully available for operations when the Bond Debt is paid off in September, 2026. ERAF is based on State-level allocations each year and is not predictable.

Library Reserves have been reduced by the payoff of the Building Expansion Project Line of Credit.

Agency Chair Tony Hooker said that the agency faces long-term challenges when inflation exceeds tax base revenue increases, and must continue to grow expenses at a lower rate than tax increases. Pension and OPEB liabilities are also a concern. Tony: Long-Term challenges.

The Library's Personnel costs are about 69% of the annual budget, which is normal for the library industry. Significant increases for the Library this year are due to fully staffing up for the first time since the beginning of the COVID pandemic.

A summary of Library Expense distribution:

Personnel	69%
Building	10%
Collections	9%
Programs	5%
Technology Infra	3%
Administration	4% (Mostly outsourced Legal Costs)

Flexible Spending Areas are Collection and Programs.

Personnel Costs have been studied during the past year:

A Compensation Study supported the adjustment of staff salary ranges to within 5% of the local market median, which increased salaries to a more competitive level for lower level staff.

A Benefits Study is currently underway. Health Insurance costs have increased.

For future planning a 5% annual increase in Staff Salaries should be assumed. This includes accounting for Step Progression, Cost of Living Adjustment, hiring and retirements.   About half the staff are at the top of Step Progression, and receive COLA only. In addition, 5 staff are Y-rated, with no COLA.

There are currently 3 Full-Time Equivalent Unfunded positions 3 FTE: An Administrative, Human Resources, Makerspace, Children's, Marketing.

Better support for HR functions along with efficiencies in procedures are needed.

Building and Operational Costs are increasing more dramatically in the areas of Insurance, Grounds, and Utilities. The Agency also needs to plan for increasing emergency reserves. A 5% annual increase overall is assumed.

Summary of Fiscal Insights

During the prior 2 years, the Agency experienced significant personnel savings, as the Library was not fully staffed. Now that the Library is fully staffed there will be no more savings in this area.

The Building Expansion Line of Credit debt is paid off, with a reduction in Reserves.

The 1997 Bonds will be paid off in Fiscal Year 2026-2027. The Parcel Tax which fund these bonds at $66 per local parcel will be received in perpetuity, with an annual total of approximately $275,000. The Payoff in September 2026 will allow for an additional $130,000 available for operations.

The Agency Pension liability is 75% funded. This is better than many other agencies.

25% of annual Operating Costs are held in a General Fund Reserve.

Federal fiscal implications for CA State Library Funding are unknown. A state deficit expected for the next 3 years. The Library receives federal funding for Zip Books, the Sustainability Grant, and the Digital Lab. The Library may end up with capacity issues if other libraries suffer loss of funding.

Summary

Fiscal Year 2024-2025 is a baseline for the future, as the Library is fully reopened and staffed.

The Library has exhibited positive trends in Program and Service engagement.

Strategic Plan activities to reach goals are underway.

There are emerging opportunities for growth:

The Library staff are exploring these **current initiatives**:

1. Quality vs quantity of programs based on attendance, service to the community, and purpose.

2. Review and improvement of Internal processes and efficiencies

3. Volunteer engagement, with opportunities in the sustainability grant activities to co-design process and programs.   This will also provide opportunities for peer-to-peer connection. In the past either volunteers or staff have created programs. The new goal is to create a balance in volunteer and staff participation.

4. Meeting the community e-book demand levels.

5. Sustainability

    Managing Staff retirements and filling positions.

Completing the Sustainability Certification

Future considerations

How do we diversify our revenue sources?
Expand Services with finite resources & capital?
Do services need to continue expanding?
How do we serve the aging population?
How will the Library grow with AI?
- Adopt Tools
- Train Community
- Ethics

What does success look like?

3. Foundation Overview

Foundation President Lucy Churton detailed the Foundation's accomplishments this year:

Moving forward with the Children's Patio upgrades.

Funding Phase 1 of Furniture improvements re the public call for coziness.

Hosted Nights on Main Street table cultivating new supporters

Provided $235,000 in Grants to the Library

Hosted Teddy Bear Tea netting $8,000

Hosted Ira Flato Program netting $4,000

Assisted the Library with volunteers for sponsored premier events
- Sumer Jazz Event
- Peace Event
- Titanic Program
- Tiburon Diwali Event

President Churton praised Director Duran for problem solving, managing staff, and cultivating and participating in the community.

Foundation Officers and Directors have been active in the Library Strategic Plan, Mission and Vision, Foundation/Agency MOU, and various Policies and Forms.

Foundation Members current Roles Are:
Ann Aylwin: Community Relations
Aviva Boedecker: Planned Giving
Brenda Bottum: Annual Fund and Library Art Committee
Lucy Churton: President
Sophia Ghaffarry: Website Rebuild
Michelyn French: Director of Operations
Mickey Hubbell: Vice President, Annual Report
Kelly – Marketing
Toni Lee, Treasurer, Website Rebuild
Heather Lobdell: Corner Books Manager
Sylvia Singh: Volunteer Relations
Michelle Thomsen: Secretary, Annual Report
Marty Winter: Grand Opening Leader

Financial goals include the Annual Campaign (7,000 letters sent out), New donation tiers which are delineated on the website with QR code provided for tracking, a Donor Recognition event in Spring, 2025. The Foundation's goal is to reach pre-pandemic and Capital Campaign levels of fundraising.

Sylvia Singh said that the Foundation has volunteer opportunities for Event Planning, Marketing, Fundraising, Corner Books, and Event Database Help, Art Committee, and Library Staff Appreciation. Other Ideas include delivering books to the homebound (which would require insurance).

The Foundation and Agency will continue to seek Community Partnerships.

Corner Books
Corner Books is managed by Heather Lobdell and currently has 50 active volunteers. It is open Monday through Sunday 10-4, and for Library special events. Monthly sales have averaged $6,000, and the Foundation hopes for about $80,000 per year.

Planned Giving
A Pamphlet has been created.   Other ideas include Foreign currency drop-off from travelers, and an estate planning workshop.

Library Fundraising strategy
Strategies for fundraising include funding specific needs, and getting community Involved to illustrate and how the community is benefitted by improvements in Library facilities and services.

Supporting the Strategic Plan

The Foundation is funding the new Furniture, and making improvements to the Children's patio.

LAG (Library Art Gallery)

The LAG mission is to build community through art.
Recent art sales of $47,000 facilitated a $15,000 donation to the Library. In the last 2 years, the Committee has sponsored 14 shows.
A Gently Used Art Auction is planned for 2026.
Art Openings and Talks continue to bring in supporters from outside the immediate community.

Annual Report
The Foundation will release a Newsletter and post the Annual report on its website.

Planned Support of the Library 2025
Window Tinting
Kitchen Cabinets
Project Refresh – Phase 2
Solar, Battery, Generator

Website Update
The Website will feature the Annual Report, and a Donor List

Library Welcome Kits
A Goal of 70 new Library Cardholders per Month

Totes to give new card holders will feature:
- A Welcome Letter
- A Library Guide
- Coupons for Local businesses
- Information on donating to the Foundation
- A Children and Teen Welcome Kit
- Promotional Items including bookmarks, magnets, etc.
- A Corner Books Coupon
- Emergency Preparedness information
- Newcomers Club information
- Local Realtor information

Teddy Bear Tea
The 25th anniversary Teddy Bear Tea this year will be held on February 8th. Ideas include a photo montage from past teas, a commemorative necklace or bracelet, and soliciting sponsors to raise $25,000.

4. **Strategic Plan and Resource Needs**

Priorities include:

Furniture

Quiet space for patrons who want it.

Community Safety/Marketing messaging.

Sustainability and Disaster Preparedness.

Block captain program.

Exploring Library Home delivery options.

Creating a Library Ambassador program for Volunteers without requiring staff management.

Agency: Train and Educate the Volunteers in messaging, and also Volunteer

Foundation: reach out to volunteers to find out interest

5. **Next Steps**

To be determined.

Chair Hooker adjourned the meeting at 12:32 pm

Respectfully Submitted,

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