



CITY OF  
MENLO PARK

## REGULAR MEETING AGENDA

**Date:** 8/16/2021

**Time:** 6:30 p.m.

**Regular Meeting Location:** [Zoom.us/join](https://zoom.us/join) – ID# 971-5664-2294

NOVEL CORONAVIRUS, COVID-19, EMERGENCY ADVISORY NOTICE On March 19, 2020, the Governor ordered a statewide stay-at-home order calling on all individuals living in the State of California to stay at home or at their place of residence to slow the spread of the COVID-19 virus. Additionally, the Governor has temporarily suspended certain requirements of the Brown Act. For the duration of the shelter in place order, the following public meeting protocols will apply.

Teleconference meeting: All members of the Library Commission, city staff, applicants, and members of the public will be participating by teleconference. To promote social distancing while allowing essential governmental functions to continue, the Governor has temporarily waived portions of the open meetings act and rules pertaining to teleconference meetings. This meeting is conducted in compliance with the Governor Executive Order N-25-20 issued March 12, 2020, and supplemental Executive Order N-29-20 issued March 17, 2020.

- How to participate in the meeting
  - Access the meeting real-time online at:  
[Zoom.us/join](https://zoom.us/join) –Meeting ID #971-5664-2294
  - Access the regular meeting real-time via telephone at:  
(669) 900-6833  
Meeting ID #971-5664-2294  
Press \*9 to raise hand to speak

Subject to Change: Given the current public health emergency and the rapidly evolving federal, state, county and local orders, the format of this meeting may be altered or the meeting may be canceled. You may check on the status of the meeting by visiting the City's website [www.menlopark.org](http://www.menlopark.org). The instructions for logging on to the Zoom webinar and/or the access code is subject to change. If you have difficulty accessing the Zoom webinar, please check the latest online edition of the posted agenda for updated information ([menlopark.org/agenda](http://menlopark.org/agenda)).

### Regular Meeting ([Zoom.us/join](https://zoom.us/join) – ID# 971-5664-2294)

- Call to Order**
- Roll Call**
- Public Comment**

Under "Public Comment," the public may address the Library Commission on any subject not listed on the agenda. Each speaker may address the Library Commission once under public comment for a limit of three minutes. Please clearly state your name and address or political jurisdiction in which you live. The Library Commission cannot act on items not listed on the agenda and, therefore, the Commission cannot respond to non-agenda issues brought up under public comment other than to provide general information.

**D. Regular Business**

- D1. Approve minutes from the July 19, 2021 Library Commission meeting ([Attachment](#)) (5 minutes)
- D2. Summer Reading Adventure and collaboration with child care (Presentation) (15 minutes)
- D3. Review Commission work plan and report to City Council ([Staff report LC-2021-024](#)) (15 minutes)
- D4. Assign Commissioners as liaisons to library affiliate groups – one assignment (5 minutes)

**E. Informational Items**

- E1. Expanding Library Open Hours ([Staff report LC-2021-022](#)) (5 minutes)
- E2. Library user feedback form – submissions and responses ([Staff report LC-2021-025](#)) (5 minutes)
- E3. Library and Community Services Strategic Plan Scorecard ([Staff report LC-2021-023](#)) (5 minutes)
- E4. Library Commission tentative agenda calendar ([Attachment](#)) (5 minutes)

**F. Commissioner Reports**

- F1. Individual Commissioner reports (10 minutes)

**G. Adjournment**

At every Regular Meeting of the Commission, in addition to the Public Comment period where the public shall have the right to address the Commission on any matters of public interest not listed on the agenda, members of the public have the right to directly address the Commission on any item listed on the agenda at a time designated by the Chair, either before or during the Commission's consideration of the item.

At every Special Meeting of the Commission, members of the public have the right to directly address the Commission on any item listed on the agenda at a time designated by the Chair, either before or during consideration of the item. For appeal hearings, appellant and applicant shall each have 10 minutes for presentations.

If you challenge any of the items listed on this agenda in court, you may be limited to raising only those issues you or someone else raised at the public hearing described in this notice, or in written correspondence delivered to the City of Menlo Park at, or prior to, the public hearing.

Any writing that is distributed to a majority of the Commission by any person in connection with an agenda item is a public record (subject to any exemption under the Public Records Act) and is available by request by emailing the city clerk at [jaherren@menlopark.org](mailto:jaherren@menlopark.org). Persons with disabilities, who require auxiliary aids or services in attending or participating in Commission meetings, may call the City Clerk's Office at 650-330-6620.

Agendas are posted in accordance with Government Code §54954.2(a) or §54956. Members of the public can view electronic agendas and staff reports by accessing the City website at [menlopark.org/agenda](http://menlopark.org/agenda) and can receive email notification of agenda and staff report postings by subscribing to the "Notify Me" service at [menlopark.org/notifyme](http://menlopark.org/notifyme). Agendas and staff reports may also be obtained by contacting City Clerk at 650-330-6620. (Posted: 8/12/2021)



## REGULAR MEETING MINUTES – DRAFT

Date: 7/19/2021

Time: 6:30 p.m.

Regular Meeting Location: [Zoom.us/join](https://zoom.us/join) – ID# 971 5664 2294

### A. Call To Order

Chair Erhart called the meeting to order at 6:32 p.m.

### B. Roll Call

Present: Cohen, Erhart, Guha, Hadrovic, Leep, Velagapudi

Absent: Lee

Staff: Library and Community Services Director Reinhart, Assistant Library Services Director Szegda

### C. Public Comment

None.

### D. Regular Business

D1. Approve minutes from the June 21, 2021 Library Commission meeting

**ACTION:** Motion and second (Hadrovic/ Cohen) to approve minutes from the June 21, 2021 Library Commission meeting, passed 6-0-1 (Lee absent).

D2. Assign Commissioners as informational liaisons to library affiliate groups

Assistant Director Szegda introduced the item.

**ACTION:** By acclamation, the Commission assigned informational liaisons (Attachment). The Commission will revisit the item when Commissioner Lee is in attendance.

D3. Fiscal year 2021-22 budget and library reopening ([Presentation](#))

Assistant Director Szegda made the presentation (Attachment).

D4. MPCC project updates ([Presentation](#))

Assistant Director Szegda made the presentation (Attachment).

- Pam Jones spoke in support of using previously successful outreach methods to the community, to ensure that the community was involved in planning, and that staffing at the new facility reflect the community it was serving.

D5. Onboarding new commission members

Assistant Director Szegda introduced the item.

- Vice Mayor Nash welcomed the new Library Commissioners and expressed appreciation for the resource list.
- Pam Jones spoke in support of the list and suggested extending the practice to other advisory bodies.

## **E. Informational Items**

E1. Review/Update: Library Commission agenda calendar

**ACTION:** By acclamation, the following items were added to the Commission's agenda calendar:

- August – review Commission presentation to City Council
- August – review preliminary work on Commission work plan
- August – revisit informational liaison assignments with Commissioner Lee in attendance

## **F. Commissioner Reports**

Assistant Director Szegda reported on the Friends of the Library board meeting. The library has submitted their funding request to the Friends; accepting donations (Tuesdays and Saturdays, 1 p.m. – 3 p.m.) and book giveaways (Wednesday mornings beginning at 9 a.m.) have resumed.

## **G. Adjournment**

Chair Erhart adjourned the meeting at 7:43 p.m.

Nick Szegda, Assistant Library Services Director

<b>Affiliate Group</b>	<b>Primary informational liaison</b>	<b>Secondary informational liaison</b>
Friends of the Library	Cohen	
Library Foundation	Hadrovic	Velagapudi
Literacy Partners	Velagapudi	
Menlo Park Historical Association	Hadrovic	Erhart
Parks and Rec Commission	Erhart	Hadrovic

# Attachment B - Presentation



## FY 2021-22 BUDGET AND LIBRARY REOPENING

## LCS APPROVED BUDGET

- City of Menlo Park open government page:  
<https://www.menlopark.org/484/Open-government>
- LCS stories page:  
<https://stories.opengov.com/menlopark/published/XEPDJVYo8>

## SERVICE LEVEL ENHANCEMENTS

- LCS operating budget restored to FY 18-19 levels
- Restoration of library and community services programs and services eliminated due to the pandemic
  - 1.0 FTE Librarian I/II
  - 4.0 FTE Program Assistant
    - 2 x 1.0 FTE
    - 4 x .5 FTE
  - 1.0 FTE Senior Program Assistant (special events)
  - Note: current staffing levels and vacancies, HR capacity
- Gymnastics reactivation – Fall 2021



## LIBRARIES REOPENED TO THE PUBLIC

- Indoor public access at branch and main – July 6
- 40 hours per week
  - Monday – Thursday 12-8
  - Friday/Saturday 10 -6
  - Closed Sunday, Monday, holidays
- Interim services for seniors at main, OHCC recreation classes at branch
- Status report – first two weeks
- Targeting October for expanding open hours



**THANK YOU**



# MPCC PROJECT UPDATES

July 2021

## MPCC PROJECT PAGE

- <https://www.menlopark.org/bellehaven>
  - Project updates (subscription option)
- End of May – June
  - Utility excavations
  - Parking lot modifications
  - Continued access to Kelly Park/Beechwood/Youth Center portables
- April 15, 2021 Town Hall presentation
  - <https://www.menlopark.org/DocumentCenter/View/28004/20210415-MPCC-Town-Hall-meeting-presentation>

## RECENT ACTIVITY

- Facilities closed to public and staff mid-June
  - Construction site
  - Notice board on site, neighborhood mailings
- Community giveaway June 19
  - Equipment and furnishings not needed for interim services or in the new facility
  - Arrangements made with neighborhood non-profits
  - Open house for community re-purposing June 19
- Abatement activities

## UPCOMING SCHEDULE

- August 2021 – October 2021
  - Demolition
  - Incorporating old into new
- Fall 2021
  - Discussions with community on programming at new facility
  - Interior design/FFE
- November 2021 – April 2022
  - Foundations and superstructure
  - Groundbreaking ceremony



**THANK YOU**



## STAFF REPORT

**Library Commission**

**Meeting Date:**

**08/16/2021**

**Staff Report Number:**

**LC-2021-024**

**Regular Item:**

**Review Commission work plan and prepare report to City Council**

### Recommendation

That the Commission review and provide feedback on their most recent work plan update, and review a draft presentation to the City Council.

### Policy Issues

City Council Policy CC-19-004 was adopted in 2019 to establish the procedures, roles and responsibilities of Council-appointed advisory bodies. The policy requires that each Commission submit an annual work plan to the City Council for approval, and that the work plan be recommended by a majority of the Commission's members. The Library Commission adopted its current two-year work plan on May 20, 2019 (Attachment A).

### Background

In anticipation of this priority emphasis the City Council placed on the construction of the new Menlo Park Community Campus project, the Library Commission formed a subcommittee on January 27, 2020, and tasked it with updating the Commission's work plan to maintain close alignment with Council's direction. The subcommittee met on February 12, 2020 and March 3, 2020, and developed a set of eight recommended work plan goals. The impacts of the COVID-19 shelter in place restrictions on the community, the City's budget, and library operations required additional changes to the Library Commission's work plan. New Library Commissioners were appointed in July 2020, and a new subcommittee of Commissioner Tran, then Chair Hadrovic and then Vice Chair Erhart was formed to review the draft work plan. The subcommittee met on August 12, 2020, and made changes to the draft work plan, which was presented to the Commission and approved (with one small edit) unanimously at the August 17, 2020 meeting (Attachment B).

### Analysis

After a pause during the shelter-in-place period, the City Council has begun to receive Commission reports again, and the previously approved work plan update is being brought forward for review. The Library Commission is scheduled to present their work plan and an update on their activities to the City Council (Attachment C) on Tuesday, September 21, 2021. The agenda for City Council meetings is published the Thursday prior to the meeting date. Since the next Library Commission meeting is scheduled for Monday, September 20, 2021, it would be ideal if the Commission could approve both their work plan update and their presentation at tonight's meeting. The work plan update contains some minor changes incorporated from Commissioner feedback given at the August 17, 2020 meeting. The Commission may want to consider



any other additions or minor changes (to the working name for the project – formerly called BHCCL [Belle Haven Community Center and Library], now called MPCC [Menlo Park Community Campus]).

### **Next Steps**

Should the Commission recommend for approval an updated work plan and presentation, they will be presented by Chair Erhart at the September 21, 2021, City Council meeting. A recommended and City Council approved work plan will be the focus of the Commission's activities over the next year.

### **Attachments**

Attachment A: Hyperlink: Library Commission work plan, 2019-2020

(<https://www.menlopark.org/DocumentCenter/View/1399/Library-Commission-Work-Plan?bidId>)

Attachment B: Approved work plan update – August 2020

Attachment C: Draft City Council presentation

Report prepared by:

Nick Szegda, Assistant Director of Library Services

Report reviewed by:

Sean Reinhart, Director of Library and Community Services

# ATTACHMENT B

## MEMORANDUM



**Date:** 08/17/2020

**To:** Library Commission

**From:** Commission Work Plan Update  
**Subcommittee Re:** Proposed Commission Work Plan Goals

On July 17, 2020, the Library Commission formed an ad-hoc Subcommittee to develop a new Library Commission Work Plan, and appointed Chair Hadrovic and Commissioner Tran and Vice Chair Erhart to the Subcommittee.

The Subcommittee met on August 12, 2020 and adapted the existing Work Plan by adding an item that focuses on the library's response to the current pandemic, and on preparedness and preserving equitable access during future disruptive events.

1. Support and advise the development of the Belle Haven Community Center and Library project (BHCCL) in the areas of library programming, service integration, and library policies within the shared space environment in the new facility, as directed by City Council
2. Support and advise the advancement of the overall Library Systems Improvement Program, as directed by City Council
3. Establish a plan and timeline to periodically review the library's public-facing policies and recommend updates, as required, with a special focus on policies that may be impacted by shared space operations at the new BHCCL
4. Establish an understanding of and advise on the library needs of the community during the current COVID pandemic and in other emergencies. This may include a review of library policies and services related to adaptations made by the library in response to emergencies. Of particular interest is how the current pandemic is affecting user access, how library service is changing, the impact of technology on the provision of library services, and how the Commission might help increase equitable access for community members
5. Establish a plan and timeline to periodically receive staff presentations and reports about major Library service areas and programs and Commissioner liaison reports about affiliates. **(Item #5 was edited slightly at the August 17, 2020 Commission meeting – the approved version is included here)**
6. Maintain a 12-month schedule of planned Commission agenda items; update and post for public review monthly
7. Encourage and facilitate robust public comment and participation at Commission meetings
8. Foster a public meeting environment that is inclusive of all members of the diverse Menlo Park community.
9. Support the filling of openings on the Commission and the effective onboarding of new Commissioners

If the Library Commission finds the above goals agreeable, then the Subcommittee will develop them into a final draft work plan for Commission approval at the September 21, 2020 meeting.

# ATTACHMENT C



## LIBRARY COMMISSION UPDATE TO COUNCIL

David Erhart, Chair

## INTRODUCTION & RECAP

- Last commission update on November 19, 2019 by former chair, Katie Hadrovic
- Commission meetings cancelled February to June 2020
- Transition to on-line meetings very successful with consistent attendance and participation by:
  - Commission members
  - Public
  - City Council Liaison
- Assigned Commissioners as informational liaisons to library affiliate groups
- Welcomed new Commissioners Aldora Lee and Vamsi Velagapudi

## NEW BELLE HAVEN BRANCH LIBRARY

- In December 2019, Facebook announced their offer to build a new multi-use facility in Belle Haven that would include a branch library (MPCC project)
- Commission has continued to solicit public comment on ideas/concerns about the project and interim services at Belle Haven branch
- Commission receives regular status updates from staff
- Commission has shifted focus to engaging with staff on how library policies and services will be modified to reflect the opportunities and challenges offered by a multi-use facility

## LIBRARY COMMISSION INITIATIVES

- Engaging with Staff about return to on-site service
  - Support for on-site staff
  - Feedback from public returning to Main and BH Branch
- Review of Library policies
  - Meeting Room Policy
  - Reviewed and recommended updates to the Library Use Guidelines (aka Visitor Behavior Policy)
- Reviewed and recommended updates to the Library and Community Services Department Strategic Plan

## PROGRESS ON WORK PLAN

- In August 2020 Commission updated the Library Commission work plan to include an item that focused on the library's response to the current pandemic, and on preparedness and preserving equitable access during future disruptive events
  - Plan had been to present to City Council in September 2020 for review/approval

**Note: We will be reviewing the update that was discussed last year at the 08/16/21 commission meeting. If the commission approves the current update, I plan to present it for review/approval at the 09/21 City Council meeting commission presentation.**



## LOOKING AHEAD

- Continue public engagement and outreach
- Continue engagement on MPCC project
- Continue meetings at BH Branch
- Continue to update Commission agenda calendar to address new topics
- Library policy updates
  - Diversity, inclusivity and equity
  - Library services to seniors and the homebound
  - Emergency preparedness and safety policy
- Review work plan and update for 2021/22



**THANK YOU**



## STAFF REPORT

**Library Commission**

**Meeting Date:**

**08/16/2021**

**Staff Report Number:**

**LC-2021-022**

**Regular Item:**

**Expanding library open hours**

### Recommendation

Staff recommends that the Commission review and comment on the proposal to expand library open hours.

### Policy Issues

As a duly appointed advisory body to the City Council, the Library Commission is charged with advising the City Council on matters related to the City's libraries.

### Background

On March 16, 2020, the City Council declared a local emergency and directed all City facilities closed to the public to protect health and safety during the COVID-19 pandemic. The City's fiscal year 2019-20 and 2020-21 budgets were severely impacted and staffing significantly reduced citywide. Prior to the pandemic, the main library was open seven days a week for a total of 59 hours. The Belle Haven branch library was open seven days a week for a total of 53 hours, the difference being to accommodate the Belle Haven School schedule, where the branch library is located. The libraries reopened to the public on July 12, 2021, with available staffing capacity allowing for five days and forty open hours per week at each location.

### Analysis

City facilities are in the process of reopening to indoor public access according to a 4-phase reopening plan<sup>1</sup>. The reopening plan takes into consideration the safety of employees and residents, and the capacity of the Human Resources department to onboard a number of employees across the City. The City Council-approved budget for fiscal year 2021-22 restores staffing capacity in the Library and Community Services department to approximately fiscal year 2018-19 levels, which provides additional capacity to restore library open hours.

Operational factors considered when proposing the expanded schedule include:

- The time needed to recruit, onboard, and train incoming new personnel
- Public demand for hours at different times of day and on different days of the week
- The consistency of the open hours (and how easy it is for the public to remember them)
- Staff capacity, staff scheduling, and shift length

Taking the above factors into consideration, staff estimates that library open hours could be expanded to approximately pre-pandemic levels by October 2021. The proposed schedule of library operating hours is shown in Attachment A. For comparison, the current schedules and the pre-pandemic schedules are also shown. Pre-pandemic patron counts for the main library are shown in Attachment B.

---

<sup>1</sup> <https://www.menlopark.org/reopening>

### **Next Steps**

The Library and Community Services team has begun the process of staffing up to meet the requirements of facilities re-opening and hours of operation expanding across the department. Any changes to the library's schedule will need to be communicated to key stakeholder groups.

### **Attachments**

Attachment A: Library schedules March 1, 2020; July 12, 2021; proposed October 2021

Attachment B: Patron counts by time of day and day of week, 1/12019-3/1/2020

Report prepared by:

Nick Szegda, Assistant Director of Library Services

Report reviewed by:

Sean Reinhart, Director of Library and Community Services

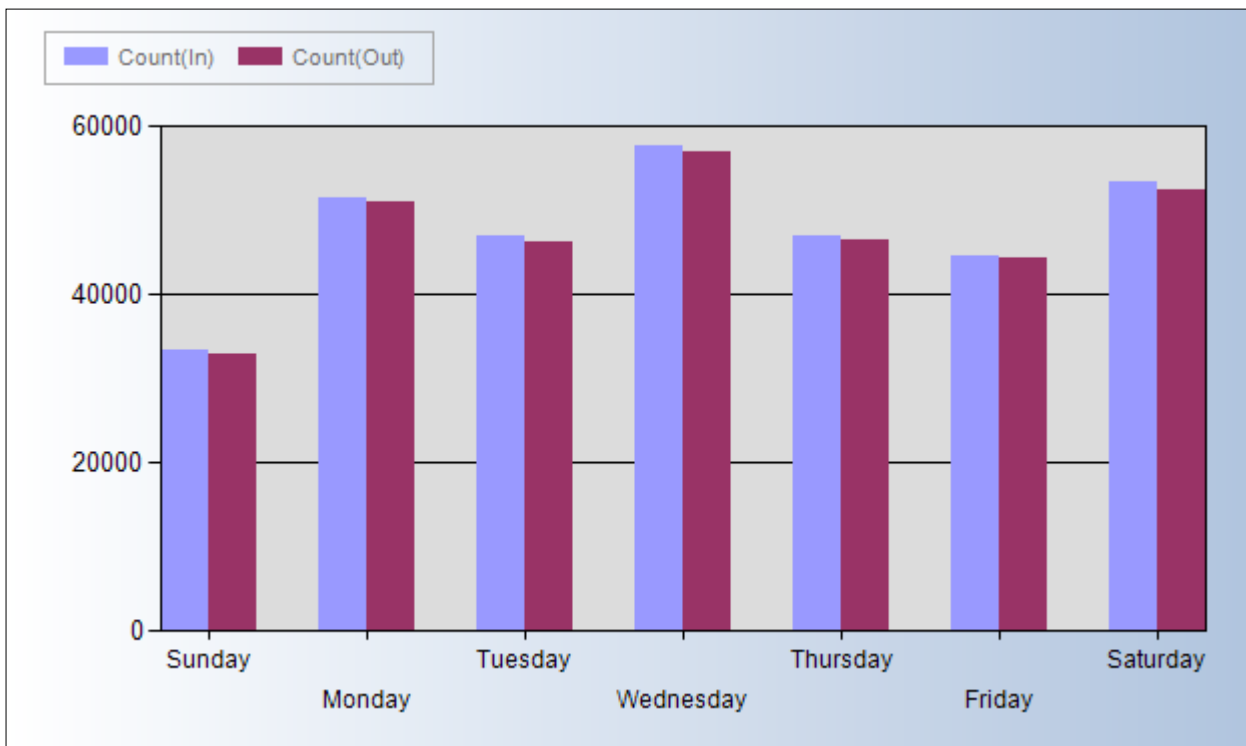
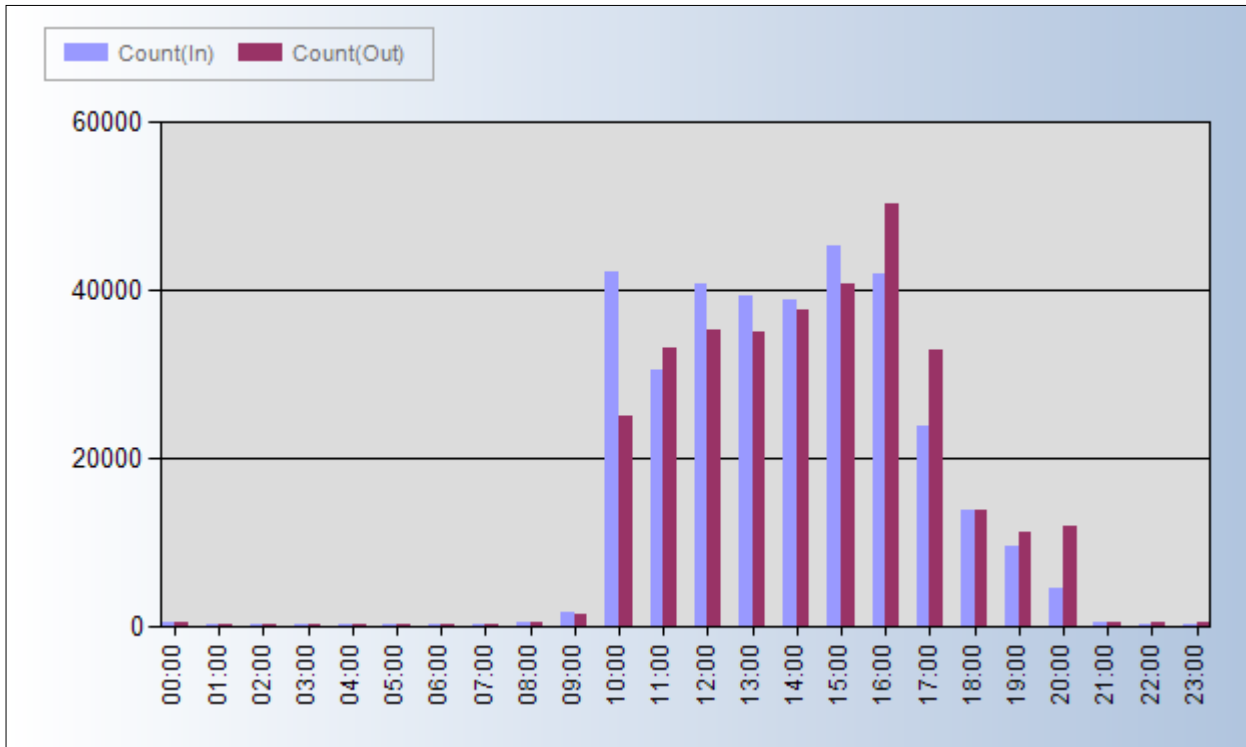
Attachment A – Library schedules

<b>March 1, 2020 (pre-pandemic)</b>	<b>Main Library</b>	<b>Belle Haven branch library</b>
Monday	10-9	12-9
Tuesday	12-9	12-9
Wednesday	10-9	12-9
Thursday	10-6	10-6
Friday	10-6	10-6
Saturday	10-5	10-5
Sunday	12-5	12-5
<b>Total hours</b>	<b>59</b>	<b>53</b>

<b>July 6, 2021 (current)</b>	<b>Main Library</b>	<b>Belle Haven branch library</b>
Monday	closed	closed
Tuesday	12-8	12-8
Wednesday	12-8	12-8
Thursday	12-8	12-8
Friday	10-6	10-6
Saturday	10-6	10-6
Sunday	closed	closed
<b>Total hours</b>	<b>40</b>	<b>40</b>

<b>October, 2021 (proposed)</b>	<b>Main Library</b>	<b>Belle Haven branch library</b>
Monday	11-8	11-8
Tuesday	11-8	11-8
Wednesday	11-8	11-8
Thursday	11-8	11-8
Friday	11-8	11-8
Saturday	12-5	12-5
Sunday	12-5	12-5
<b>Total hours</b>	<b>55</b>	<b>55</b>

Attachment B: Patron counts by time of day and day of week, 1/12019-3/1/2020



STAFF REPORT 21-025-LC

LIBRARY AND COMMUNITY SERVICES  
SUGGESTION BOX  
May 2021 - August 2021

SUGGESTION	RESPONSE
<p>May 15 Hi.....is there still a policy where kids can check out as many books as they want with no return date? If yes, is it possible to get a card in my grandson's name. If I use my card there is a 10 book limit. Thank you</p>	<p>May 17 Hi S. - Sorry to be a little tardy in getting back to you. Children's library cards have a 50 item limit like all of our cards. Children's items do have due dates, but the items will automatically renew unless there is another person who has placed a reserve on the item. Can I ask a little more about the ten item limit on your card – have you hit a limit when borrowing items? The system should be allowing you to borrow 50 items unless I am missing something. Items checked out on your card should automatically renew, as above. In addition, the City Council has approved doing away with all overdue fines for adult users beginning in the new fiscal year (July 1), so there won't be any difference between an adult and a children's card for borrowing purposes at that time. Here's the page that sets out our current borrowing limits: <a href="https://www.menlopark.org/569/Account-services-and-fees">https://www.menlopark.org/569/Account-services-and-fees</a> You can still get a card for your grandson if you would like – the form to fill out is here: <a href="https://www.menlopark.org/577/Apply-for-a-library-card">https://www.menlopark.org/577/Apply-for-a-library-card</a> I am cc'ing Rani Singh on this response – she heads up the Access Services team and knows more about card functions and limits. Cheers – (Nick)</p>
<p>May 19 Please buy more books by ethnic minority authors, that gives historic perspective from other parts of the world. Here's a historic fiction book my son enjoyed recently "Heir to Malla by Anna Bushi, ISBN for Hardcover: 978-1-7364103-1-8"</p>	<p>May 21 Hi R. – Thanks so much for taking the time to write in with your suggestion. We'll contact you when "Heir to Malla" is available. Thanks also for your other suggestion about buying more books from authors who can provide different perspectives. Our team has been doing that in a couple of different ways. In cooperation with the Library Foundation, we provided a fresh collection of diverse books to our Little Free Library stewards as part of our Little Diverse Free Library event: <a href="https://www.menlopark.org/1500/Little-Free-Libraries">https://www.menlopark.org/1500/Little-Free-Libraries</a> We have also been hard at work developing a new collection – "Union With Purpose". Its goal is to shine light on the lived experience of underrepresented and minority populations within the United States. The collection was inspired by a quote from Amanda Gorman: "...striving to forge a union with purpose. To compose a country committed to all cultures, colors, characters and conditions..." The goal of this collection is to highlight and represent the diversity and diversities in our community and country. We can't wait to welcome you back in person (coming soon!) and show you this new collection. Thanks again for writing, and let us know if we can be of further assistance. Kind regards - Nick</p>
<p>May 26 I strongly suggest purchasing the book Eva and Otto: Resistance, Refugees, and Love in the Time of Hitler. authors are Pfister, Tom, Kathy &amp; Peter. Thanks.</p>	<p>May 28 Hi E. – Thanks so much for taking the time to write us. I have passed your purchase suggestion on to our info services team. They will reach out to you when the book is ready for pickup. You can always suggest we purchase items through this suggestion form (link) Kind regards - Nick</p>
<p>May 29 I suggest purchasing Noa Tishby's "Israel: A Simple Guide to the Most Misunderstood Country on Earth"</p>	<p>June 7 Hi Z. – Thanks for taking the time to write, and for your purchase suggestion. I have passed it along to our librarian team – they will reach out to you once the item has been purchased and is ready for pickup. Kind regards - Nick</p>

SUGGESTION	RESPONSE
<p>June 6 Please leave the book return unlocked. It appears to only be unlocked when the library is open. I have ridden my bike by several times and have been unable to return my library books. The Santa Clara County libraries leave their books return slots open 24/7.</p>	<p>June 7 Hi H. – Thanks for taking the time to write us. Our staff hours have been limited by the budget reductions in July 2020 and we have had to scale back some of our service hours to compensate. The book drops at the main library and at the Belle Haven branch are now open between 9:00am on Tuesday through 4:00pm on Saturday. The bookdrop is only closed Saturday evening through Tuesday morning. Hopefully those overnight hours will make it a little easier to return items. Both locations are scheduled to reopen on July 6th – at that time we are planning to return to our normal, 24/7 bookdrop hours. If you ever have difficulty returning items or get fines because you couldn't return an item when the book drop was closed, please feel free to reach out to me directly. Kind regards – – Nick</p>
<p>June 6 Two books to consider ordering: The Alignment Problem by Brian Christian The Portrait of a Mirror by A. Natasha Joukovsky Thanks!</p>	<p>June 7 Thanks for taking the time to drop us a note. I have passed your suggestions on to the librarian team – they will reach out when the books are available. Kind regards - Nick</p>
<p>June 6 Hi Library Staff, I have a stack of paperbacks that I would like to donate to the MP library. Any idea when you will resume accepting books for donation?</p>	<p>June 7 Hi S. – Thanks so much for taking the time to drop us a note. The Friends of the Library, after a long layoff, are getting ready to return to the building – we are planning on opening both of our library locations to the public on July 6th, and the Friends are planning to begin accepting donations again soon after. Because they are expecting a *lot* of donations to come pouring back in, they are working on an appointment system so that they can be sure to have volunteers on hand to accept donations. Their web page for donations is here: <a href="https://friendsmpl.org/donate/">https://friendsmpl.org/donate/</a> I would check back there as we get closer to the end of June. Kind regards – – Nick</p>
<p>June 6 When attempting to navigate to an ebook selection, the filters are broken. Example: click on “Collections”, select “Available Now”, select filter “fiction” result = broken link. It's been that way for some time now. It makes finding a book a longer and more tedious process.</p>	<p>June 7 Hi T. - My apologies for any difficulties you might be having with navigating our Ebook collection. I have opened a helpdesk ticket with the Peninsula Library System – they run the PLS Overdrive site. They are probably going to ask you for a browser version (I replicated the problem you saw in Chrome) and ask you to clear your browser cache (I did that and still got the problem). Just passing that along because that is the IT version of “Did you try turning it off and the on again?”, and sometimes clearing the cache does work. I will let you know when I get a response. Kind regards - Nick</p>
<p>June 18 Has Bentley Turner's mystery "The File on Thomas Marks" been ordered for the library?</p>	<p>June 25 Hi E. – Thanks for your purchase suggestion. I am forwarding it to our librarian team – they will contact you when the book has arrived. We are re-opening both of our sites on July 6 with limited hours – check <a href="http://menlopark.org/library">menlopark.org/library</a> for more details as that date comes closer. Kind Regards – Nick</p>
<p>June 15 I'd like to suggest a purchase of “Before the Broken Star” by Emily R. King  ISBN: 9781542043786</p>	<p>June 25 Hi F. – Thanks for the purchase suggestion. I will hand it over to the librarian team and they will contact you when the book is available. We are reopening both of our locations with a modified schedule on July 6th – check <a href="http://menlopark.org/library">menlopark.org/library</a> for more details as that date approaches. Kind Regards - Nick</p>



SUGGESTION	RESPONSE
<p>June 16 A request: purchase a copy of Albert Lord, The singer of tales.</p>	<p>June 25 Hi R. – Thanks for your purchase suggestion. I am forwarding it to our librarian team – they will contact you when the book has arrived. We are re-opening both of our sites on July 6 with limited hours – check <a href="http://menlopark.org/library">menlopark.org/library</a> for more details as that date comes closer. Kind Regards – Nick</p>
<p>June 27 Would you order this book: The House of Fragile Things by James McAuley fin-de-siecle period and art collections of famous rich families</p>	<p>June 28 Hi J. – Thanks for reaching out to us and for your purchase suggestion. I have turned it over to our librarian team – they will contact you when the book is available. We are opening to in-person visits on a limited basis starting on July 6th. Check <a href="http://menlopark.org/library">menlopark.org/library</a> for details as that date approaches. Kind Regards - Nick</p>
<p>Jul 6 Please Purchase: Never pay the first bill : and other ways to fight the health care system and win / Marshall Allen Allen, Marshall (Journalist), author Books &amp; Journals   Portfolio/Penguin   2021</p>	<p>Jul 8 Hi M. – Thanks so much for taking the time to write us. I have passed your purchase suggestion on to our info services team. They will reach out to you when the book is ready for pickup. The libraries are now open – check our web page for our new hours – <a href="http://menlopark.org/library">menlopark.org/library</a> Kind regards - Nick</p>
<p>Jul 12 Request that the Library purchase "An Especially Good View" by Peter L. W. Osnos and "The Columnist" by Donald A. Ritchie. I've tried to borrow these two book for several weeks but they are not in your collection.</p>	<p>Jul 12 Hi E. – I am passing along your request to our info services team. They will let you know when the books are available for you to pick up. There is also a more direct "suggest a purchase" form (confusing, I know) that you can use here: <a href="https://www.menlopark.org/FormCenter/Library-and-Community-Services-8/Suggest-a-purchase-363">https://www.menlopark.org/FormCenter/Library-and-Community-Services-8/Suggest-a-purchase-363</a> Cheers - Nick</p>
<p>Jul 13 Book Purchase Request:  In the Realm of Nature - Bob Stocksdale and Kay Sekimachi by Signe Mayfield</p>	<p>Jul 19 Hi Jana – Thanks for taking the time to write us with your purchase suggestion. I am passing it along to our Info services team – they will let you know when the book has arrived and is ready for pickup. Kind Regards - Nick</p>
<p>Jul 13 Please purchase "the night we burned" by S.F. Kosa</p>	<p>Jul 19 Hi Mr. C. – Thanks for taking the time to write to us with your purchase suggestion. I am passing it along to our Info Services team – they will contact you when the book is available. Kind Regards - Nick</p>
<p>Jul 19 Next year is my 30th anniversary using your library. I would never have finished my master's thesis without you. Thank you all for the outstanding work and also thank you for not allowing dogs, to which I am terribly allergic</p>	<p>Jul 19 Hi V. – Thank you so much for taking the time to write to us and for your kind words. We are so happy to have been able to provide you the resources you need. Here's to thirty more years! Would you mind if I shared your compliment with our library team? I am sure that they would find it as gratifying as I do. Kind Regards - Nick</p>

SUGGESTION	RESPONSE
Jul 19 Requesting purchase of this item: FIONA FLAMINGO BY RACHEL URRUTIA CHU and RIGHT NOW, I AM KIND BY DANIELA OWEN	Jul 19 Hi G. – Thanks for taking the time to write us with your purchase suggestion. I am passing it along to our Info services team – they will let you know when the book has arrived and is ready for pickup. Kind Regards - Nick
Jul 19 I'd love if you'd get a copy of "A Discovery of Witches season 2" on dvd. I just saw that it's available. Exciting!!	Jul 19 Hi K. – Thanks for taking the time to write us and to suggest the DVD for purchase. I will put in the order today or tomorrow (I have an order to submit that I have been building) and someone from the library will reach out when it has arrived and is ready. Cheers - Nick
Jul 19 (paper submission) Kids "escape the library" event as in Mr. Lemoncello books	Jul 19 Hi L. – Thanks very much for writing to us and for your suggestion. Escape rooms are near and dear to the hearts of our programming team – we have had a few at our Comicons in years past. And who can resist a really good puzzle. We haven't considered a whole library approach ala Mr. Lemoncello, but I am going to turn your suggestion over to the program wizards and see what they can come up with. Thank you for that great suggestion! - Nick
Jul 27 Hi - Would love to get some of the books from the National Consumer Law Center as a subscription. Specifically this one will be particularly useful - Surviving Debt - <a href="https://library.nclc.org/SD/subscribe">https://library.nclc.org/SD/subscribe</a>	Jul 28 Hi M. – Thanks for taking the time to write to us and for your purchase suggestion. We can get the "Surviving Debt" book for you, and we will let you know when it is in and ready for pickup. A subscription to the publications from the NCLC is a separate matter that will require a little more investigation before we make a decision. I will forward your request over to our Info Team – they may reach out to for some more information. Kind Regards - Nick
Jul 29 Hello!  Can you tell when the much beloved Menlo Park (Burgess) Library Book Sale will return? It used to be held outside on the grass which would seem perfect for these days. Masks of course. We really miss the hunt and community of the sales. Thank you!	Jul 29 Hi J. – Thanks for taking the time to write us about the Friends of the Library book sale. The Friends are in a rebuilding mode at the present, working out how to receive and process donations now that they are back on site. They are re-instating their old operations slowly, as they get more volunteers back and gain more capacity. Right now they are looking at a quarterly book sale sometime in October – hopefully we will be past the latest COVID surge by then. In the mean time they are doing their free book giveaways in front of the main library on Wednesday mornings (starting 9:30 -10:00 and lasting until they are all gone). Accepting donations Tuesdays and Saturdays 1-3. Bookstore inside the library is stocked and open. You can find out more about the Friends and their events at their site – <a href="http://friendsmpl.org">friendsmpl.org</a> . Cheers - Nick
Jul 28 I would like to recommend Subtle Blood by KJ Charles for purchase! Currently, the first two books in this series are available via Hoopla, and I would love to finish the series!	Jul 30 Hi A. – Thanks for taking the time to write to us, and thanks for the purchase suggestion. A follow-up question: would you prefer that we purchase "Subtle Blood" in electronic format? We haven't checked to see what formats it is available in, yet, but I wanted to check to see if you had a preference. In any case, we will reach out to you once the book is available for you to check out. Kind Regards - Nick
Aug 5 Shafak, Elif. The Island of Missing Trees	Aug 9 Hi L. – Thanks very much for taking the time to write to us, and for your purchase suggestion. I have passed it over to the help desk team – they will reach out when the book is ready for pickup. Kind regards – Nick

SUGGESTION	RESPONSE
<p>Aug 6 Hi there--I'd like to request this book: The Misadventures of Don Quixote by Tom Lathrop. It's a retelling of Don Quixote for kids. Thanks for your consideration!</p>	<p>Aug 9 Hi R. – Thanks very much for taking the time to write to us, and for your purchase suggestion. I have passed it over to the help desk team – they will reach out when the book is ready for pickup. Kind regards - Nick</p>
<p>Aug 7 Please purchase Quintessentially Q by Pepper Winters</p>	<p>Aug 9 Hi C. – Thanks very much for taking the time to write to us, and for your purchase suggestion. I have passed it over to the help desk team – they will reach out when the book is ready for pickup. Kind regards - Nick</p>



## STAFF REPORT

**Library Commission**

**Meeting Date:**

**08/16/2021**

**Staff Report Number:**

**LC-2021-023**

**Regular Item:**

**Strategic Plan Scorecard**

### Recommendation

That the Commission review and provide feedback to the scorecard for the Library and Community Services department's Strategic Plan Update – 2020 and Beyond.

### Policy Issues

As a duly appointed advisory body to the City Council, the Library Commission is charged with advising the City Council on matters related to the City's libraries.

### Background

In response to the COVID-19 pandemic's major impacts to Library and Community Services ("LCS") department operations -- including extensive facility closures and program suspensions, a rapid pivot to a "new normal" of safety and health precautions, substantial operating budget reductions and layoffs, and the combination of LCS operations into a single department -- staff in June 2020 initiated a process to expediently update the department's strategic plan to align with rapidly changing operational goals, needs, and resources. The resulting Library and Community Services Strategic Plan Update: 2020 and Beyond (Strategic Plan Update) was written to include critical input from the department's advisory bodies, and was recommended for approval to the City Council by both the Library Commission and the Parks and Recreation Commission in January of 2021.

### Analysis

The Strategic Plan Update is intended to be a living document that can and should be periodically updated to remain aligned with new operational circumstances, emerging opportunities, and evolving community needs over time. Staff are reporting out on the progress towards the goals set forth in the plan at the six month mark. This Strategic Plan Scorecard (Attachment A) shows progress made towards goals, and areas where progress has not been made, and is intended to be a snapshot to check in. The scores are coded as "achieved", "incomplete" or "not achieved", and some short explanatory text is included.

### Next Steps

The Library and Community Services team will gather feedback internally, from advisory bodies, and from other community stakeholders. That feedback will be used to refocus on goals not yet achieved that are deemed important, or to adjust goals to meet the changing needs of the community. Staff will return to the Commission in January or February of 2022 for another check in on the plan.

**Attachments**

Attachment A: Strategic Plan Scorecard – August 2021

Report prepared by:

Nick Szegda, Assistant Director of Library Services

Report reviewed by:

Sean Reinhart, Director of Library and Community Services

## **ATTACHMENT A: Strategic Plan Scorecard – August 2021**

**RED – not achieved**

**GREEN – achieved**

**YELLOW – incomplete**

**BLUE – deadline not yet reached**

### **STRATEGIC PLAN TASK MATRIX**

---

- Strategic Directions: The eight major categories of the plan
- S.M.A.R.T. Goals: Specific, Measurable, Achievable, Results-oriented, Time-bound
- Tasks: Clearly defined but flexible to respond to the changing environment
- Start/end dates: Specific timeframes establish when tasks will be completed. Dates are considered realistic and achievable but are subject to change as new circumstances and resource constraints may arise over time.
- Performance goals: Metrics to assess if and how well a goal has been achieved

**Strategic Direction #1:**  
**Deliver excellent customer service**

<b>S.M.A.R.T. Goal #1.1. Implement a customer satisfaction data collection system with tools to assess community sentiment and satisfaction with department services.</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start*</b>	<b>End*</b>	<b>Performance goal</b>	
1.1.a	Deploy survey tools to collect data about community satisfaction with Library and Community Services operations, services, and programs	Jan 2021	Aug 2021	Survey tools deployed by Aug 2021	Not yet achieved. Programs and services review to commence in Summer 2021
1.1.b	Analyze customer satisfaction data and identify potential service enhancements.	Aug 2021	ongoing	90% or higher rating on customer satisfaction surveys achieved	Not yet achieved.

\* Dates are estimated to be realistic and achievable at the time of this update, but are subject to revision as new circumstances, resource constraints, or updated priorities arise over time.

1.1.c.	Provide a public suggestion box at every service point, including online. Respond to every suggestion received within a week and publish responses monthly.	Jan 2021	ongoing	100% responses sent within five business days; published monthly online and in reports to advisory bodies	Partially Achieved. Responses to online suggestions published to both Commissions. Online publishing of responses not up to date.
--------	---	----------	---------	---	---

<b>S.M.A.R.T. Goal #1.2. Create a customer service training program for LCS team members. Cross-train and test all team members on customer service expectations and techniques.</b>					<b>Assessment June 2021</b>
--	--	--	--	--	-----------------------------

Task	Description	Start	End	Performance goal	
1.2.a	Implement customer service procedures and cross-training modules for LCS staff.	Jan 2021	Sept 2021	100% customer service procedures and training modules implemented	Not yet achieved.
1.2.b	Department team members achieve proficiency with the customer service techniques and training contained in the customer service procedures modules.	Jan 2021	Jul 2021	Team members collectively achieve average 90% or higher score on customer service module proficiency tests.	Not yet achieved.
1.2.c.	Convene annual LCS staff in-service training conferences focused on customer service	Apr 2021	Oct 2021	Training conferences successfully convened by Oct 2021 and annually thereafter	Not yet achieved.

<b>S.M.A.R.T. Goal #1.3. Review and update Library and Community Services department policies and procedures with stakeholder input.</b>					<b>Assessment June 2021</b>
--	--	--	--	--	-----------------------------

Task	Description	Start	End	Performance goal	
1.3.a.	Update operational procedure manuals for all LCS functional areas; convert all to secure electronic formats	Jan 2021	Jan 2022	Procedure manuals updated and converted to secure electronic formats by Jan 2022	Not yet achieved
1.3.b.	Update and compile a comprehensive emergency and safety procedures manual; present to advisory bodies for review	Jan 2021	Jul 2021	Emergency manual updated; review by advisory bodies completed	Not yet achieved
1.3.c.	Update and compile customer service policies from across department; align and combine policies where appropriate	Jan 2021	Jan 2022	Policies updated and presented to advisory bodies for review and recommendation	Not yet achieved



<b>S.M.A.R.T. Goal #1.4. Create self-service and automation systems to enhance convenience and access for residents, increase operational efficiencies, and achieve operational cost savings</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
1.4.a	Evaluate current self-service and automation options to improve customer service and gain operational efficiencies across department. Review industry best practices. develop budget and resource allocation proposals and identify potential upgrade options	Jan 2021	Jun 2021	Assessment completed; recommended options identified in the context of the FY 2021-22 operating budget	Incomplete. Review of class registration system (EGov) and point of sale payment systems (Square and OpenGov Cashiering) under way.
1.4.b	Implement self-service and automation solutions in coordination with city IT and Public Works departments	Jul 2021	Jun 2022	Implementation completed 100% on time and within budget	Incomplete. Monthly coordination meetings with PW and IT started
1.4.c	In cooperation with the project design team and city IT, develop a self-service and automation strategy and recommendations for the new Menlo Park Community Campus building that provides fast, convenient, easy to use options for customer self service	Feb 2021	Jun 2022	Strategy and recommendations developed and integrated in MPCC equipment/software acquisition strategy	Partially achieved and ongoing. IT/PW/LCS representatives are continuing to meet with the MPCC design team to develop automation strategies for the new facility
1.4.d	Coordinate with City IT and Public Works departments to address ongoing technology needs, resolve technical challenges, and leverage emerging opportunities to address evolving facility and technology needs.	Jun 2020	ongoing	See Goal 4.3	Incomplete. Dedicated IT Specialist to address department needs approved in FY 21-22 budget. PW coordination under way.

**Strategic Direction #2:  
Advance the Menlo Park Community Campus Project**

<b>S.M.A.R.T. Goal #2.1. Working with the City Council, the community, Facebook, and other stakeholders, complete remaining design phases of the Menlo Park Community Campus facility project</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
2.1.a.	Assist and advise project design process; provide input and recommendations from operational perspective	Aug 2020	Dec 2020	Project design completed and approved by Planning Commission and City Council	City Council approved architectural control on January 12, 2021. Project design at 50% approval phase, moving toward 100%
2.1.b.	Assist and advise interior design process; focus on furnishings that are welcoming, easy to maintain, and appropriate for seniors, teens and families.	Feb 2021	Dec 2021	Interior design completed and approved 100% in alignment with overall project timeline and milestones	In process – Hart Howerton completing built-in design in coordination with Noll & Tam and City staff. FF&E to be selected in coordination with public outreach efforts in summer and fall 2021
2.1.c.	Develop a program for the inclusion of thoughtful, inclusive public art elements in the new building that are community specific, integral to local history, and solicit community participation	Jan 2022	Jun 2022	Public art program completed and approved 100% in alignment with overall project timeline and milestones	Not yet achieved
2.1.d.	In coordination with the Menlo Park Library Foundation, develop a system for recognizing donor contributions to the new MPCC	Mar 2021	Jul 2021	Donor recognition plan completed and approved 100% in alignment with overall project timeline and milestones	Not yet achieved – planning process begun with architect team and Library Foundation

<b>S.M.A.R.T. Goal #2.2. Develop a plan to provide interim services during MPCC project construction</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
2.2.a.	Plan for and install modular facilities at Kelly Park for after school youth program. Ensure students have safe access to reach modular buildings	Sep 2020	Jun 2021	Modular facilities installed and ready for occupancy 100% on time and within budget	Achieved. After school program and summer camps began June 2021

2.2.b.	Provide hot meals, senior enrichment classes, and a senior lounge area on the Burgess Campus during the transitional period	Sep 2020	Jun 2021	Senior services at Burgess in place and implemented 100% on time and within budget	Achieved. Senior programs started at Burgess campus in June 2021
2.2.c.	Work with PW-Transportation to provide convenient, reliable transportation for neighborhood residents from Belle Haven to Burgess campus	Sep 2020	Jun 2021	Transportation service plan in place and implemented 100% on time and within budget	Achieved. Plan for transporting Menlo Park Seniors to Burgess campus in place June 2021
2.2.d.	Explore options for providing some recreation classes in Belle Haven neighborhood and at the Burgess campus	Sep 2020	Jun 2021	Recreation service in place and implemented 100% on time and within budget	Incomplete. Recreation classes now taking place at the Belle Haven branch library
2.2.e.	Provide branch library services during the construction of the MPCC; work with the Ravenswood School District to ensure a smooth transition of the Belle Haven Branch Library facility back to a school facility once construction is completed	Mar 2021	Jul 2023	Library services restored at Belle Haven Branch library during construction; transition plan to new MPCC facility in place and implemented 100% on time and within budget	Partially achieved. Branch library services restored June 2021.
2.2.f.	Evaluate current food pantry distribution programs; explore options and leverage partnerships to efficiently support food security for vulnerable community members during MPCC construction.	Jan 2021	Jun 2021	Food pantry distribution activities sustained during 100% of the MPCC transitional period	Achieved. Senior Brown Bag program transitioned to Burgess campus; Second Harvest food distribution transitioned to Boys and Girls Club site.

<b>S.M.A.R.T. Goal #2.3. Develop an operational plan for the new facility that meets resident needs and provides equitable access for all.</b>					<b>Assessment June 2021</b>
--	--	--	--	--	-----------------------------

Task	Description	Start	End	Performance goal	
2.3.a.	Create a staffing and operational plan for the new facility that meets projected service demands, provides operational flexibility, and leverages self-service and automation systems to gain operational efficiencies where feasible and appropriate	Jan 2022	Jun 2022	Proposed staffing and operational plan completed and presented to City Council in the context of the FY 2022-23 operating budget	Not yet achieved

2.3.b.	Develop proposed hours of operation to meet resident needs and expectations for the new facility, in the context of resource constraints and	Jan 2022	Jun 2022	Proposed operating hours completed and presented to City Council in the context of the FY 2022-23 operating budget	Not yet achieved
2.3.c.	In coordination with the project design team and city Environmental Services, establish operational procedures to conserve energy and reduce waste	Jul 2022	Mar 2023	Energy conservation and waste reduction procedures established and in place by facility opening day	Not yet achieved

<b>S.M.A.R.T. Goal #2.4. Assist and facilitate robust community engagement at all phases in the project development, in coordination with design team and city public engagement manager.</b>					<b>Assessment June 2021</b>
---	--	--	--	--	-----------------------------

Task	Description	Start	End	Performance goal	
2.4.a.	Utilize the Institute for Local Government “TIERS” public engagement model for all major project communication efforts, in coordination with project team and city public engagement manager.	Jan 2020	Jul 2023	TIERS model engaged for 100% of major project communication efforts	Achieved - TIERS model in use
2.4.b.	Translate major project documents into Spanish and other languages and provide translation services at public meetings where feasible and appropriate	Aug 2020	Mar 2023	Translations provided for 100% of major project documents and at public meetings	Not yet achieved
2.4.c.	Engage and advise relevant advisory bodies (Library Commission, Parks & Recreation Commission, Youth Advisory Committee) with regular project progress updates throughout each phase of project development	Jun 2021	Mar 2023 and ongoing	Advisory bodies receive project status updates at 100% of duly noticed advisory body public meetings through all phases of the project development	Achieved and ongoing. Regular updates given at all three advisory body meetings

<p><b><u>Strategic Direction #3:</u></b>  <b>Provide services and programs that respond to community needs</b></p>
--

<b>S.M.A.R.T. Goal #3.1. Complete the LCS Strategic Plan Update: 2020 and Beyond</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
3.1.a.	Engage the input and suggestions of LCS team members in development of the Strategic Plan Update	Aug 2020	Dec 2020	Every LCS team member engaged in planning process	Achieved. Strategic Plan input received from teams and at all-hands meetings
3.1.b.	Engage the input and suggestions of the Parks and Recreation Commission, the Library Commission and general public in development of the Strategic Plan	Nov 2020	Jan 2021	LCS Strategic Plan recommended by both the Parks & Rec Commission and the Library Commission	Achieved. Strategic Plan approved by both advisory bodies in January 2021
3.1.c.	Conduct an annual review of performance and progress toward Strategic Plan goals	Oct 2021	Jan 2022	Complete next annual review by Jan 2022	Not yet achieved
3.1.d.	Integrate strategic plan goals into individual employee work plans	Feb 2021	Aug 2021	All individual work plans tie directly to strategic plan goals	Achieved.

<b>S.M.A.R.T. Goal #3.2. Use library and community services statistics, community survey response data, , strategic and master plan documents, and analyses of best practices to inform decisions about new and current LCS services and programs.</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
3.2.a.	Develop tools to collect quantitative and qualitative feedback from service users and program attendees, in alignment with Strategic Direction #1.	Jan 2021	Aug 2021	See Goal 1.1.a	Not yet achieved
3.2.b.	Use community feedback to modify programs and services in response to identified community needs	Oct 2021	ongoing	90% or higher rating on customer satisfaction surveys achieved	Not yet achieved
3.2.c.	Publish relevant statistics and data to the public through advisory bodies, budget stories page, and for publication online and in print.	Jan 2021	ongoing	Budget stories page updated annually; advisory bodies monthly	Budget stories page updated, regular updates to the public and advisory bodies not yet achieved.

3.2.d	Advance the recommendations of the Parks and Recreation Facilities Master Plan (PRFMP)	Jul 2020	ongoing	See PRFMP	Ongoing. PRFMP update to be considered by PRC in September 2021
<b>S.M.A.R.T. Goal #3.3.</b> Target department services, programs, and resources efficiently and where they are most effective.					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
3.3.a	Develop a “Rebuilding LCS” service adaptation plan for post-Covid-19 services, operations, facilities, and personnel	Jun 2020	Jun 2021	See Strategic Direction #8	Achieved. Adaptation plan presented to both advisory bodies
3.3.b.	Develop and implement a plan to enhance technology services and access to seniors	Aug 2020	Dec 2021	Achieve 100% of senior center users have access to high-speed internet and connected device	Not Yet Achieved
3.3.c.	Under Council direction, convene and support a Youth Advisory Committee (YAC) to provide input on youth related programs and services	Nov 2020	Jun 2021 and ongoing	Work with the new YAC to create a committee work plan for 2021-22 year by June 2021	Incomplete – YAC convened and first year successfully completed. Committee work plan to be taken up by YAC in October 2021
3.3.d.	Implement a Books By Mail program to direct ship library materials to seniors and the homebound using existing resources	Sep 2020	Apr 2021	Program implemented and operational on time and within existing available resources	Achieved
3.3.e.	Create a pilot program for pickleball play on City tennis courts; re-evaluate pilot program after 6 months	Nov 2020	May 2021	>80% of pickleball users rate pilot program as satisfactory or better in user surveys	Partially achieved. Pickleball pilot program completed, permanent installation of pickleball at Nealon court #5 in progress
3.3.f.	Create a demonstration garden at the main library to use by MCC children and seniors during MPCC interim services, as well as the general public	Jan 2021	Summer 2021	Garden and supporting programming in place by beginning of transitional service period	Partially achieved. Demonstration garden in place and some collaboration/coordination in place
3.3.g.	In coordination with Strategic Direction #7, identify opportunities to eliminate or reduce barriers to recreation program participation and facility use	Feb 2021	Jun 2021	See Strategic Direction #7	Partially achieved. Recreation scholarship program recommended by PRC. Council takes up item in August 2021

3.3.k.	Provide virtual and or virtual/onsite hybrid participation for programs, events, and classes whenever feasible and appropriate	Apr 2020	ongoing	>50% of classes, events and programs provide a virtual or hybrid option; >90% of virtual program attendees rate experience as good or better in user surveys	Partially achieved. >50% of programs currently provided virtually. Program assessment not yet complete
--------	--	----------	---------	--	--

## Strategic Direction #4: Maintain efficient operations, systems, and facilities

S.M.A.R.T. Goal #4.1. Operate an efficient municipal department that meets assigned service delivery outcomes within approved operating budget.					Assessment June 2021
Task	Description	Start	End	Performance goal	
4.1.a.	Deliver 100% of the department's service delivery outcomes within established operational budget constraints	Jun 2020	Jul 2021	100% of service outcomes delivered on time and within budget	Achieved
4.1.b.	Analyze departmental staffing needs and organizational structure and develop staffing proposals to address projected service demand changes, in alignment with Strategic Direction #8	Jan 2021	Jun 2021	Proposed staffing and operational plan completed and presented to City Council in the context of the FY 2021-22 operating budget	Achieved
4.1.c	Complete a fee study that analyzes the current fee structure and costs for classes and rentals with the goal of creating a consistent fee structure for classes and rental costs across all LCS facilities	Oct 2020	Apr 2021	Propose any fee changes for Council adoption for 2021/22 FY.	Not yet achieved
4.1.d.	Cross train staff across functional areas to increase staff skills and flexibility	Jan 2021	Jul 2021	>50% of department staff cross-trained in two or more operational areas of the department	Incomplete – some teams as high as 70%, but many not as far along. Overall estimate is 10% department-wide

S.M.A.R.T. Goal #4.2. Secure external resources from grants, volunteers, and partnerships that are valued greater than the costs to acquire and maintain the external resources.					Assessment June 2021
Task	Description	Start	End	Performance goal	



4.2.a.	Secure external grant funding to support and enhance LCS services.	Jun 2020	ongoing	Total annual grant funding secured is equivalent to or greater than 5% of department annual general fund operating budget.	Not yet achieved – pandemic restrictions have interrupted normal operations
4.2.b	Engage volunteerism in support of library and community services public services.	Jun 2020	ongoing	Total annual volunteer hours served is equivalent to or greater than 3% of total annual staff hours worked.	Not yet achieved – pandemic restrictions have interrupted normal operations
4.2.c.	Continue to work with local higher education programs to provide internship opportunities	Jun 2020	ongoing	Total annual intern hours served is equivalent to or greater than 0.5% of total annual staff hours worked.	Not yet achieved – pandemic restrictions have interrupted normal operations
4.2.d.	Explore opportunities to facilitate the creation of a nonprofit group to support parks and recreation facilities and services	Feb 2021	Jan 2022	See Goal 7.1.b	Not yet achieved

<b>S.M.A.R.T. Goal #4.3. Coordinate with City IT and Public Works departments to address ongoing technology needs, resolve technical challenges, and leverage emerging opportunities to address evolving facility and technology needs.</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
4.3.a.	Advance the recommendations of the Parks and Recreation Facilities Master Plan (PRFMP)	Jul 2020	ongoing	See PRFMP	Ongoing. PRFMP update to be considered by PRC in September 2021
4.3.c.	Working with City IT and the IT Master Plan, identify strategies and opportunities to ensure that all Menlo Park residents have reliable access to high-speed internet and an internet-connected device	Jul 2020	Jul 2023	100% of Menlo Park residents have reliable access to high-speed internet and an internet-connect device	Not yet achieved
4.3.d.	Identify opportunities for self-service and automation technology systems to improve efficiency and free up staff resources to focus on services and programs	June 2020	Ongoing	See Goal 1.4	Incomplete. Monthly coordination meetings with PW and IT started

4.3.e.	Implement a department-wide, web-accessible staff shift scheduling system that intuitive for staff and improves operational efficiency and flexibility	Oct 2020	Dec 2020	System implemented and 100% of staff shift scheduling effectively migrated to new system	Achieved. Deputy scheduling software implemented.
4.3.f.	Seek and secure competitive bids for a new Integrated Library System platform; engage new vendor; migrate library data to new system and launch new ILS by July 1, 2021	Oct 2020	Jul 2021	Project completed 100% on time and within budget	Incomplete. RFP issued and bids received. Council decision not to leave PLS
4.3.g.	Working with City Finance department, investigate customer payment systems that improve ease of payments, financial reconciliation, and integration with existing systems, possibly as part of new library ILS (See above)	Jan 2021	Jul 2021	Project completed 100% on time and within budget	Incomplete. In early stages of POS system pilot at main library using Square, in collaboration with IT and Finance
4.3.i.	Investigate improvements to customer registration system (currently EGov) for LCS programs and events, including options to migrate to a new system	Jul 2021	Dec 2021	Project completed 100% on time and within budget	In process – RFP planned for September 2021, vendor demos and information gathering underway
4.3.j.	Improve departmental capabilities for videoconferencing. Focus on internal uses to improve intra-team communication, and on external uses for virtual program creation and distribution	Jan 2021	Jun 2021	Project completed 100% on time and within budget	Incomplete. “Zoom Rooms” in development in coordination with IT staff. LCS staff investigating technology to assist with hybrid live/remote events

<b>S.M.A.R.T. Goal# 4.4. Practice environmental sustainability and energy efficiency in department operations</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
4.5.a.	Working with city Environmental Sustainability department and following the strategy recommendations of the Community Zero Waste Plan, reduce waste generation by staff by 5%	Jan 2021	Dec 2021	Reduce departmental waste generation by 5%	Not yet achieved
4.5.b.	Readjust energy consumption at LCS facilities to achieve operational Net Zero Energy in alignment with Climate Action Plan goals for city facilities by 2030	Jan 2021	Dec 2030	Achieve 100% of Climate Action Plan energy consumption goals by 2030	Not yet achieved – ongoing goal

4.5.c.	In coordination with Public Works, replace water fountains at LCS facilities with bottle filling stations	Oct 2020	Jul 2021	Bottle filling stations installed on time and within established project budget	Achieved
--------	---	----------	----------	---	----------

**Strategic Direction #5:  
Create meaningful staff development, engagement, and team communication opportunities**

S.M.A.R.T. Goal #5.1. Complete individual work plans annually for all department team members. Work plans will include goals, tasks, and Performance goals as well as individual training and professional development goals.					Assessment June 2021
Task	Description	Start	End	Performance goal	
5.1.a.	Complete individual work plans for all department team members.	Aug 2020	Jan 2021	100% of department team members complete individual employee work plans by 9/30/19.	Achieved.
5.1.b.	Identify individual employee training needs and coordinate training sessions to fill the needs. Make sure training outcome is shared and applied	Jan 2021	ongoing	As part of work plan development, identify training needs and schedule trainings for all employees by May 2021	Achieved.
5.1.c.	Identify individual employee professional development goals and develop action plans to help each employee achieve their professional goals. Encourage certifications and educational requirements when required for position.	Jan 2021	ongoing	As part of work plan development, create professional development action plans for each employee by 2021	Achieved and ongoing – second round of work plans in development in July 2021
5.1.d.	Provide regular one-on-one check-in meetings between employees and supervisors to review performance goals and progress	Jan 2021	ongoing	100% of employees and supervisors engage in monthly one-on-one meetings	Achieved.
5.1.e.	Complete annual employee evaluations for every employee	Jan 2021	ongoing	100% of departmental employees receive an annual evaluation	Achieved and ongoing

S.M.A.R.T. Goal #5.2. Develop a department wide staff training plan to maximize depth and breadth of organizational knowledge, provide cross-training and development opportunities for career growth.					Assessment June 2021
Task	Description	Start	End	Performance goal	
5.2.a.	Create a training team and task them with developing a training plan for the department. Training plan should include team or small group trainings and require post-training report-outs to larger team or at departmental meetings. First round of training topics to be developed based on responses from October 2020 departmental survey.	Jan 2021	ongoing	Training team created. 3 team trainings per division per year; group trainings provided at each annual staff retreat meeting	Not yet achieved.
5.2.b.	Develop and implement an operations cross-training strategy to enhance staff capacity, teamwork, and flexibility.	Apr 2021	Dec 2021	Cross training plan developed	Not yet achieved.
5.2.c.	Develop depart-wide understanding of position requirements so that training support can be provided	Mar 2021	Dec 2021	Technical and training requirements for each departmental position available to all employees	Not yet achieved.
5.2.d.	Provide technology training based on the results of the departmental survey from Oct 2020 (Monday.com; Box.com; Deputy.com; Zoom; Workplace)	Nov 2020	Apr 2021	Tech training events held	Achieved and ongoing. Tech training implemented, restarting tool-specific training for new hires/refreshers
5.2.e	Working with City HR, conduct all-hands trainings related to employee safety (e.g., protecting against viral transmission, dealing with difficult customers, active shooter training, etc.)	Jan 2021	Jan 2022 and ongoing	100% of department staff attend two or more safety trainings per year	Not yet achieved. HR providing remote trainings, but data not available on departmental participation
5.2.f.	Implement supervisor talent exchange program to build capacity, facilitate succession planning, increase staff knowledge of department operations, and improve collaboration	Nov 2020	Jan 2021 and ongoing	100% of program work plan goals met	Achieved. Supervisor talent exchange program first round completed.

5.2.g	Develop a department wide staff development and succession plan to maintain continuity of organizational knowledge, minimize operational disruptions, sustain employee retention levels, and provide opportunities for career growth.	Jan 2021	Jan 2022	Plan completed and presented to City Manager for review and approval	Not yet achieved.
5.2.h	Provide rewarding internship opportunities for early career professionals and students to provide opportunities for work experience	Jun 2020	Ongoing	See Goal 4.2.c	Not yet achieved.

<b>S.M.A.R.T. Goal #5.3. Conduct regular employee recognition and team-building activities and facilitate robust, transparent internal communication at all organizational levels</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
5.3.a.	Convene semiannual staff retreats for team building, information sharing, and professional development	Mar 2021	ongoing	100% of department staff participate in one or more staff retreats annually	Incomplete – first LCS retreat held on March 23, 2021. Attendance percentage <100%
5.3.d.	Provide opportunities for peer-generated staff recognition activities (e.g. virtual kudos boards, virtual and onsite recognition events, verbal recognition at all-hands meetings, etc.)	June 2020	ongoing	100% of department staff engage in one or more peer-generated recognition activities annually	Achieved and ongoing. Cheers From Peers program initiated in September 2020, most recent iteration in June 2021 (5 instances, 30 awards). Staff shout-out board on Workplace, time set aside at every all-hands for staff recognition
5.3.e	Designate an official communication channel for internal communications and ensure all department staff have access to and are trained in the use of the channel	Dec 2020	ongoing	100% of department staff gain access and training in the use of designated internal communication system	Incomplete. Staff use Workplace and Workplace chat in addition to City MS Outlook email

5.3.f	Engage all department staff in collaborative problem-solving efforts to address suggestions and concerns identified in the biennial City employee survey (e.g., work/life balance, workload demands, balancing remote vs. on site work, internal communication and team-building, etc.)	Jun 2020	Jun 2022	>3% positive improvement in overall department employee satisfaction reported in biennial City employee survey	Incomplete – City-wide survey not released as of July 2021. Work continues on concerns identified in survey through team and individual meetings, outside consultant work.
-------	---	----------	----------	--	--

**Strategic Direction #6:**  
**Engage in robust, transparent, two-way communication  
 and outreach with the community**

S.M.A.R.T. Goal #6.1. Coordinate with city public engagement manager to review and update LCS department webpages, email lists, social media presence, printed materials, and onsite messaging as needed to improve the effectiveness and transparency of communications					Assessment June 2021
Task	Description	Start	End	Performance goal	
6.1.a.	Develop and implement a coordinated social media messaging strategy driven by user analytics. Use engagement tools to measure effectiveness of social media messages	Feb 2021	ongoing	Achieve 90% or greater customer satisfaction with web and social media user experience on department customer satisfaction surveys.	Not yet achieved. Social media messaging strategy not yet developed.
6.1.b.	Provide easy channels for residents to provide feedback online and in person. Respond to all customer feedback promptly.	Aug 2020	ongoing	See Goal 1.1.c	Achieved – Online feedback form links sent with each LCS newsletter – report outs to LC and PRC. Feedback boxes at all physical sites
6.1.c.	Evaluate current department webpages and print materials to assess reach, impact and relevance to residents	Jan 2021	Dec 2021	Achieve 90% or greater customer satisfaction with departmental communications on department customer satisfaction surveys.	Not yet achieved
6.1.d	Utilize the Institute for Local Government “TIERS” public engagement model for major department communications efforts, in coordination with city public engagement manager and other relevant stakeholders	Jun 2020	ongoing	TIERS model engaged for 100% of major department communication efforts	Achieved. TIERS model in use



6.1.e.	In coordination with city communications team, develop a system for identifying, targeting, and focusing departmental messaging. Test message content and methods to increase the effectiveness and reach of department communications	Jun 2021	Dec 2021	Achieve 90% or greater customer satisfaction with departmental communications on department customer satisfaction surveys.	Not yet achieved.
<b>S.M.A.R.T. Goal #6.2. Target communications and outreach resources efficiently and where they are most effective, in coordination with city public engagement manager</b>					<b>Assessment June 2021</b>
Task	Description	Start	End	Performance goal	
6.2.a.	Produce a weekly department e-newsletter for citywide distribution.	Jul 2020	ongoing	Weekly e-newsletter produced >45 times per year	Achieved. Weekly departmental e-newsletter
6.2.b.	Translate major department communications. Have staff available to assist in translating during customer interactions. Encourage staff education in Spanish language/ASL	Oct 2020	ongoing	Translations provided for 100% of major department communications; bilingual staff are available to translate service interactions during 100% of operational hours	Incomplete. Bilingual staff available. 100% translation of department publications not yet achieved
6.3.d.	Enhance visual accessibility of department web pages for users who need web readers. Evaluate options for improving accessibility of communications for those who are hearing impaired/sight impaired	Apr 2021	ongoing	Achieve 90% or greater customer satisfaction with web and social media user experience on department customer satisfaction surveys.	Incomplete. City web page update scheduled for Fall 2021. Evaluation of improvements to improve accessibility of communications not started
6.3.e.	Use data from post event surveys to identify most effective forms of communication	Nov 2020	ongoing	Achieve 90% or greater customer satisfaction with web and social media user experience on department customer satisfaction surveys.	Not yet achieved. Comprehensive customer satisfaction survey not deployed
6.3.f.	Produce and distribute printed information materials to inform residents of department services	Feb 2021	ongoing	Printed informational materials produced and distributed to Menlo Park residents on a quarterly or more frequent schedule	Not yet achieved. Printed material distribution not resumed as of July 2021

<b>S.M.A.R.T. Goal #6.3. Explore new communications channels for reaching the community; reinforce and educate the community about existing channels</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
6.3.a.	Recruit ambassadors from department affiliate groups and advisory bodies to distribute department messages on hyperlocal social media channels (e.g., NextDoor, Facebook Neighborhoods, etc)	Jan 2021	ongoing	4 or more messages per quarter placed on hyperlocal channels	Incomplete. Affiliate and advisory bodies using social media but use not tracked.
6.3.b.	Leverage the existing Niche Academy platform for training staff and the community	Feb 2021	ongoing	2 or more promotional pieces created and 2 or more staff training modules created per year	Not yet achieved.
6.3.c.	Develop internal production capacity to produce “behind the scenes” videos for social media channels/ training for staff	Jan 2021	ongoing	1 or more training or promotional videos produced per year	Not yet achieved.
6.3.d.	Integrate livestream broadcast into department event production (e.g., Zoom webinar synchronization to Facebook Live, YouTube, etc). Use archived recordings to enrich social media channels	Jan 2021	ongoing	2 or more live stream events produced and archived per year	Not yet achieved.
6.4.e.	Secure “earned media” local media placements via press releases and other publicity techniques	Jan 2021	ongoing	4 or more local media placements and one feature article per year	Achieved.

## **Strategic Direction #7:** **Prioritize diversity, equity, and inclusion in department services and programs**

<b>S.M.A.R.T. Goal #7.1. Identify and reduce barriers to participation for all residents</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
7.1.a.	Assess current cost recovery model to identify barriers to program participation (e.g., fees-for-service, overdue fines, instructor rates, prioritization of services, etc.)	Feb 2021	Jun 2021	Cost recovery / fee study completed and authorized in the context of the FY 2021-22 operating budget process	Not yet achieved.
7.1.b.	Evaluate opportunities and best practices to remove barriers and increase accessibility to department programs and services (e.g., sliding scales, voluntary/ suggested donations at points of entry, fee waivers or scholarships, fundraising partnership with area nonprofits, “one city” access card system, etc.)	Feb 2021	Jun 2021	Evaluation completed and implemented in the context of the FY 2021-22 budget process	Partially achieved. Recreation scholarship program recommended by PRC, to be reviewed by City Council in August, 2021. Efforts to reduce barriers ongoing.
7.1.c.	Improve the accessibility of external communications by providing materials in other languages, making online communications web reader friendly, and other enhancements	Jan 2021	Jan 2022	See strategic direction 6.3.b.	Not yet achieved. New City web site platform in development – launch expected in Fall 2021.
7.1.d.	Identify opportunities, challenges and impacts to reduce access barriers for unhoused residents (e.g., address verification for library cards, internet access, use of recreation and gymnasium facilities, etc.)	Jan 2021	Jan 2022	Evaluation completed and recommendations presented to advisory commissions for review	Not yet achieved.

S.M.A.R.T. Goal #7.2. Provide diverse, equitable, and inclusive services, programs, and facilities for all residents					Assessment June 2021
Task	Description	Start	End	Performance goal	
7.2.a.	Align resources so that facility hours and services are equitable and accessible residents in all areas of the city	Feb 2021	ongoing	Facility hours and services are comparable and equitable	Incomplete. Library service hours comparable, child care options and recreation options need to be analyzed as facilities reopen
7.2.b.	Review policies related to public use of facilities (library behavior policy, recreation facility use policy, etc.) to ensure equity, diversity, and inclusion for all residents regardless of background	Feb 2020	Jun 2020	90% or more of facility users agree with the following statement on user surveys: "City facilities, services, and programs reflect the community's diversity and provide equity, inclusion, and accessibility for all residents regardless of background."	Not yet achieved. Some policy review by PRC and LC complete, but an explicit review done through an equity lens not completed.
7.2.f.	Coordinate with Public Works to review physical accessibility of all LCS facilities	Oct 2020	Dec 2021	ADA review of all LCS facilities completed and recommendations presented in the context of a future Capital Improvement Program budget	Incomplete. ADA review of facilities by Public Works department completed, recommendations not yet shared out
7.2.g.	Coordinate with Public Works to assess furnishings and fixtures at LCS facilities for accessibility by seniors and the differently abled	Oct 2020	Jun 2021	90% or more of facility users in these demographic categories rate the accessibility of department facilities good or better in customer satisfaction surveys	Not yet achieved.
7.2.h.	Assess options to provide adaptive technology for hearing-impaired users (e.g. audio loop systems, portable radio/assistive technology) and for users with low vision.	Jun 2021	Jun 2022	Assessment completed and recommendations presented in the context of the FY 2021-22 operating budget	Not yet achieved.

7.2.i	Develop and implement services and programs that are adaptive and inclusive for people of all abilities	Jun 2020	ongoing	90% or more of service and program participants in these demographic categories rate the accessibility of department facilities good or better in customer satisfaction surveys	Partially achieved. Adaptive programming for two summer 2021 classes for youth. Partnerships with outside programs explored but not finalized.
7.2.j.	Build and strengthen partnerships with community-based organizations (e.g. Samaritan House, Mateo Lodge) that assist people who are unhoused and/or need access to health care. Develop a pilot program to refer and connect users to these organizations.	Dec 2020	Dec 2021	Pilot program developed and implemented	Not yet achieved.

<b>S.M.A.R.T. Goal #7.3. Train staff on the principles and practice of equity, diversity, inclusivity, and adaptive learning; conduct a full review of potential bias in department operations</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
7.3.a.	Participate in institutional bias reform and training sessions, in alignment with City Council priorities	June 2020	ongoing	100% of LCS team members participate in one or more institutional bias training sessions per year	Not yet achieved. City-wide program on equity, diversity and inclusion in development.
7.3.b.	Provide effective staff training on services to people who are unhoused	Jan 2021	ongoing	100% of department staff participate in one or more trainings per year about inclusive services to the unhoused	Not yet achieved.
7.3.c.	Provide effective training to staff and contract instructors on adaptive learning techniques	Jan 2021	ongoing	100% of department staff and contract instructors participate in one or more trainings per year about adaptive learning techniques	Not yet achieved.
7.3.d.	Ensure and sustain a diverse, safe, and inclusive work environment for all department staff	Nov 2020	Apr 2021	90% or more of department staff rate the department's commitment to workplace diversity, safety and inclusion good or better in employee surveys	Not yet achieved – employee survey not conducted in 2021.

7.3.e	Conduct a full review of potential bias in department operations	Jan 2021	Jan 2022	Review completed and presented to advisory bodies and City Council with recommendations for eliminating bias in operations	Not yet achieved.
-------	--	----------	----------	--	-------------------

**Strategic Direction #8:**  
**Design and implement safe, effective, efficient, and sustainable Service Adaptation Plans for post-COVID operations**

<b>S.M.A.R.T. Goal #8.1. Develop a comprehensive service adaptation (reactivation) plan for rebuilding department services, facilities, operations, budget, and personnel, in preparation for post-Covid operations</b>					<b>Assessment June 2021</b>
<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>	
8.1.a.	Modify and prepare department facilities, operations, and personnel for resiliency in a post-Covid environment, and within long-term economic and operational restraints created by the pandemic	Jun 2020	Jun 2021	“Rebuilding LCS” service adaptation plan completed, authorized, and implemented in the context of the FY 2021-22 operating budget process	Achieved and ongoing. Facility reopening plan approved by the City Council and underway.
8.1.b.	Align strategy and timelines with State and local health orders and guidelines for safe reopening of city facilities to public access	Jun 2020	Jun 2021	“Rebuilding LCS” strategy and timelines 100% aligned with state and local guidelines	Achieved.
8.1.c.	Work with the Public Works department to create a facility cleaning and ventilation plan for city facilities prior to reopening for staff and public access	Jun 2020	Jun 2021	“Rebuilding LCS” facility plan meets or exceeds 100% of applicable post-Covid-19 health and safety standard requirements	Achieved. Adaptations to cleaning schedule and to facility HVAC systems completed.

8.1.e.	Create staffing and operational plans for department facilities that meet projected service demands, provide operational flexibility, and leverage self-service and automation systems to gain operational efficiencies where feasible and appropriate	Nov 2020	Jun 2021	“Rebuilding LCS” staffing and operational plan completed and presented to City Council in the context of the FY 2021-22 operating budget	Achieved and ongoing. Staffing service enhancements and operational plan approved by the City Council for FY 21-22.
8.1.f.	Re-configure public service points and interior spaces to provide for social distancing and to protect staff health. Implement cashless payments, sneeze guards, hand-sanitization, and touchless and self-service systems where necessary and appropriate to reduce likelihood of person-to-person viral transmission	Nov 2020	Jun 2021	“Rebuilding LCS” service adaptation plan includes detailed recommendations to reconfigure interior spaces and implement touchless/ self-service systems for a post-Covid-19 environment	Achieved and ongoing. Libraries, child care centers and senior services locations reconfigured to allow for more social distancing, increased hand-cleaning.
8.1.g.	Evaluate and adapt programs and services to meet changing customer needs, align with post-Covid-19 health and safety requirements, and pivot to new service delivery models as needed and appropriate to adjust to new financial and operational restraints	June 2020	ongoing	“Rebuilding LCS” service adaptation plan includes detailed recommendations to adapt 100% of department’s major service components	Achieved. Programs adapted to meet updated health and safety guidelines as facilities reopen. Includes outdoor recreation options, no on-site large gatherings. Special events deferred until January 2022.
8.1.h	Prioritize service adaptation to vulnerable user groups, e.g., seniors, people with disabilities, people who are immune-compromised, families with young children	Apr 2020	ongoing	“Rebuilding LCS” service adaptation plan prioritizes access to services and programs for vulnerable user groups.	Achieved.

**City of Menlo Park Library Commission  
2021 Tentative Agenda Schedule**

*Meetings are held at the Main Library at 6:30pm on the third Monday of the month unless otherwise specified.*

MEETING DATE	PROPOSED AGENDA TOPICS
May 17, 2021	<ul style="list-style-type: none"> <li>• Expanding public access to library facilities (Presentation)</li> <li>• Library user feedback form – submissions and responses</li> <li>• City Manager’s proposed FY 21-22 operating budget</li> <li>• Standing item – MPCC updates</li> </ul>
June 21, 2021	<ul style="list-style-type: none"> <li>• Standing item – Department updates</li> <li>• Welcome new Commissioners</li> <li>• Election of Chair and Vice Chair</li> <li>• Library Policies – COVID revisions</li> </ul>
July 19, 2021	<ul style="list-style-type: none"> <li>• MPCC project updates</li> <li>• FY 2021/22 budget and library reopening</li> <li>• Assign Commissioners as informational liaisons to library affiliate groups</li> <li>• Onboarding new Commission members</li> <li>• Agenda calendar</li> </ul>
August 16, 2021	<ul style="list-style-type: none"> <li>• Summer Reading Adventure and collaboration with child care (presentation)</li> <li>• Review Commission work plan and prepare report to City Council</li> <li>• Strategic Plan scorecard</li> <li>• Expanding library open hours</li> <li>• Assign Commissioners as informational liaisons (follow up)</li> <li>• Library user feedback form – submissions and responses</li> </ul>
September 20, 2021	<ul style="list-style-type: none"> <li>• Library Commission semi-annual update to Council</li> <li>• Groundbreaking - MPCC</li> </ul>
October 18, 2021 <i>(potentially in person at Belle Haven Branch Library)</i>	<ul style="list-style-type: none"> <li>• MPCC programming</li> </ul>
November 15, 2021	<ul style="list-style-type: none"> <li>• Joint meeting with PRC (tentative)</li> </ul>
December 20, 2021	<ul style="list-style-type: none"> <li>•</li> </ul>
<i>Unscheduled future items</i>	<ul style="list-style-type: none"> <li>• <i>Diversity, inclusivity, and equity policy (awaiting Council action)</i></li> <li>• <i>Library department annual report</i></li> <li>• <i>City Emergency preparedness and safety policy *pending citywide policy update</i></li> <li>• <i>Commission gathering</i></li> </ul>

Parks and Recreation Commission: Typically meets fourth Wednesday of each month, 7PM

Recurring board meetings of library-related external nonprofit orgs:

Friends of the Library: Typically meets second Monday of each quarter, 1pm.

Library Foundation: Typically meets first Thursday of each month, 6:30pm.

Literacy Partners: Typically meets third Wednesday of each month, 7pm