

Parks and Recreation Commission



REGULAR MEETING AGENDA

Date: 8/25/2021

Time: 6:30 p.m.

Regular Meeting Location: [Zoom.us/join](https://zoom.us/join) – ID# 911 6597 4358

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 Parks and Recreation 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) – Regular Meeting ID 911 6597 4358
 - Access the meeting real-time via telephone at:
(669) 900-6833
Meeting ID 911 6597 4358
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. 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).

Regular Meeting ([Zoom.us/join](https://zoom.us/join) – ID# 911 6597 4358)

- A. Call To Order**
- B. Roll Call**
- C. Public Comment**

Under "Public Comment," the public may address the Parks and Recreation Commission on any subject not listed on the agenda. Each speaker may address the City Council 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 Parks and Recreation 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. Accept the Parks and Recreation Commission minutes for the meeting of July 28, 2021 ([Attachment](#))
- D2. Welcome message from City Council Liaison – Mayor Drew Combs
- D3. Chamber of Commerce community and economic development events (Presentation)
- D4. Gymnastics program reactivation ([Staff report PRC-21-018](#))
- D5. Tentative agenda calendar and potential joint meeting with Library Commission ([Staff report PRC-21-019](#))

E. Informational Items

- E1. Bedwell Bayfront Park Master Plan update ([Staff report PRC-21-020](#))
- E2. City Council study session update - Measure T bond issuance ([Staff report PRC-21-021](#))
- E3. Library and Community Services suggestion box responses ([Staff report PRC-21-022](#))
- E4. Library and Community Services Strategic Plan Scorecard ([Staff Report PRC-21-023](#))

F. Commissioner Reports

- F1. Individual Commissioner reports

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 City Council 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. 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 and can receive email notification of agenda and staff report postings by subscribing to the "Notify Me" service at menlopark.org/notifyme. Agendas and staff reports may also be obtained by contacting City Clerk at 650-330-6620. (Posted: 8/20/2021)

Parks & Recreation Commission



REGULAR MEETING MINUTES – DRAFT

Date: 7/28/2021

Time: 6:30 p.m.

Regular Meeting Location: [Zoom.us/join](https://zoom.us/join) – ID# 911 6597 4358

A. Call to Order

Chair Brosnan called the meeting to order at 6:35 p.m.

B. Roll Call

Present: Baskin, Brosnan, Diepenbrock (exited at 8:02 p.m.), Joshua (arrived 6:40), Payne (arrived 6:44), Thomas

Absent: Bryman

Staff: Library and Community Services Director Reinhart, Assistant Library Services Director Szegda, Recreation Supervisor Zeo

C. Public Comment

None.

D. Regular Business

D1. Accept the Parks and Recreation Commission minutes for the meeting of June 23, 2021

ACTION: Motion and second (Baskin/ Thomas) to approve the Parks and Recreation Commission minutes for the meeting of May 26, 2021, passed 5-0-2 (Bryman and Payne absent).

D2. Aquatics program update.

Tim Sheeper, CEO, and Steve Young of Menlo Swim and Sport made the presentation (Attachment).

The Commission received clarification on the predicted capacity for the swim school, access to the warm water pool for water therapy classes, and how summer camps and pool capacity were impacted by the availability of pool staff

- Diane Walter spoke in support of subsidizing open swim for Belle Haven residents and requested clarification on cost related to lower numbers of open swim participants.
- Lynne Bramlett spoke in support of investigating pool participants concerns, an open review of the aquatics program to ensure it meets the City's goals for equity and inclusion, and no fee swim lessons.
- Tom Prussing spoke in support of prioritizing the needs of older members of the community, longer baby pool hours; requested clarification on access to open swim and the warm water pool; and concerns to pool deck safety.
- Janet Davis spoke in opposition to the current pricing structure; concerns on vaccinations,

overcrowded aqua fit classes, and Americans with Disability Act (ADA) pool access; and requested clarification on non-resident pool usage.

The Commission discussed addressing issues raised by members of the public and requested staff to return with analysis on the issues raised about the aquatics programming.

E. Informational Items

E1. Onboarding new commission members

Assistant Director Szegda introduced the item.

E2. Department updates

Director Reinhart introduced the item. Assistant Director Szegda and Supervisor Zeo provided updates.

Commissioner Diepenbrock exited the meeting at 8:02 p.m.

E3. Parks and Recreation Commission tentative agenda calendar

ACTION: By acclamation, the following were added to the tentative agenda calendar:

- August – follow up on aquatics programming
- August – assign onboarding partners for new Commissioners
- August – consider ideas for the Commissioner Reports section of the agenda

F. Commissioner Reports

F1. Individual Commissioner reports (Chair Brosnan)

Chair Brosnan made the report.

G. Adjournment

Chair Brosnan adjourned the meeting at 8:31 p.m.

Nick Szegda, Assistant Library Services Director



Menlo Swim & Sport

Summary Report

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10. Summary



Introduction

This report is a brief perspective in the extended timeline of Aquatics Operations by Menlo Swim and Sport at Burgess Pool.

The report condenses information to offer insight into the operations in 4 time periods (Past, Pandemic, Present, Forecast). All previous, present and future operational decisions are made based upon the 5 company core values.



The following are the tenants of how decisions will be made into the future:

- **SAFETY** - of all of course, with great attention and care of the unvaccinated youth
- **SERVANTS HEART** - for every person in our aquatic community which include staff and vendors. Empathy and care are practiced during stressful times of program, space, and fee uncertainty and change amongst the loyal population.
- **WARRIORS SPIRIT** - we know we will survive and eventually thrive as an operator using our ability to bend and flex with the swiftly changing environment and community as we encounter more uncertainty in front of us than ever before.
- **TRUST** - we believe that the services we are providing are vital to the strength and well-being of our aquatic neighborhood, and we will do what we say and communicate what needs to be done.
- **FUN AND FRIENDLY** - the way we teach and treat our staff is in turn an expectation of how our staff teach and treat our community. Care, concern and compassion with a smile and sense of humor with levity.





Programs



*Present = July 2021

Program	Past	Pandemic	Present	Future
Water Exercise	✓		✓	✓
Water Therapy	✓			✓
Camp Menlo	✓	✓	✓	✓
Lap Swimming	✓	✓	✓	✓
Menlo Masters	✓	✓	✓	✓
Women's Water Polo	✓			✓
Boot Camp	✓			
Menlo Aquatics YouthSwim Team	✓			
PASA- MP Youth Swim Team		✓	✓	✓
Open Swim	✓	✓	✓	✓
Personal Instruction	✓	✓	✓	✓
Swim School	✓			✓
Triathlon Team	✓	✓	✓	✓
Adult Learn to Swim	✓	✓	✓	✓
SOLO	✓	✓	✓	✓
Team in Training	✓			✓
Underwater Hockey	✓			✓

Hours Per Week By Program Area

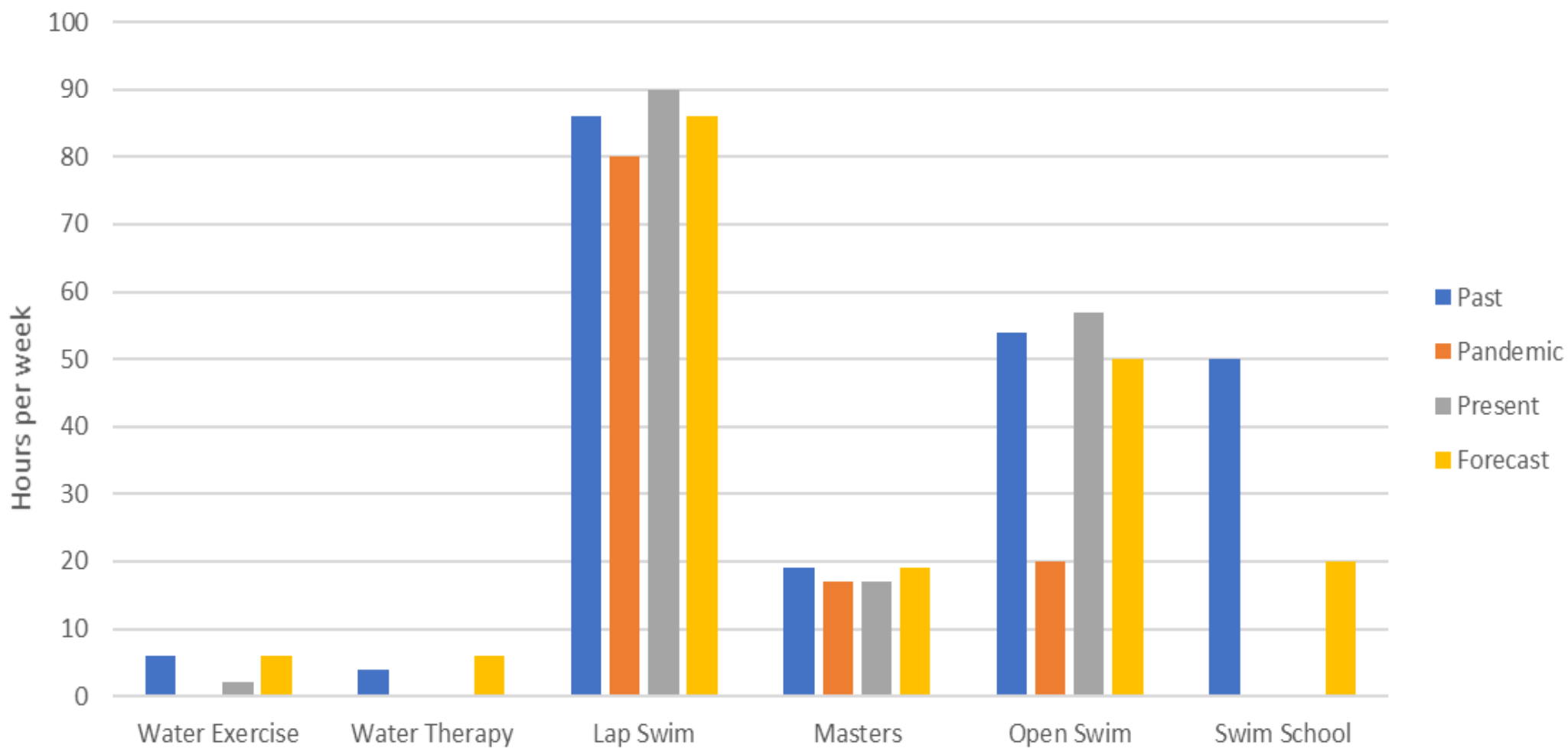


Program	Past	Pandemic	Present	Forecast
Water Exercise	6	0	2	6
Water Therapy	4	0	0	6
Camp Menlo	45	35	35	45
Lap Swim	86	80	90	86
Masters	19	17	17	19
Water Polo	3.5	0	0	2
Boot Camp	10	0	0	0
Youth Swim Team	15	20	20	15
Open Swim	54	20	57	50
Private Instruction	10	40	56	35
Swim School	50	0	0	20
Triathlon	18	0	0	6
Adult Learn to Swim	6	0	0	6
SOLO-Youth Swim Team	7.5	10.5	7.5	7.5
Team in Training	3.5	0	0	2
Underwater Hockey	5	0	4	4
Lifeguard Certification	4	4	4	4

Hours Per Week By Program Area



Hours per Week by Program Area



Participation Numbers



Program (Burgess)	Past	Pandemic	Present	Forecast
Water Ex/Therapy	100/month	0	30/month	150/month
Camp Menlo	1250/season	290/extended season	530/season	1500/season
Lap Swim (Members)	350/month	400/month	475/month	350/month
Lap Swim (Drop-Ins)	16,000/year	24,000/year	690 to date	16,000/year
Masters	250/month	100/month	160/month	275/month
Water Polo	20/month	0	0	20/month
Boot Camp	35/month	0	0	0
Youth Swim Team	220/month	100/month	150/month	250/month
Open Swim (Members)	75 annual passes	0	0	75 annual passes
Open Swim (Drop-Ins)	20,000/year	178 families, 850/year	1,350 to date	20,000/year
Personal Instruction	150 hrs/month	170 hrs/month	220 hrs/month	150 hrs/month
Swim School	1000/week	0	0	300/week
Triathlon	60/month	35/month	45/month	65/month
Lifeguard Certification	150/year	30/year	50/year	150/year
Adult Learn To Swim	10/month	10/month	10/month	10/month

Participation Numbers Belle Haven

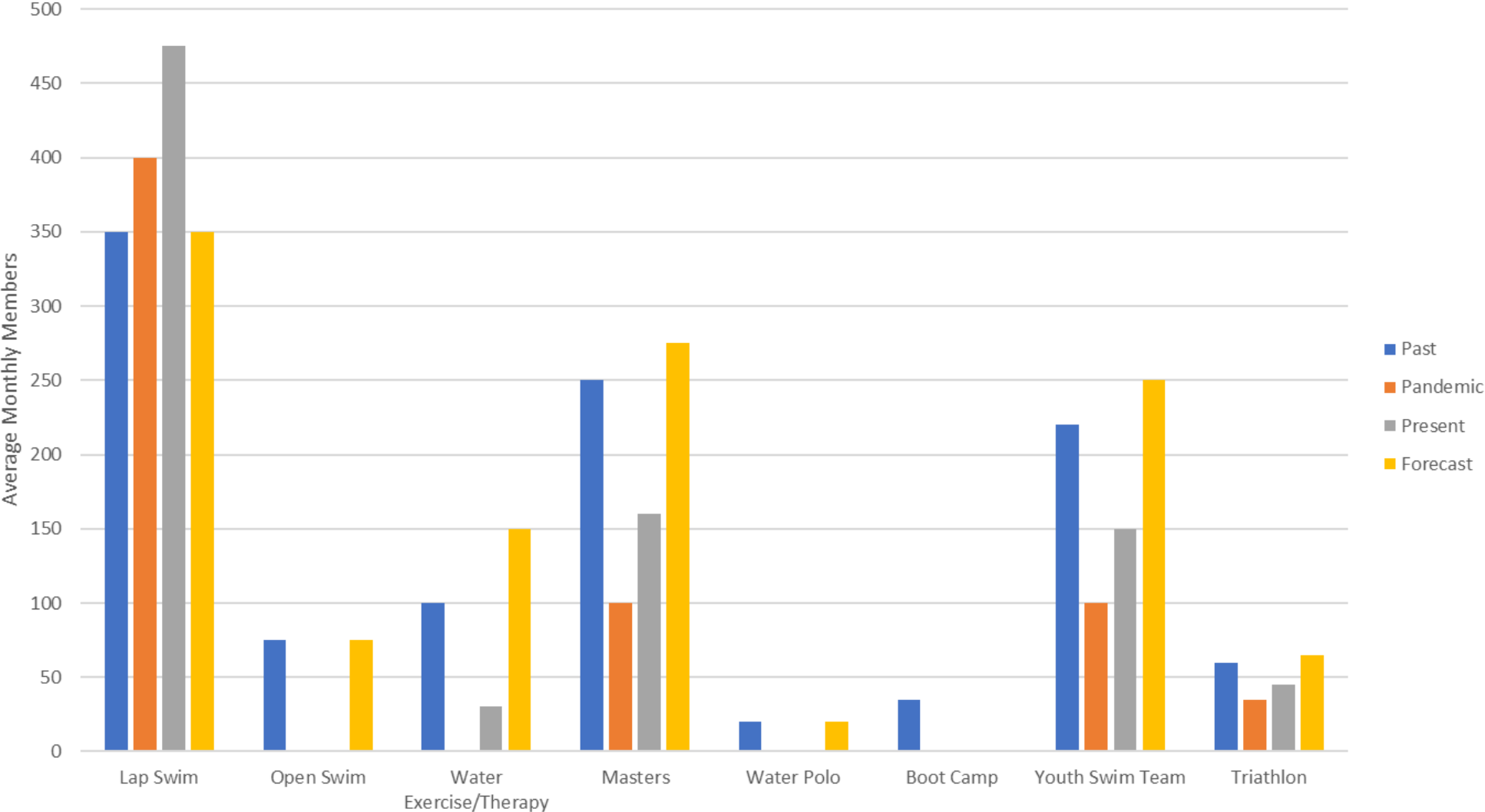
Program (Belle Haven)	Past	Pandemic
Lap Swim (Members)	32/month	55/month
Lap Swim (Drop-Ins)	2,300/year	8,000/year
Open Swim (Drop-Ins)	3,200/year	600 families, 3,000/year



Participation Numbers



Program Participation- Average Monthly Members



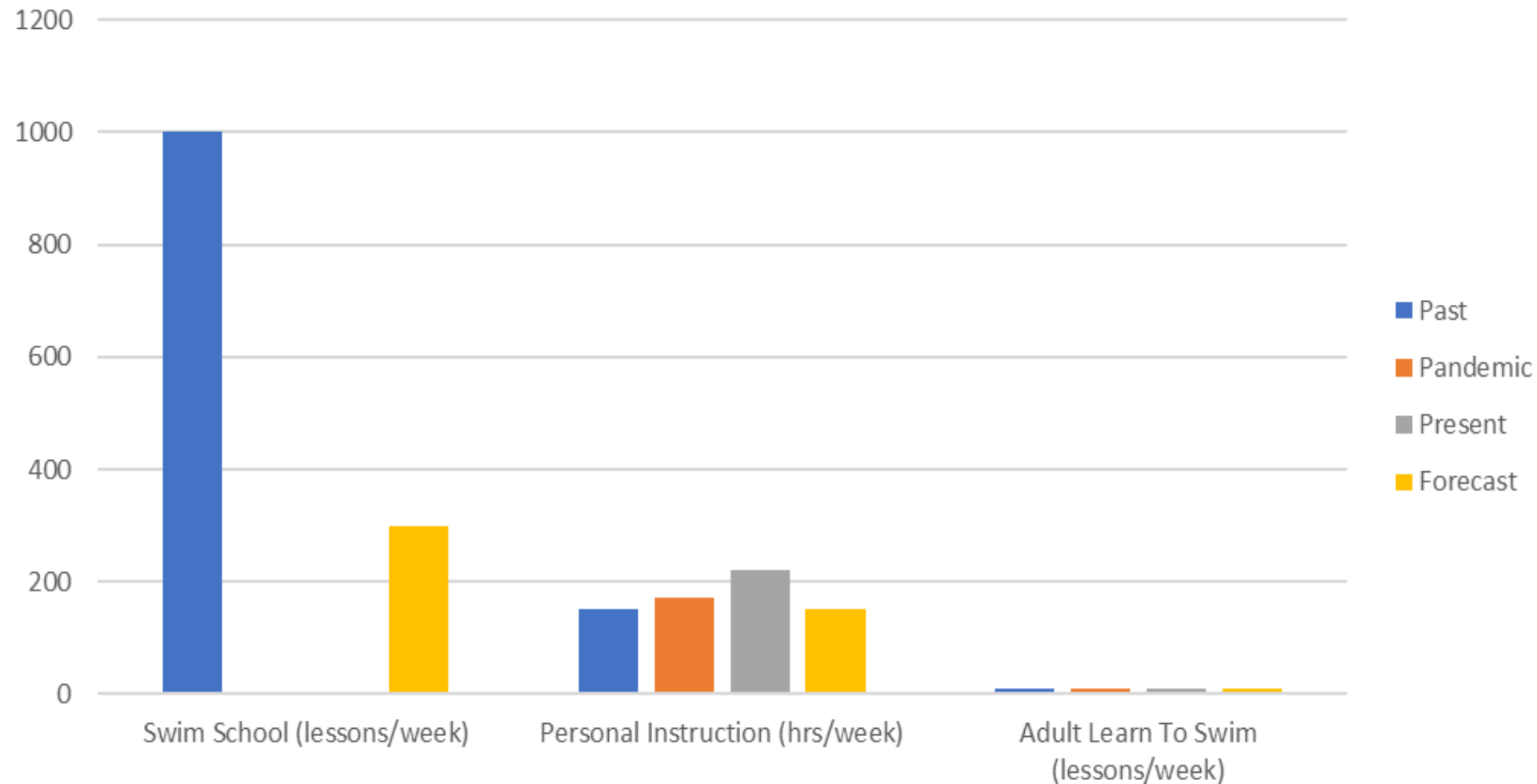
*SOLO/TNT/
Underwater
Hockey are
rentals:

No
membership
data available

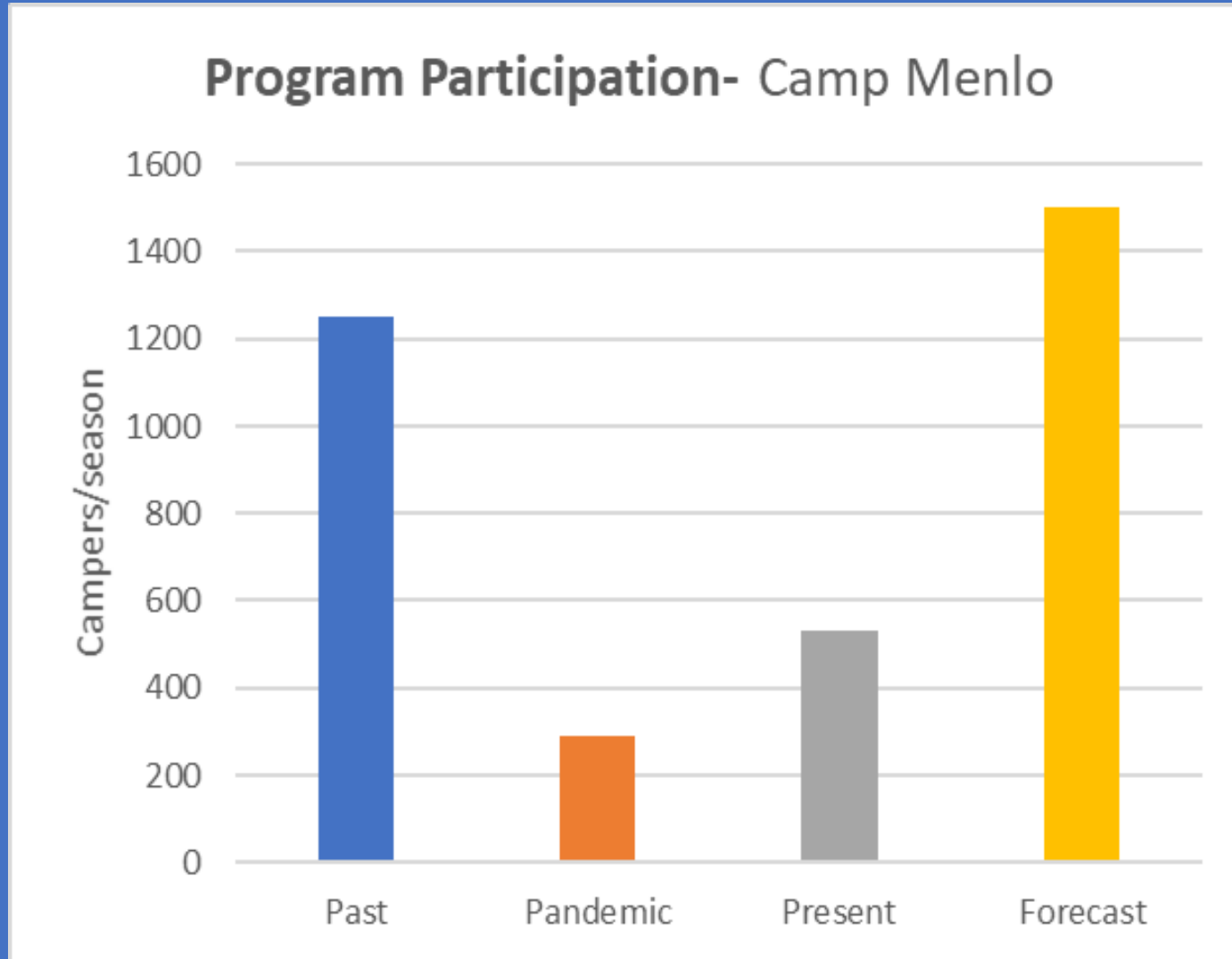
Program Participation



Program Participation- Instruction



Program Participation



Program Participation

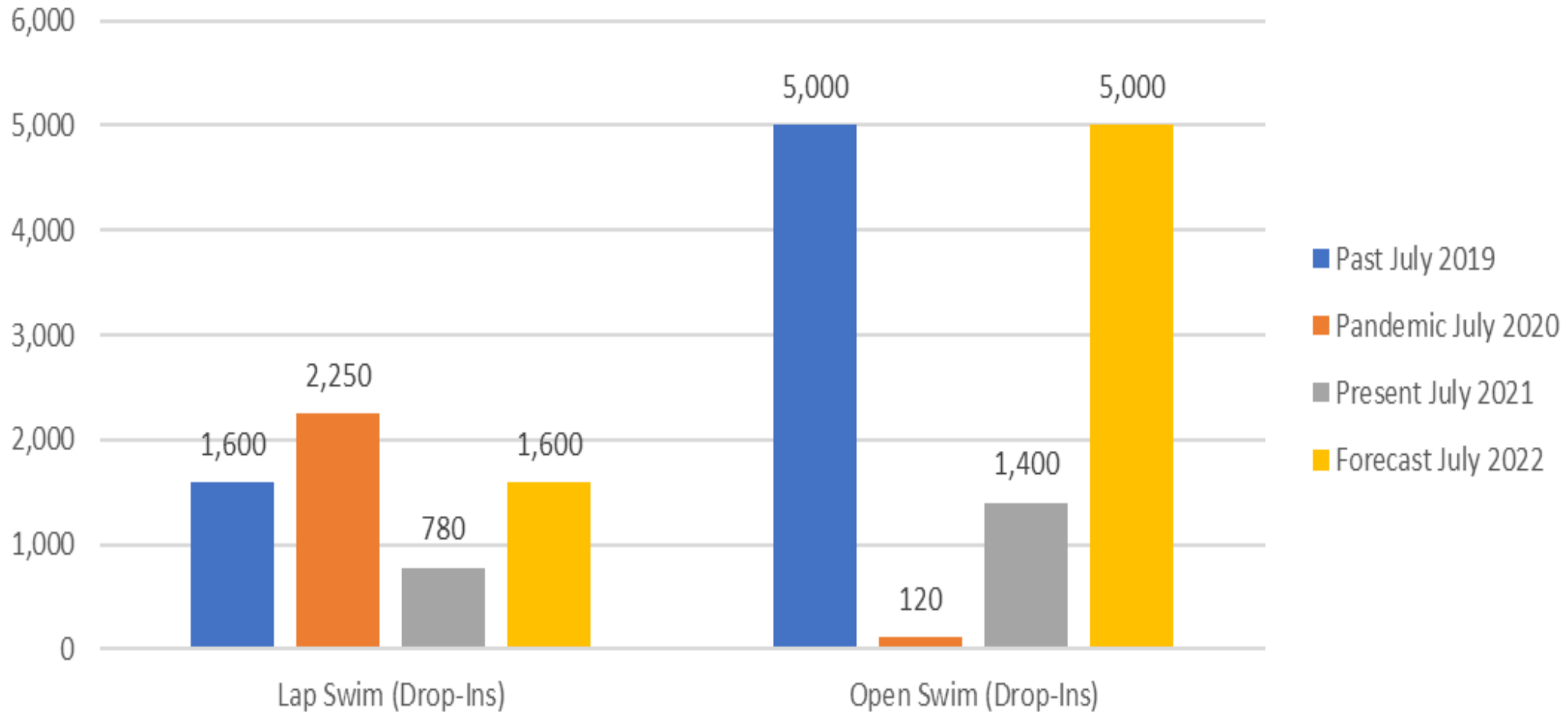
Lap & Open Swim Drop-Ins: Year over Year Comparison	Past July 2019	Pandemic July 2020	Present July 2021	Forecast July 2022
Lap Swim (Drop-Ins)	1,600	2,250	780	1,600
Open Swim (Drop-Ins)	5,000	120	1,400	5,000



Program Participation



Program Participation- Lap & Open Swim Drop-Ins



BBAF Program Participation

Program	Past	Pandemic	Present	Forecast
Swim Lessons	94 lessons/month	68 lessons/month	68 lessons/month	100 lessons/month
Camp Menlo	2 campers/season	3 campers/season	24 campers/season	25 campers/season
Water Polo	8 players/month	0	0	0



Fee Structure



Program	Past	Pandemic	Present	Forecast
Water Exercise	\$88/mon	0	\$78/mon	\$88/mon
Camp Menlo	\$370/wk	\$350/wk	\$350/wk	\$350/wk
Lap Swim (Drop-In)	\$7-\$8 (R-NR)	\$10	\$9-\$10 (R-NR)	\$8-\$9 (R-NR)
Lap Swim (Mbrsp)	\$50-\$58/mon (R-NR)	\$69/month	\$64-\$69/mon (R-NR)	\$64-\$69/mon (R-NR)
Masters	\$88/mon	\$119/mon	\$114/mon	\$98/mon
Water Polo	\$88/mon	0	0	\$98/mon
Boot Camp	\$180/mon	0	0	0
Youth Swim Team	\$120/m avg	\$180/m avg	\$180/m avg	\$160/mon avg
Open Swim	\$7-\$8 (R-NR)	\$40/family	\$9-10, \$28-\$30/family (R-NR)	\$8-\$9 (R-NR)
Private Instruction	\$76/session	\$76/session	\$76/session	\$76/session
Swim School	\$24/lesson	0	0	\$24/lesson
Triathlon	\$180/mon	\$180/mon	\$180/mon	\$180/mon
Lifeguard Cert	\$300/cert	\$300/cert	\$300/cert	\$300/cert

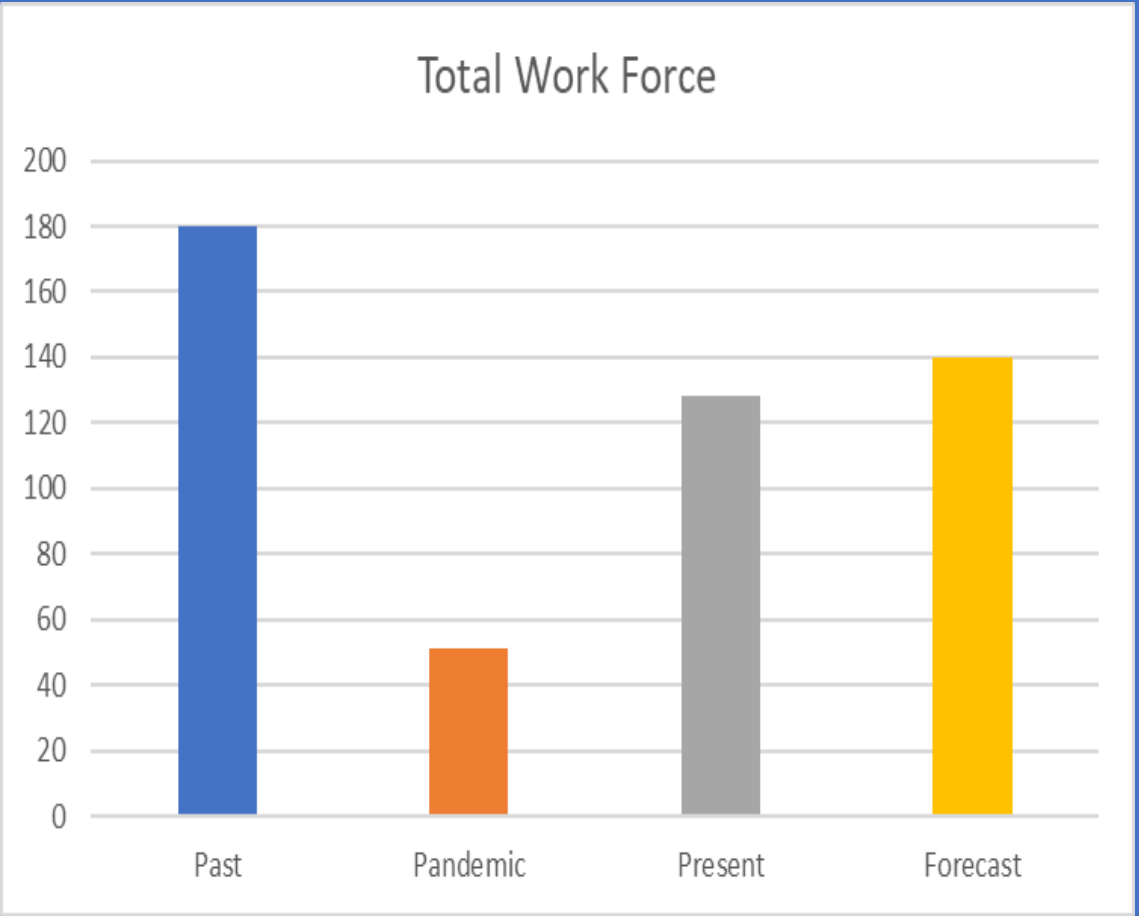
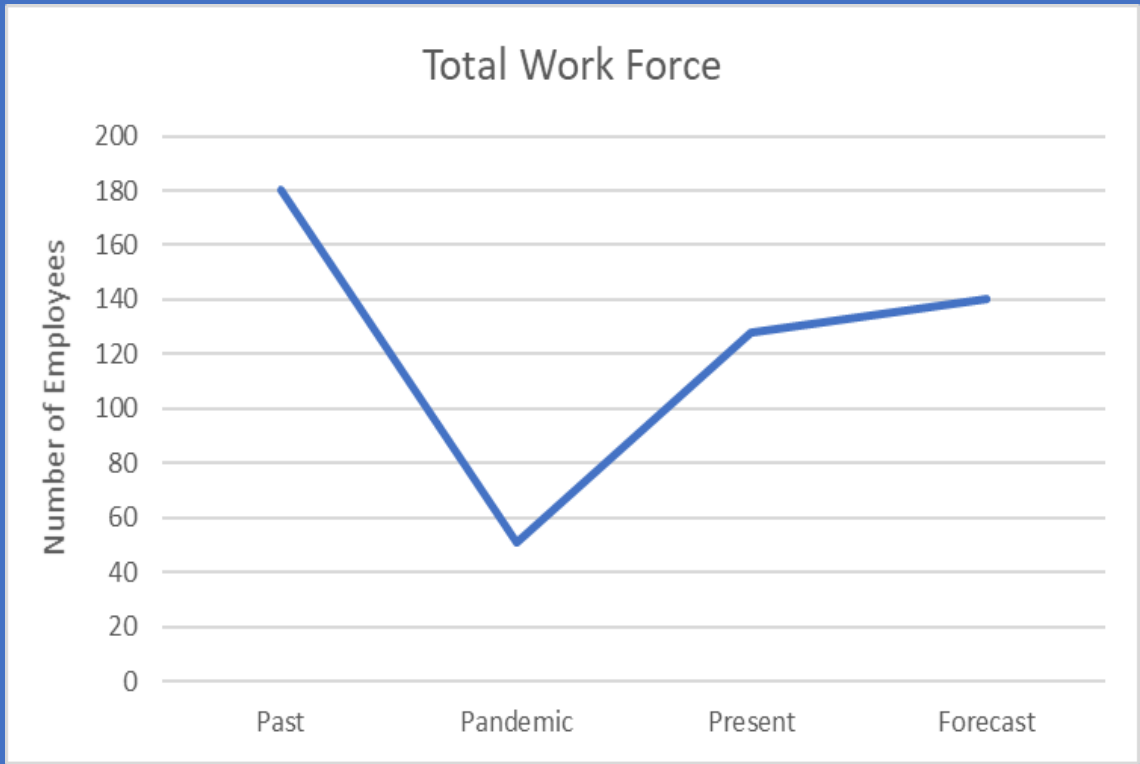
*25% Senior Discounts on all programs

**BBAF Scholarships on Swim School, Youth Swim Team, Lifeguard Certification, Camp Menlo

Human Resources



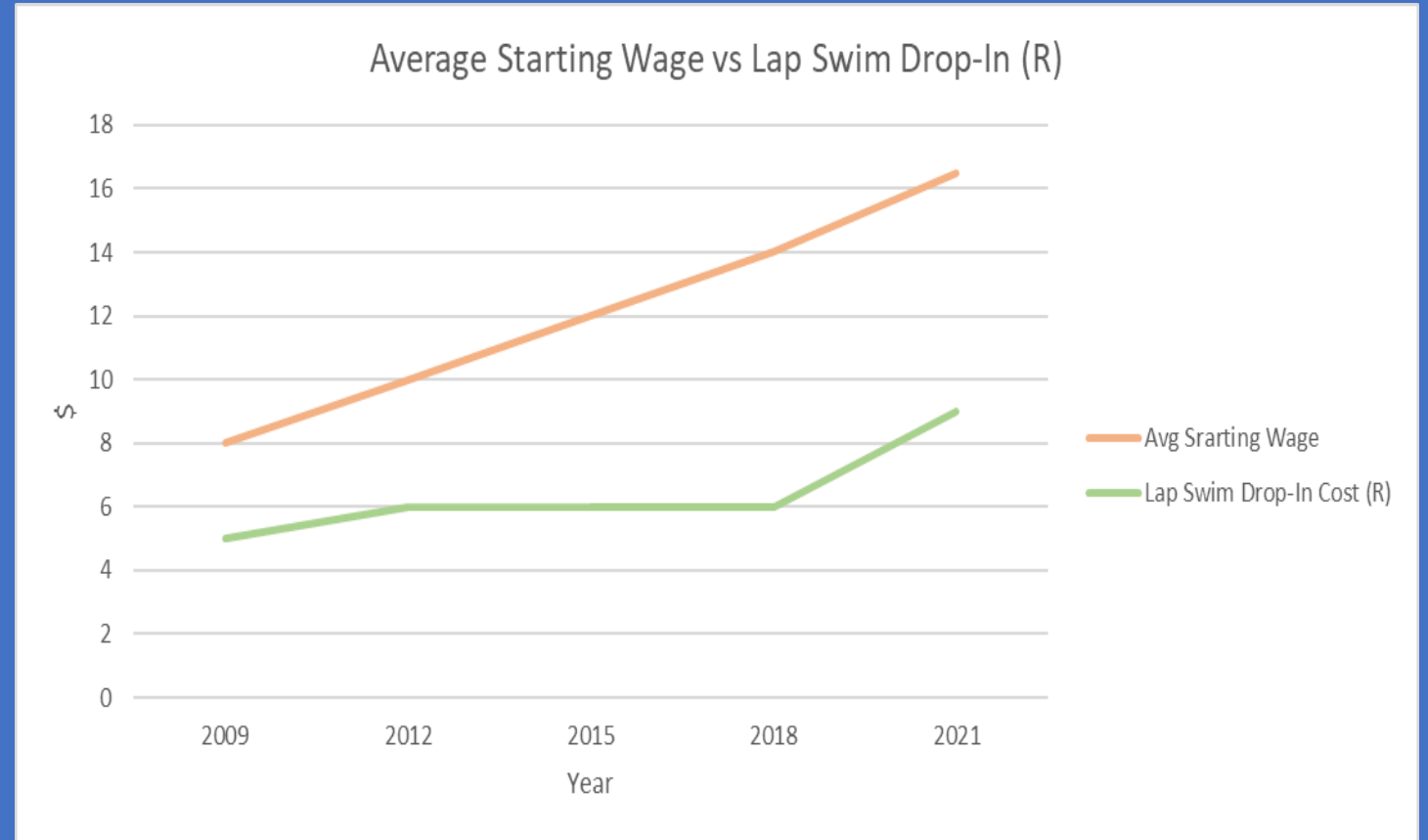
	Past	Pandemic	Present	Forecast
Total Work Force	180	51	128	140





Entry Level Average Starting Hourly Wage

Year	Avg Starting Wage	Lap Swim Price (Resident Drop In)
2009	\$8/hr	\$5/swim
2012	\$10/hr	\$6/swim
2015	\$12/hr	\$6/swim
2018	\$14/hr	\$6/swim
2021	\$16.50/hr	\$9/swim



Communication

Macro Communications Channels

- Website
- Monthly Newsletters
- Social Media-Facebook, Instagram, Twitter
- Facility Signs, Posters, Flyers, Cards
- Live Personal General On-Site Customer Service

Micro Communication Channels

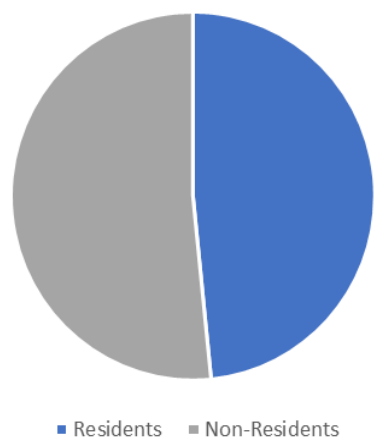
- Program Specific Webpage
- Program Specific Phone Contacts
- Program Specific Emails, Texts, Social Media Group Pages
- Live Personal Program Specific On-Site Coach/Instructor Service





Community Satisfaction Surveys

Survey Responses- Resident v Non-Resident

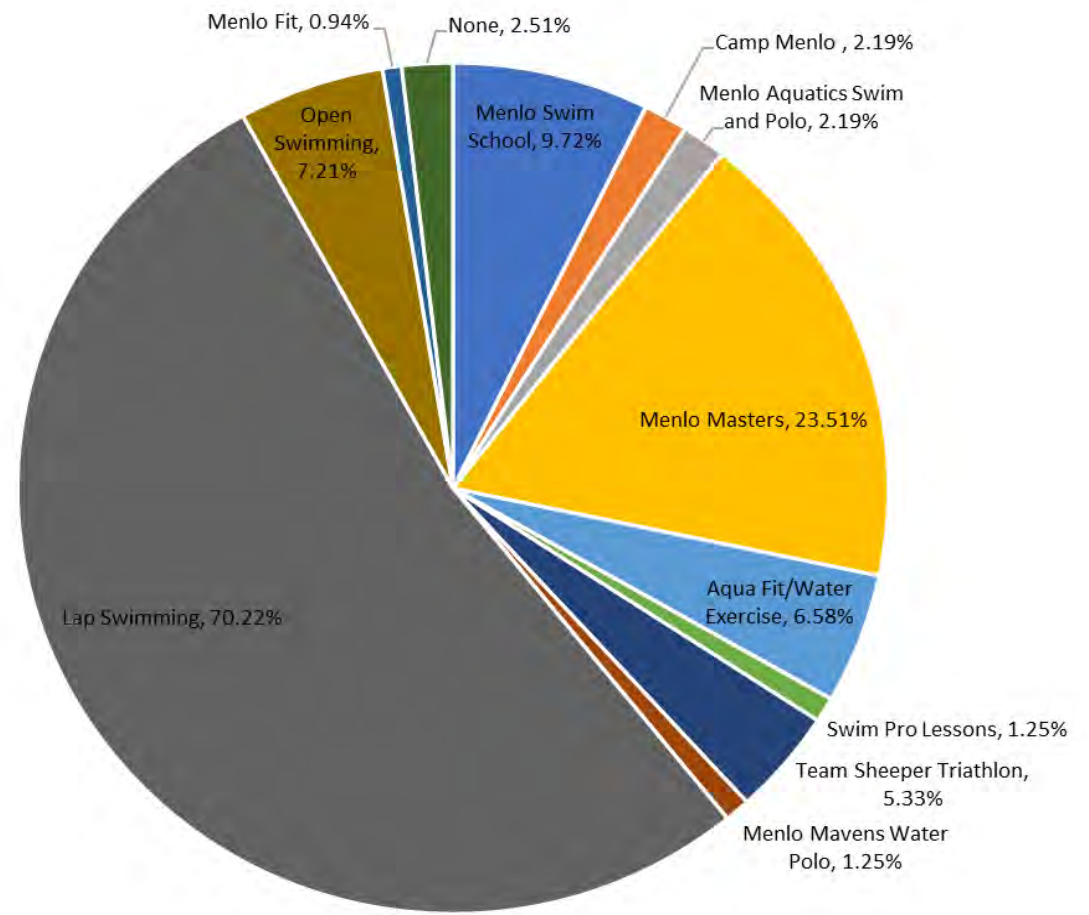


Respondents

A. 152 of 314 respondents are Residents of Menlo Park

B. Respondent program representation

Survey Results
Program Participation

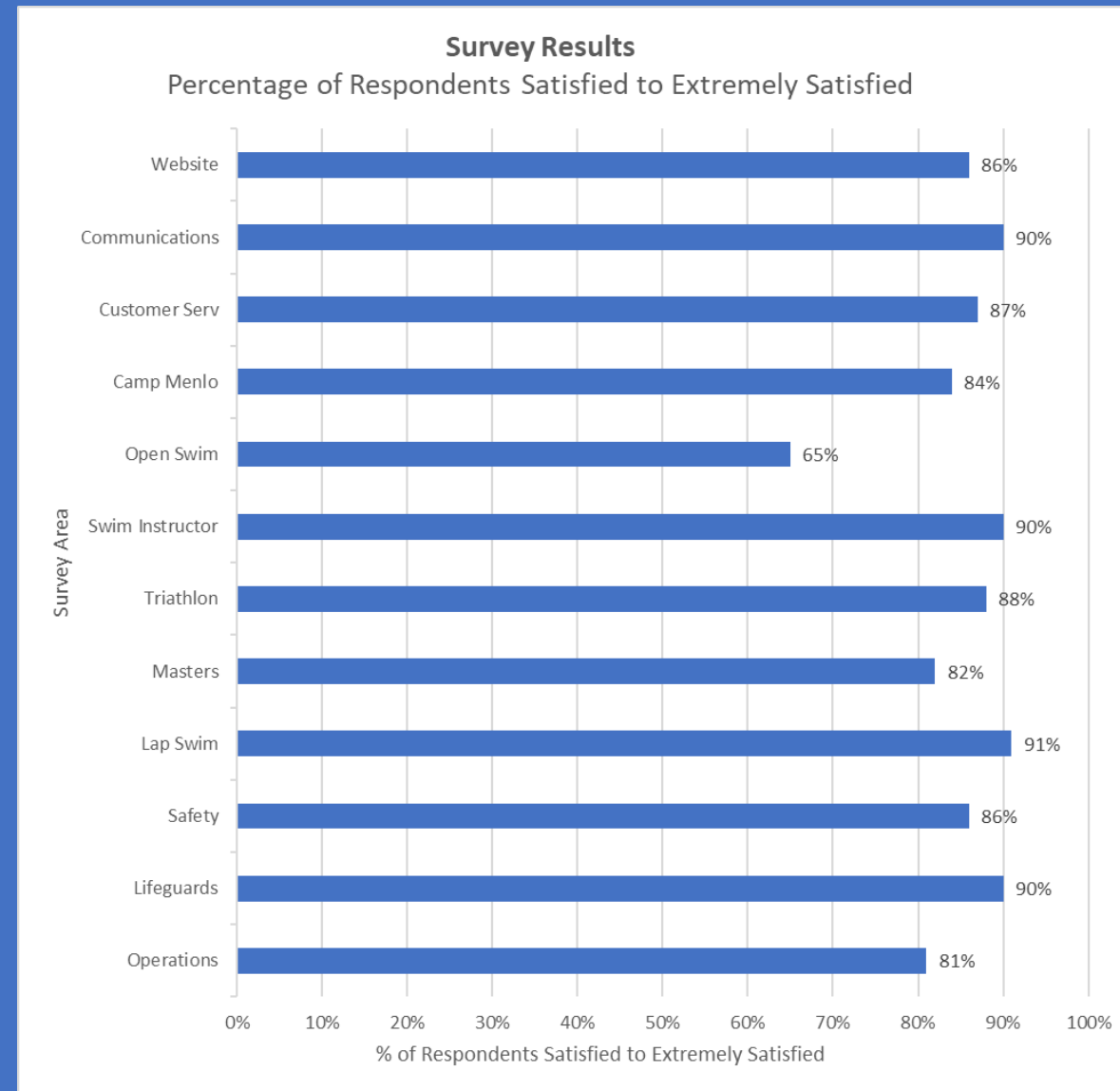




Community Satisfaction Surveys

Satisfaction Level

Compilation of responses Extremely Satisfied and Satisfied related to specific programs



Community Satisfaction Surveys

Most frequent changes/improvements respondents stated:

- Lane reservation release time
- Increase in availability of pool time and frequency
- Increase in program offerings



Summary

As we enter into the next segment of our timeline as an operator of the Burgess Pool we are very conscious of how everything we do and every decision we make is part of a social, economic and cultural experiment. Every day we open the pool for service we are opening a laboratory to determine if the experiment and our assumptions, beliefs and intuition are valid. Having never been through such an experiment, the result is still an unknown. However, in our favor is experience, optimism and determination. We will continue to observe personal movements within the facility, review usage data, encourage and compile user feedback, alter time, space, demand and fee variables until an acceptable equilibrium is achieved.

We feel honored to be in the position to be able to serve the community with the broadest spectrum of premium programming in the greater region with an emphasis on value and equality.

Our beliefs, values and visions are clear which will lead us to a destination where an overwhelming majority of the community will be proud to refer to Burgess as their home pool.





STAFF REPORT

Parks and Recreation Commission

Meeting Date: 08/25/2021

Staff Report Number: PRC-2021-018

Regular business: Gymnastics program reactivation

Recommendation

That the Commission review and comment on a proposal for reactivating the gymnastics program.

Policy Issues

As a duly appointed advisory body to the City Council, the Parks and Recreation Commission advises the City Council on matters related to the City's parks and recreation facilities and programs.

Background

City-owned facilities were closed to indoor public access on March 12, 2020 due to the COVID-19 pandemic. This precaution was necessary to protect public health by minimizing opportunities for congregation, both by the public and employees. The gymnastics program was significantly impacted, including a complete closure of the Arrillaga Gymnastics Center facility and elimination of all gymnastics staff positions.

Analysis

Phase-in reopening

COVID-19 vaccines allowed the city to plan for reopening facilities to indoor public access in the foreseeable future. However, concerns about the delta variant and the recent surge in COVID-19 cases calls for a cautious approach to reopening facilities to indoor public access and high-contact activities. Additionally, all gymnastics staff positions were eliminated from the operating budget in FY 2020-21. Even when new positions are created, the process of recruiting, hiring, onboarding, and training staff can extend several months. For these reasons, and at City Council's direction, staff has prepared a proposed plan and timeline that includes a phased approach for reopening the gymnastics program for indoor public access.

- Phase 1: November 2021
 - Monday-Friday, 9am-6pm; focused on children/toddlers and special needs
- Phase 2: January 2022
 - Expand to Monday-Friday, 9am-8:30pm; including competitive/adults
- Phase 3: May 2022
 - Expanding to seven-day operations including weekends and facility rentals.

With the delta variant and a surge in COVID cases coupled with the city's limited resources for recruiting restored positions, the proposal is to reopen the gymnastics center for 9 hours a day, Monday through Friday starting in approximately November 2021. Once re-opened, staff will evaluate the program with the goal of expanding services to evenings including competitive gymnastics for older children, youth and adults in approximately January 2022; and seven-day operations including birthday parties and other special

events and classes on weekends by May 2022.

Personnel capacity

Prior to the pandemic and public health closure of the Arrillaga Family Gymnastics Center, the City of Menlo Park’s gymnastics program operated seven days per week for a total of 58 hours per week and employed 5.75 full-time equivalent (FTE) regular benefitted employees and approximately 40-50 temporary employees. All regular and temporary gymnastics staff positions were eliminated from the City’s operating budget during the FY 2020-21 budget cycle resulting in layoffs. In accordance with collective bargaining agreements and to address personnel needs in other areas, several of the affected employees were and continue to be retained in alternative employment capacities within the library and community services department.

To safely reactivate the gymnastics program, staff recommends that City Council authorize 5.75 FTE regular benefitted positions and expenditures for temporary and seasonal staff.

Table 1. Recommended regular benefitted positions

Position	FTE	Duties
Recreation Coordinator	1.00	Coordinate and oversee gymnastics center
Program Assistant	1.00	Administrative support
Program Assistant	1.00	Program support and teach classes
Gymnastics Instructor	1.00	Teach classes
Gymnastics Instructor	1.00	Teach classes
Gymnastics Instructor	0.75	Teach classes
Total	5.75	

If the City Council authorizes the recommended positions and expenditures on September 14, 2021, sufficient capacity will be available to reopen the Arrillaga Family Gymnastics Center to the public in phases over several months, beginning with on a limited schedule starting in approximately November 2021 and expanding to a seven-day operating schedule by approximately May 2022.

Program description

The limited schedule starting in November 2021 would be focused on programs for young children and those who have special needs and operate Monday through Friday from 9am to 6pm, with 45-minute classes on each hour allowing for 15 minutes in between each class to clean and wipe down the gymnastics equipment, and with the center closed for lunch from noon to 1pm. The gymnastics activities would provide vestibular stimulation, bilateral movement and motor mapping. These skills help to aid in balance, tracking with the eyes, and body space awareness and eye-hand eye-foot coordination. All of these perceptual motor skills are an important part of development. A description of classes is included as attachment A.

Facility preparations

In addition to the personnel needs, significant facility preparations will be required prior to reopening the Arrillaga Family Gymnastics Center facility. This includes but is not limited to signage, air filter replacements, steam cleaning/deep cleaning, and equipment repairs/testing. Staff will work with the Public Works Maintenance Division to develop the list of items to be completed during the month of September. Additionally, staff will make arrangements needed in order to adhere to any county/state guidelines involving COVID-19 protocols.

Operating expenditures and revenues

The proposal to City Council on September 14 will use the FY 2018-19 and FY 2019-20 operating budget

actuals as primary reference points to develop estimated expenditures and revenues for FY 2021-22; also factoring in partial year operations and the phase-in timeline; and including low, medium and high revenue projections that reflect the uncertainty of the impacts the COVID-19 pandemic may have on program attendance.

Attachments

Attachment A: Description of Classes

Attachment B: Gymnastics program revenues, FY 2016-2021. Hyperlink:

https://menlopark.opengov.com/transparency/#/55946/accountType=revenues&embed=y&breakdown=ec7267b4-d97c-4401-881a-d699456051cc¤tYearAmount=cumulative¤tYearPeriod=years&graph=bar&legendSort=desc&proration=true&saved_view=257784&selection=FDA21221C95F6DD07734763B2D8199DA&projections=null&projectionType=null&highlighting=null&highlightingVariance=null&year=2022&selectedDataSetIndex=null&fiscal_start=earliest&fiscal_end=latest

Attachment C: Gymnastics program expenditures FY 2016-2021. Hyperlink:

https://menlopark.opengov.com/transparency/#/55947/accountType=expenses&embed=y&breakdown=types¤tYearAmount=cumulative¤tYearPeriod=years&graph=bar&legendSort=desc&proration=true&saved_view=257804&selection=FDA21221C95F6DD07734763B2D8199DA&projections=null&projectionType=null&highlighting=null&highlightingVariance=null&year=2022&selectedDataSetIndex=null&fiscal_start=earliest&fiscal_end=latest

Report prepared by:

Theresa DellaSanta, Interim Assistant Director of Community Services

Karen Mihalek, Recreation Coordinator

Report reviewed by:

Sean Reinhart, Director of Library and Community Services

GYMNASTICS - DESCRIPTION OF CLASSES

AUGUST 25, 2021

Gymnastics classes are an important part of a child's development. The gymnastics activities provide vestibular stimulation, bilateral movement and motor mapping. These skills help to aid in balance, tracking with the eyes, and body space awareness and eye hand eye foot coordination. All of these perceptual motor skills are an important part of development.

Kindergym: A caregiver and child participation class, ages walking to 3 years of age. Kindergym is a loosely structured class designed for children to socialize with their peers, experiment with movement on different surfaces, and explore different ways to move through the environment. This is a great class to teach your child how to safely climb and walk on uneven surfaces (bilateral movement and motor mapping).

Kinderstars: A caregiver and child participation class, ages 2.5 to 4 years of age. Kinderstars introduces the first level of instruction. Students will learn to stand in line, be given a short set of directions and take turns on equipment. Children will also learn how to work in groups with their caregiver during parachute activities. We will work on listening skills, rolling, hanging, walking on uneven surfaces, and jumping.

Newstars: An independent class for 3-4 year olds. Children are given short sets of directions and work in circuits to practice and learn different types of rolls, be introduced to handstands and cartwheels, and work on gymnastics equipment that is at the proper height for their age and size. Balance, strength and coordination are worked on in this class.

Ministars: An independent class for ages 4 to 5. Children will be working in circuits to hone their skills and develop strength. Children will continue working on handstands and cartwheels (these skills are connected and require strength and balance), more difficult bar skills (introducing pull overs and front supports), forward and backward skills on low balance beams. Direction following, listening skills and turn taking are also part of the class.

Superstars: An independent class for ages 5 to 6. Children will continue to improve the skills they learned in NewStars and MiniStars. They will learn to connect skills and some will be able to perform the skills with little or no help. The class still works on the obstacle courses but different skills are introduced into the course. Children will be working on forward and backward skills on both the floor and balance beams.

Level A: Beginning level of gymnastics. Open to students with no or little experience in the sport. The student will work on all the Olympic apparatuses, the boys will work on the parallel bars, rings, floor and vault (these take a great deal of strength so the boys spend a good deal of time working on coordination and strength activities); the girls will be on the balance beams, uneven bars, vault and floor. Strength work and basic skills will be worked on in these classes.

Level B: Intermediate level of gymnastics. Students must pass Level A in order to register for the class. Children will build on the skills they have learned in Level A. They will also learn move difficult floor exercise skills for example round offs, back walkovers; back hip circles on bars and connecting moves on the uneven bars; also connecting moves on the balance beams.

Level C: Advanced level of gymnastics. Must pass Level B in order to be in the class. Will work on skills such as back extension rolls, back walkovers, and back handsprings. More difficult moves will also be worked on the uneven bars and vault. Connecting moves and working them into a sequence of a short routine will be part of the class.

Strength and Conditioning: Designed to work skills to strengthen core muscle groups. Also designed for gymnasts interested in competitive gymnastics and former competitive gymnasts interested in regaining strength and flexibility in order to compete in later seasons. The class will be designed to work on areas that are needed by the group of participants.

Special Needs Class: This class is for children that need additional help to participate in a class. The class will be a caregiver and participant class. Participants and their caregiver will work on the equipment to learn rolls, work on balance, flexibility and motor mapping. We will also work on hanging on equipment to strengthen hand grip and arm strength. Simple directions will be given to caregivers to help the child perform the skill with their assistance.

Sensory Class: Children will be pouring, molding and manipulating different types of surfaces and materials. Please let us know if your child has a sensitivity to an item as we will be using flour, salt, cornstarch, water, food coloring and other items of this nature. We will get messy in some of the classes-the teacher will send out a warning the day or two before the class if this is the case. We will also be using items that make different types of noise. The class is designed to stimulate different senses and encourage exploration.



STAFF REPORT

Parks and Recreation Commission

Meeting Date: 08/25/2021

Staff Report Number: PRC-2021-019

Regular Business: Tentative agenda calendar and potential joint meeting with the Library Commission

Recommendation

That the Commission review the tentative agenda calendar and discuss dates for a potential joint meeting with the Library Commission.

Policy Issues

As a duly appointed advisory body to the City Council, the Parks and Recreation Commission advises the City Council on matters related to the City's parks and recreation facilities.

Background

The Parks and Recreation Commission meets on the fourth Wednesday of each month. In 2021, the fourth Wednesday in November falls on the day before Thanksgiving, November 24. The Library Commission meets on the third Monday of each month. The third Monday in November 2021 is November 15.

Analysis

The construction of the new Menlo Park Community Campus (MPCC) will bring several items of overlapping interest before the Library Commission and the Parks and Recreation Commission. The two Commissions may wish to schedule joint meetings to coordinate efforts regarding the new facility, and to make it easier for the public to attend and provide input. The timing of the regular Parks and Recreation Commission meeting in November provides the first opportunity for a joint meeting between the two Commissions. The Library Commission had preliminary discussions about holding a joint meeting at their August 16, 2021 meeting.

Next Steps

Should the Commission decide to cancel their November 24 meeting and hold a joint meeting on November 15 with the Library Commission, staff will work with both Commission chairs to develop agenda topics and communicate with the public.

Attachments

A. Parks and Recreation Commission tentative agenda calendar

Report prepared by:

Nick Szegda, Assistant Director of Library Services

Report reviewed by:

Sean Reinhart, Director of Library and Community Services

**City of Menlo Park - Parks and Recreation Commission
2020-21 Tentative Agenda Schedule
August 25, 2021**

*Meetings are held virtually via videoconference at 6:30pm on the fourth Wednesday of the month
unless otherwise specified*

MEETING DATE	PROPOSED AGENDA TOPICS
May 26, 2021	<ul style="list-style-type: none"> • Recreation scholarship pilot program • Pickleball pilot program 6-month review • Department updates • Commissioner's Report - Bryman
June 23, 2021	<ul style="list-style-type: none"> • MPCC project update • Commissioner's Report - Baskin • Election of Chair and Vice Chair • Tennis usage survey results • Department updates
July 28, 2021	<ul style="list-style-type: none"> • Aquatics program update • Info item – onboarding new commissioners • Department updates • Commissioner reports - Brosnan
August 25, 2021	<ul style="list-style-type: none"> • City Council/Mayor Liaison welcome message • Presentation: Chamber of Commerce community, economic development events • Gymnastics program reactivation • Bedwell Bayfront Park Master Plan update • Measure T bond issuance update – Parks & Rec Master Plan • LCS suggestion box responses • Potential join meeting with Library Commission • LCS Strategic Plan Scorecard
September 22, 2021 <i>(tentatively in-person)</i>	<ul style="list-style-type: none"> • Presentation: New public park on Facebook property • Holiday observances and special events • Parks and Recreation Facilities Master Plan update • Parks tour locations • Aquatics program comparative data
October 27, 2021	<ul style="list-style-type: none"> • Public engagement – MPCC programming
November 24, 2021	<ul style="list-style-type: none"> • <i>Thanksgiving day is November 25</i>
December 22, 2021	<ul style="list-style-type: none"> •
<i>Unscheduled future items (tentative)</i>	<ul style="list-style-type: none"> • <i>Pickleball pilot program review</i> • <i>Inclusion Programs/Classes update</i> • <i>DEI initiative update</i> • <i>Advisory body report to City Council</i> • <i>Nealon Park update</i> • <i>Strategic Plan Scorecard</i>



STAFF REPORT

Parks and Recreation Commission

Meeting Date: 08/25/2021

Staff Report Number: PRC-2021-020

Information Item: **Bedwell Bayfront Park Master Plan update**

Recommendation

That the Commission review this update on projects related to the Bedwell Bayfront Park Master Plan.

Policy Issues

As a duly appointed advisory body to the City Council, the Parks and Recreation Commission advises the City Council on matters related to the City's parks and recreation facilities.

Background

The Bedwell Bayfront Park Master Plan was adopted by the City Council on November 14, 2017. Staff provide periodic updates to the Parks and Recreation Commission on progress made toward the Master Plan's goals. The Parks and Recreation Commission received an update on entrance improvement plans at the park at their June 26, 2019 meeting.¹

Analysis

The attached memo includes updates on projects related to the Bedwell Bayfront Park Master Plan.

Attachments

A: Memo to the Parks and Recreation Commission from the Assistant Director of Public Works

Report prepared by:
Nick Szegda, Assistant Director of Library Services

Report reviewed by:
Sean Reinhart, Director of Library and Community Services

¹ <https://www.menlopark.org/DocumentCenter/View/22018/Bedwell-Bayfront-Park-Entrance-Improvements-Staff-Report>



MEMORANDUM

Date: 8/25/2021

To: Parks and Recreation Commission

From: Brian Henry, Assistant Public Works Director

Re: Bedwell Bayfront Park Master Plan Update

Bedwell Bayfront Park (BBP) is the City's largest park consisting of 160 acres and the City's only open space on the San Francisco Bay. Originally a sanitary landfill, construction of BBP was completed in 1995. Currently, the park is designed as a passive open space with minimal improvements, including bike/pedestrian trails and restrooms. Users enjoy "passive-recreation" through activities that include hiking, running, bicycling, dog walking, bird watching, kite flying and photography. Staff manage and maintain the park grounds as well as the landfill components, which include a gas and leachate collection system and a flare. The Bedwell Bayfront Park Master Plan was adopted by the City Council on November 14, 2017. The following sections summarize the current status of action items that were identified in the Plan. A map and description of many of these projects are available at this [link](#).

Bedwell Bayfront Park Ranger Services

Timeline: Ranger service is ongoing, with an existing contract through 6/30/2022.

Description: In 2019, City Council authorized the City Manager to enter into an agreement with California Land Management for ranger services at Bedwell Bayfront Park and Kelly Park. To provide a consistent presence, ranger service is provided 365 days per year. The weekly hours worked range from 28 to 40 depending on the time of year. The scope of work provided by the ranger includes daily patrol, educational outreach, verbal and/or written warnings pursuant to municipal code, fire suppression and litter collection. To address concerns raised by the community and park user groups, the last hour of service every day is spent at nearby Kelly Park performing the same scope of work. Reinstating the ranger services is identified on page 42 of the master plan.

Bedwell Bayfront Park Trail Head Improvements

Timeline: Project was completed in 2019.

Description: Various amenities were added at four trail heads at Bedwell Bayfront Park. Two trail heads included an 18-foot by 6-foot concrete pad with a trash can, recycle can, dog bag dispenser, bench, bike rack, and park rules and hours signs. Due to space restrictions, the remaining two trailheads included a 14-foot by 6-foot concrete pad with a trash can, recycle can, dog bag dispenser, bench, and park rules and hours signs. Staff provided an [informational item](#) to the Parks and Recreation Commission regarding this project on 1/23/19. Site furnishing improvements are identified on pages 47-49 of the master plan.

Bedwell Bayfront Park Entrance Improvements

Timeline: Project is currently in design and anticipated to start construction in the

second half of 2022.

Description: The project addresses a need identified in the Bedwell Bayfront Master Plan to increase the public awareness and visibility of the Park, create an attractive entry experience, and improve access to the available recreational resources to accommodate a growing population and user demand. Staff provided an [informational item](#) to the Parks and Recreation Commission regarding this project on 6/29/19. Park entrance improvements are identified on pages 45-46 of the master plan. The proposed project will include:

- A new park entry at the Marsh Road and Bayfront Expressway intersection to clearly identify the park name and increase visibility from all directions of travel;
- A new pedestrian entry plaza including an ADA-compliant curb ramp that will connect planned pedestrian sidewalk improvements along Haven Avenue and Marsh Road with the Park entry trails and an existing segment of the Bay Trail;
- Reconstruction of an existing pedestrian and bicycle multi-use path, designated as Bay Trail and connecting a segment of Bay Trail, along Bayfront Expressway with the portion of Bay Trail around the perimeter of Bedwell Bayfront Park; and
- Reconstruction of the entrance road to incorporate a vehicle roundabout, new automatic park entrance gates, and green infrastructure improvements, where feasible.
- Elevation of the entrance road above the 100-year base flood elevation plus an additional 24" to accommodate future sea level rise.

Bayfront Canal and Atherton Channel Flood Protection

Timeline: Construction began the week of June 7, 2021 and is anticipated to be completed by the end of 2021.

Description: The project consists of installing two underground concrete culverts to route excess storm flows from Bayfront Canal and Atherton Channel, across the entrance of Bedwell Bayfront Park, to ponds in the Don Edwards San Francisco Bay National Wildlife Refuge for temporary storage, which would mitigate flooding impacts for up to a 25-year storm event in the areas of Haven Avenue and Bayfront Expressway. More information is available on the [OneShoreline project page](#). Providing relief from sea level rise, including flooding, is identified on page 42 of the master plan.

South Bay Salt Pond Restoration

Timeline: This project has been ongoing since 2018 with the seasonal import of soil for the levee improvements. Levee improvements are anticipated to continue through 2022. Beginning in late 2021, the project anticipates beginning construction of the water control structures, most notably two 48-inch pipes under the entrance road within Bedwell Bayfront Park. The water control structure impacting the Bedwell Bayfront Park entrance road is anticipated to be complete by the end of 2021. Public trail improvements are anticipated to be completed in late 2022.

Description: The project includes performing work in the Ravenswood Pond complex adjacent to the south and east of Bedwell Bayfront Park. The work consists of various levee improvements and installation of water control structures to enhance and restore habitat in the former salt production ponds. Ultimately, the project will

create 294 acres of new tidal marsh habitat and 37 acres of improved ponds for ducks and shorebirds. The project will also construct a new public access trail from Bayfront Expressway to the southern edge of Bedwell Bayfront Park, including a viewing platform with views of duck ponds, developing wetlands, and dry nesting habitat for western snowy plover. Providing relief from sea level rise is identified on page 42 of the master plan.

Bedwell Bayfront Park Leachate and Gas Collection System Improvements

Timeline: Improvement plans are expected to be completed by the end of summer 2021 with construction completed by summer 2022.

Description: This project entails the design and construction of repairs and improvements to the existing landfill gas and leachate collection and control systems at the landfill that were originally constructed in the 1980s after the landfill was closed. A critical aspect of maintaining the closed landfill at Bedwell Bayfront Park includes managing the gasses that are produced as the waste decomposes (primarily methane) and the water that infiltrates the refuse (known as leachate). The system repairs and improvements that will be accomplished with this project will address site regulatory compliance and protect human health and the environment for the duration of the landfill post-closure and park maintenance. Landfill improvements are identified on page 58 of the master plan.

The following three projects are not specifically identified in the master plan, but are included in this memo because they occur adjacent to the park.

Menlo Park SAFER Bay/FEMA BRIC grant

Timeline: It is anticipated that FEMA will announce successful BRIC grant projects later in 2021; in July, the City was notified the project has been selected for further evaluation. If awarded federal funds, the project is anticipated to begin environmental and design work in late 2021 or early 2022. Project construction would be slated to begin in 2024 and completed in 2026.

Description: Menlo Park, in collaboration, with the San Francisquito Creek Joint Powers Authority, PG&E, and Facebook, applied for a Federal Emergency Management Agency (FEMA) Building Resilient Infrastructure and Communities (BRIC) grant. The grant requested \$50 million in federal funding towards an estimated project cost of approx. \$68 million. The project consists of performing environmental documentation, permitting, field investigation, design, and construction of approx. 3.7 miles of nature-based flood control and sea level rise solutions along the San Francisco Bay shoreline of Menlo Park, generally from Bedwell Bayfront Park to the northern side of the Dumbarton Bridge. Flood control elements will be designed to provide a 100-year level of coastal flood protection in addition to 3.5 feet of sea-level rise adaptation. The project will also provide protection for PG&E's Ravenswood Substation, which provides critical power supply infrastructure providing electricity to portions of eight cities, including Menlo Park, and nearly 300,000 people. Additionally, the proposed project will create approximately 31 acres of tidal marsh transition zone on the bayside slopes of the flood control levees and approximately five acres of western snowy plover breeding habitat. This is part of the SAFER Bay project, which when completed, would provide sea level rise protection for the entire shoreline along Menlo Park and East Palo Alto.

Haven Avenue Streetscape Improvements

Timeline: Improvement plans are expected to be completed by summer 2021 with construction completed by summer 2022.

Description: This project entails the construction of pedestrian and bicycle improvements along Haven Avenue between Marsh Road and approximately 3715 Haven Avenue. The improvements will include on-street bicycle lanes, sidewalks, new American with Disabilities Act (ADA) curb ramps, high visibility crosswalks, a traffic signal modification at the Marsh Road and Bayfront Expressway intersection, and a pedestrian and bicycle bridge over the Atherton Channel.

West Bay Sanitary District Bayfront Recycled Water Facilities

Timeline: Contingent on stakeholders' participation with West Bay Sanitary District (WBSD) to fund the project, the project is expected to start in 2023 and be completed by 2024.

Description: This project is a two-phased Flow Equalization and Resource Recovery Facility (FERRF) project on WBSD's property located at the northern terminus of Marsh Road in Menlo Park, adjacent to Flood Slough, Bedwell Bayfront Park, and the Don Edwards San Francisco Bay Wildlife Refuge. The first phase of the project is to improve levees around the property to protect the site against the 50-year sea level rise projections for San Mateo County and remove the interior portions of the site from the FEMA 100-year floodplain. The flood protection measures consist of a combination of installing fill, sheet piles, and the construction of a horizontal levee. The second phase consists of building a Recycled Water Facility on this site to serve the Bayfront area of Menlo Park.



STAFF REPORT

Parks and Recreation Commission

Meeting Date: 08/25/2021

Staff Report Number: PRC-2021-021

Information Item: Measure T bond issuance update – Parks & Rec Master Plan

Recommendation

That the Commission read the staff report on parks projects and the use of Measure T bond funds from the August 17, 2021 City Council meeting and receive an update on the direction given to staff by the City Council during the recent study session on this topic.

Policy Issues

As a duly appointed advisory body to the City Council, the Parks and Recreation Commission advises the City Council on matters related to the City's parks and recreation facilities.

Background

The City Council held a study session on August 17, 2021, to discuss issuing previously approved Measure T bonds for City parks and recreation projects that include the construction of the Menlo Park Community Campus.

Analysis

The City Council authorized the issuance of the total remaining amount of Measure T bonds, and gave direction that was consistent with the staff recommendations made in the report in Attachment A.

Attachments

A: Staff report from August 17, 2021 City Council Study Session. Hyperlink:
<https://www.menlopark.org/DocumentCenter/View/29391/K1-20210817-CC-Measure-T>

Report prepared by:
Nick Szegda, Assistant Director of Library Services

Report reviewed by:
Sean Reinhart, Director of Library and Community Services

STAFF REPORT PRC-21-022

LIBRARY AND COMMUNITY SERVICES
SUGGESTION BOX
May 2021 - August 2021

www.menlopark.org/feedback

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: https://www.menlopark.org/569/Account-services-and-fees You can still get a card for your grandson if you would like – the form to fill out is here: https://www.menlopark.org/577/Apply-for-a-library-card 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: https://www.menlopark.org/1500/Little-Free-Libraries 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>

SUGGESTION	RESPONSE
<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 & 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>
<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>

SUGGESTION	RESPONSE
<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: https://friendsmpl.org/donate/ 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 menlopark.org/library 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 menlopark.org/library 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 menlopark.org/library 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 menlopark.org/library 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 & 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 – menlopark.org/library 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: https://www.menlopark.org/FormCenter/Library-and-Community-Services-8/Suggest-a-purchase-363 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 J.– 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>

SUGGESTION	RESPONSE
<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 Valerie – 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>
<p>Jul 19 Requesting purchase of this item: FIONA FLAMINGO BY RACHEL URRUTIA CHU and RIGHT NOW, I AM KIND BY DANIELA OWEN</p>	<p>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</p>
<p>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!!</p>	<p>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</p>
<p>Jul 19 (paper submission) Kids "escape the library" event as in Mr. Lemoncello books</p>	<p>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</p>
<p>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 - https://library.nclc.org/SD/subscribe</p>	<p>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</p>

SUGGESTION	RESPONSE
<p>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!</p>	<p>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 – friendsmpl.org. Cheers - Nick</p>
<p>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!</p>	<p>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</p>
<p>Aug 5 Shafak, Elif. The Island of Missing Trees</p>	<p>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</p>
<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

Parks and Recreation Commission

Meeting Date: 08/25/2021
Staff Report Number: PRC-2021-023

Informational Item: Library and Community Services 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 Parks and Recreation Commission advises the City Council on matters related to the City's parks and recreation.

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

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

STRATEGIC PLAN SCORECARD – AUGUST 2021

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**

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.

Task	Description	Start*	End*	Performance goal	Assessment June 2021
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.
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.

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.

Task	Description	Start	End	Performance goal	Assessment June 2021
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.

* 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.

1.2.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.
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S.M.A.R.T. Goal #1.3. Review and update Library and Community Services department policies and procedures with stakeholder input.

Task	Description	Start	End	Performance goal	Assessment June 2021
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

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

Task	Description	Start	End	Performance goal	Assessment June 2021
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.
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Strategic Direction #2:
Advance the Menlo Park Community Campus Project

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

Task	Description	Start	End	Performance goal	Assessment June 2021
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

S.M.A.R.T. Goal #2.2. Develop a plan to provide interim services during MPCC project construction

Task	Description	Start	End	Performance goal	Assessment June 2021
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 pace 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.

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.

Task	Description	Start	End	Performance goal	Assessment June 2021
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

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.

Task	Description	Start	End	Performance goal	Assessment June 2021
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

**Strategic Direction #3:
Provide services and programs that respond to community needs**

S.M.A.R.T. Goal #3.1. Complete the LCS Strategic Plan Update: 2020 and Beyond

Task	Description	Start	End	Performance goal	Assessment June 2021
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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.

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.

Task	Description	Start	End	Performance goal	Assessment June 2021
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

S.M.A.R.T. Goal #3.3. Target department services, programs, and resources efficiently and where they are most effective.

Task	Description	Start	End	Performance goal	Assessment June 2021
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.

Task	Description	Start	End	Performance goal	Assessment June 2021
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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.

Task	Description	Start	End	Performance goal	Assessment June 2021
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

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.

Task	Description	Start	End	Performance goal	Assessment June 2021
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

S.M.A.R.T. Goal# 4.4. Practice environmental sustainability and energy efficiency in department operations

Task	Description	Start	End	Performance goal	Assessment June 2021
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.

Task	Description	Start	End	Performance goal	Assessment June 2021
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.

Task	Description	Start	End	Performance goal	Assessment June 2021
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.

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

Task	Description	Start	End	Performance goal	Assessment June 2021
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.
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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

Task	Description	Start	End	Performance goal	Assessment June 2021
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.

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

Task	Description	Start	End	Performance goal	Assessment June 2021
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

S.M.A.R.T. Goal #6.3. Explore new communications channels for reaching the community; reinforce and educate the community about existing channels

Task	Description	Start	End	Performance goal	Assessment June 2021
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**

S.M.A.R.T. Goal #7.1. Identify and reduce barriers to participation for all residents

Task	Description	Start	End	Performance goal	Assessment June 2021
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

Task	Description	Start	End	Performance goal	Assessment June 2021
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.

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

Task	Description	Start	End	Performance goal	Assessment June 2021
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.
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Strategic Direction #8:
Design and implement safe, effective, efficient, and sustainable Service Adaptation Plans for post-COVID operations

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

Task	Description	Start	End	Performance goal	Assessment June 2021
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.