



SPECIAL MEETING MINUTES

Date: 1/24/2024
Time: 6:30 p.m.
Locations: Teleconference and
Arrillaga Family Recreation Center, Oak Room
700 Alma St., Menlo Park, CA 94025

A. Call To Order

Chair Bunyagidj called the meeting to order at 6:37 p.m.

B. Roll Call

Present: Bunyagidj, Joshua, Lee, Oza, Theriault, Wessel (arrived 6:40 p.m.)
Absent: Brosnan
Staff: Library and Community Services Director Sean Reinhart, Assistant Library and Community Services Director Nick Sgezda, Library and Community Services Manager Natalya Jones, Library and Community Services Supervisor Tricia Mullan, Library and Community Services Supervisor Rondell Howard, Management Analyst Ashley Walker

C. Public Comment

C1. Public comment

None.

D. Study Session

D1. Library and Community Services department strategic plan 2024-25 (Staff Report PRC-2024-001)

Director Reinhart made the presentation (Attachment).

E. Regular Business

E1. Approve minutes from the October 25, 2023, joint meeting with the Library Commission and the November 15, 2023 meeting (Attachment)

ACTION: Motion and second (Theriault/ Joshua), to approve minutes from the October 25, 2023 joint meeting with the Library Commission and the November 15, 2023 meeting with the adoption of the formatting changes as requested by the city clerk, passed 6-0-1 (Brosnan absent).

E2. Approve the 2024 Parks and Recreation Commission meeting calendar (Staff Report PRC-2024-002)

ACTION: Motion and second (Lee/ Oza), to approve the calendar, passed 6-0-1 (Brosnan absent).

F. Informational Items

F1. Belle Haven Community Campus project updates (Staff Report PRC-2024-003)

F2. Library and Community Services department updates (Staff Report PRC-2024-004)

G. Commissioner Reports

G1. Individual Commissioner reports

H. Adjournment

Chair Bunyagidj adjourned the meeting at 7:10 p.m.

Management Analyst Ashley Walker



Library and Community Services department strategic plan 2024-25

Parks and Recreation Commission – January 24, 2024

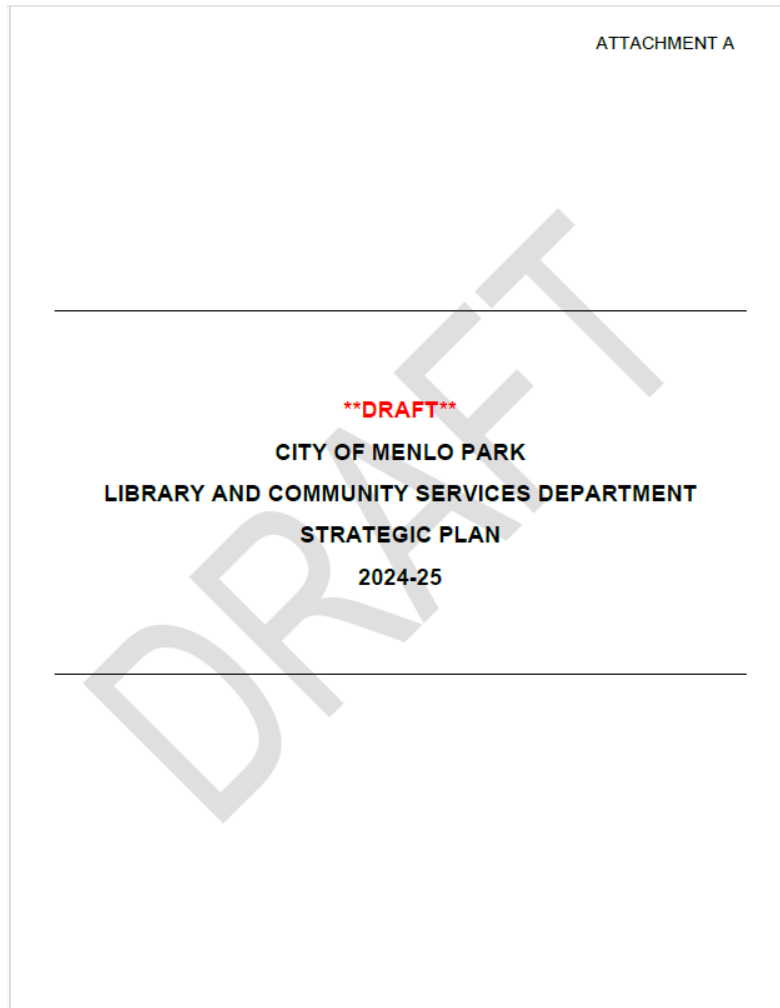


Recommendation

City staff recommends that the Parks and Recreation Commission (PRC) review and provide feedback for the proposed Library and Community Services department strategic plan for 2024-25 ([Attachment A](#)).



Strategic plan 2024-25



- A living document that can be periodically updated to adapt to changing needs, new opportunities
- Significant events and changes in the City of Menlo Park since the last update in 2021:
 - Ongoing recovery from the coronavirus pandemic
 - New economic uncertainties in the City organization's long-term budget forecast
 - Anticipated opening of the new Belle Haven Community Campus project.

Strategic directions 2024-25

“DRAFT” LCS DEPARTMENT STRATEGIC PLAN: 2024-25

Table of Contents

Strategic Plan Elements	3
Strategic Direction 1: Excellent customer service	4
Goal 1.1. Customer satisfaction data collection	4
Goal 1.2. Customer service training	4
Goal 1.3. Department policies and procedures	4
Goal 1.4. Self-service and automation systems	5
Strategic Direction 2: Belle Haven Community Campus project	5
Goal 2.1. Operational startup	5
Goal 2.2. Equivalent and comparable programs	6
Goal 2.3. Community engagement	7
Strategic Direction 3: Responsiveness to community needs	7
Goal 3.1. Strategic planning	7
Goal 3.2. Analysis and data	8
Goal 3.3. Programs and services	8
Strategic Direction 4: Efficiency and effectiveness	9
Goal 4.1. Budget outcomes	9
Goal 4.2. Grants, volunteers, and partnerships	9
Goal 4.3. Facilities and technology	10
Goal 4.4. Environmental sustainability and energy efficiency	10
Strategic Direction 5: Staff development	10
Goal 5.1. Performance planning	10
Goal 5.2. Staff training	11
Goal 5.3. Employee recognition	11
Strategic Direction 6: Public engagement	12
Goal 6.1. Public communication	12
Goal 6.2. Effective messaging	12
Goal 6.3. Communication channels	13
Strategic Direction 7: People-focused programs	13
Goal 7.1. Identify and reduce barriers	13
Goal 7.2. Access and inclusivity	14
Goal 7.3. Eliminate bias	15
Strategic Direction 8: Emergency relief	15
Goal 8.1. Resiliency and preparedness	15

1. Excellent customer service
2. Belle Haven Community Campus project
3. Responsiveness to community needs
4. Efficiency and effectiveness
5. Staff development
6. Public engagement
7. People-focused programs
8. Emergency relief



Strategic plan task matrix 2024-25

Strategic Direction 1: Excellent customer service

Use customer satisfaction data, staff training, self-service and automation systems, and policies and procedures to deliver excellent customer service to all members of the community, at all times, in all aspects of department programs and operations.

Goal 1.1. Customer satisfaction data collection

Use customer satisfaction data collection systems with tools to assess community sentiment and satisfaction with department services.

Example

Task	Description	Start	End	Performance goal
1.1. a.	Deploy survey tools to collect data about community satisfaction with Library and Community Services operations, services, and programs	Jan 2024	ongoing	Survey tools deployed at least annually. Develop and implement tools for measuring ongoing customer satisfaction
1.1. b.	Analyze customer satisfaction data and identify potential service enhancements.	Jan 2024	ongoing	90% or higher rating on customer satisfaction surveys 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 in reports to advisory bodies



Scorecard (2021)

Strategic Direction #4: Maintain efficient operations, systems, and facilities (2021)					
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	Scorecard - January 2024
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.	Pending citywide cost of services study in 2024.
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	In progress
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	Scorecard - January 2024
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.	Achieved. Grant funding for BHDC ongoing, construction funding for main library roof/system upgrades to be spent in 2024. City has engaged a grant writing contractor for remainder of FY 2023/24
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.	Ongoing. Friends of the Library provide major portion of volunteer hours served.

Example

City staff created a Scorecard to report on progress made toward the 2021 strategic plan goals ([Attachment D](#)).

Related strategic and master plans



- [City Council Priorities and Goal Setting](#)
- [Parks and Recreation Commission Work Plan](#)
- [Parks and Recreation Facilities Master Plan](#)
- [Bedwell Bayfront Park Master Plan](#)

Questions for PRC discussion

- Are there goals or tasks that should be added in 2024-25?
- Which goals are of greatest interest to the PRC for possible in-depth future review?
- Any questions or comments about the 2021 scorecard?
- Additional feedback is welcomed.



Thank you