
CITY OF MENLO PARK
LIBRARY AND COMMUNITY SERVICES DEPARTMENT
STRATEGIC PLAN
2024-26

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Strategic Plan Elements

1. Strategic Directions: The eight major categories of the plan.
 2. Goals: Specific, Measurable, Achievable, Results-oriented, Time-bound.
 3. Tasks: Clearly defined but flexible to respond to the changing environment.
 4. Start/end dates: Timeframes for completing tasks. Dates are realistic and achievable but subject to change as new circumstances and resource constraints arise.
 5. Performance goals: Metrics to assess if and how well a goal has been achieved.
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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.

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

Goal 1.2. Customer service training

Provide robust customer service training programs for LCS team members. Cross-train and test all team members on customer service expectations and techniques.

Task	Description	Start	End	Performance goal
1.2. a.	Implement customer service procedures and cross-training modules for LCS staff.	Jan 2024	Jan 2025	100% customer service procedures and training modules implemented
1.2. b.	Department team members achieve proficiency with the customer service techniques and training contained in the customer service procedures modules.	Jan 2024	Jul 2024	Team members collectively achieve average 90% or higher score on customer service module proficiency tests.
1.2. c.	Convene annual LCS staff in-service training conferences. Incorporate customer service training at one in-service per year.	Jan 2024	ongoing	Two half-day and one full-day staff trainings held annually.

Goal 1.3. Department policies and procedures

Review and update Library and Community Services department policies and procedures with stakeholder input.

Task	Description	Start	End	Performance goal
1.3. a.	Update operational procedure manuals for all LCS functional areas; convert all to secure electronic formats	Jan 2024	Jan 2025	Procedure manuals updated and converted to secure electronic formats
1.3. b.	Update and compile a comprehensive emergency and safety procedures manual; present to advisory bodies for review	Jan 2024	Jan 2024	Emergency manual updated; review by advisory bodies completed

1.3. c.	Update and compile customer service policies from across department; align and combine policies where appropriate	Jan 2024	Jun 2024	Policies updated and presented to advisory bodies for review and recommendation
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Goal 1.4. Self-service and automation systems

Deploy user-friendly, accessible 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
1.4. a.	Continue to evaluate 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 2024	ongoing	Assessment completed; recommend options identified in the context of the FY 2024-25 operating budget
1.4. b.	Implement self-service and automation solutions in coordination with city IT and Public Works departments	Jan 2024	ongoing	Implementation completed 100% on time and within budget
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 Belle Haven Community Campus building that provides fast, convenient, easy to use options for customer self service	Feb 2021	Jun 2024	Strategy and recommendations developed and integrated in BHCC equipment/software acquisition strategy. Review automation and self service solutions at opening day +6 months
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.	ongoing	ongoing	See Goal 4.3

Strategic Direction 2: Belle Haven Community Campus project

Goal 2.1. Operational startup

Working with City Council, Belle Haven neighborhood residents, City departments, agency partners, and other stakeholders to open and operate the Belle Haven Community Campus.

Task	Description	Start	End	Performance goal
2.1. a.	Transfer interim services for seniors, interim services for the Belle Haven Youth Center, and branch library services to the new Campus facility.	Feb 2024	May 2024	Services ready for facility opening day
2.1. b.	Implement staffing plan in preparation for Campus facility opening day.	Nov 2023	Apr 2024	Staff hired, trained and shifts assigned by Campus opening day
2.1. c.	Complete remaining construction tasks in coordination with Meta, construction team, and other City departments	Nov 2023	May 2024	Certificate of Temporary Occupancy issued – City takes possession of facility and LCS staff move in
2.1. d.	Purchase necessary materials for Campus facility	Aug 2023	May 2024	Campus facility outfitted with necessary equipment and materials needed to provide services on opening day
2.1. e.	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 2024	Fall 2024	Public art program completed and approved 100% in alignment with overall project timeline and milestones
2.1. f.	In coordination with the Belle Haven Community Campus Subcommittee, develop a system for recognizing donor contributions to the new BHCC	Dec 2023	May 2024	Donor recognition plan completed and approved 100% in alignment with overall project timeline and milestones

Goal 2.2. Equivalent and comparable programs

Provide quality programs and services to the Belle Haven neighborhood that meet resident needs and are equivalent or comparable to programs and services at the Burgess campus.

Task	Description	Start	End	Performance goal
2.2. a.	School-aged child development. Provide year-round afterschool education and summer camps for rising K-5 th grades at the Belle Haven Youth Center in the new Campus facility	May 2024	Ongoing	Safe, healthy, quality program of after school care for rising K-5 children provided. Summer camp programs for K-5 and 6-8 grade youth provided on time and within budget
2.2. b.	Senior enrichment and transportation. Provide senior nutrition program, senior enrichment classes, senior transportation, and a senior lounge area at the new Campus facility	May 2024	Ongoing	Senior services at the Campus facility implemented 100% on time and within budget
2.2. c.	Library collections and technology access. Provide free and equitable access to information, resources, opportunity and learning through library collections and technology	May 2024	Ongoing	Children’s library and all-ages library open 7 days a week, 8-10 hours per day. Library collections and information resources provided within budget

2.2. d.	Makerspace and Teen Zone. Give Campus users the opportunity to create, collaborate, and develop skills that can lead to new interests or employment through the programs and resources of a makerspace and teen zone.	May 2024	Ongoing	Provide makerspace programs to seniors and school-aged youth. Expand makerspace services through partnerships with local educational and nonprofit organizations. Partner with Youth Advisory Commission, Teen Advisory group and other stakeholders for service provision in teen zone. Services are responsive to neighborhood needs and are within budget.
2.2. e.	Library cultural and educational programming. Provide educational resources and opportunities for life enrichment through cultural and educational programming	May 2024	ongoing	Early literacy storytimes provided 3+ times per week. Cultural and educational programs including informational workshops, guest speakers, live performances, resource fairs, and community conversations about issues of local, regional and national importance are provided.
2.2. f.	Fitness Center and Movement Studio. Support the health and wellness of Menlo Park residents by providing community access to fitness equipment and training	May 2024	ongoing	Satisfaction with fitness and movement studios rate more than 90% on user surveys.
2.2. g.	Facility rentals and meeting rooms. Support the community's need for safe, welcoming, community-oriented places to gather by making venue spaces available in the new Campus facility	May 2024	ongoing	Venue spaces prioritize Menlo Park residents, Menlo Park based nonprofit organizations and City programs. Satisfaction with facility rentals and meeting rooms rate more than 90% on user surveys.
2.2. h.	Indoor and outdoor sports. Support the health and fitness of Menlo Park residents by providing community access to athletic activities.	May 2024	Ongoing	Prioritize athletic facility usage for Menlo Park residents, community-oriented leagues and local schools. Satisfaction with indoor and outdoor sports programs and facilities rate more than 90% on user surveys.
2.2. i.	Aquatics program. Support the fitness, wellness, and social connectedness needs of Menlo Park residents by providing community-oriented access to aquatics programming.	May 2024	Ongoing	Satisfaction with aquatics programming and facilities rate more than 90% on user surveys.

Goal 2.3. Community engagement

Assist and facilitate robust community engagement in program development, service provision, and facility maintenance, in coordination with city public engagement manager.

Task	Description	Start	End	Performance goal
2.3. a.	Gather resident and facility user feedback on programming, services, and facilities.	May 2024	October 2024	Resident and facility user feedback gathered using in person fee
2.3. b.	Translate major project documents into Spanish and other dominant second languages and provide translation services at public meetings where feasible and appropriate	Jan 2024	ongoing	Translations provided for 100% of major project documents and at public meetings

2.3. c.	Engage and advise relevant advisory bodies (Library Commission, Parks & Recreation Commission, Youth Advisory Committee) with regular project progress updates throughout opening.	Nov 2023	Apr 2024 and ongoing	Advisory bodies receive project status updates at 100% of duly noticed advisory body public meetings. Updates on Campus programming and operations at opening day + 6 months and opening day + one year.
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Strategic Direction 3: Responsiveness to community needs

Goal 3.1. Strategic planning and accreditation

Regularly review and update the strategic plan and other planning documents to stay current and responsive to changing circumstances and evolving community needs.

Task	Description	Start	End	Performance goal
3.1. a.	Engage the input and suggestions of LCS team members in reviewing and updating the Strategic Plan	Sep 2023	Dec 2024	Every LCS team member engaged in review and update process
3.1. b.	Engage the input and suggestions of the Parks and Recreation Commission, the Library Commission and general public in review of and updates to the Strategic Plan	Dec 2023	Dec 2024	LCS Strategic Plan updates reviewed and recommended by both the Parks & Recreation Commission and the Library Commission
3.1. c.	Conduct an annual review of performance and progress toward Strategic Plan goals	Oct 2023	March 2024	Complete next annual review by December 2024
3.1. d.	Integrate strategic plan goals into individual employee work plans	Ongoing	Ongoing	All individual work plans tie directly to strategic plan goals
3.1.e.	Conduct reviews of the Parks and Recreation Facilities Master Plan (PRFMP) at least every two years.	Fall 2024	Ongoing	PRFMP updates reviewed and recommended by the Parks & Recreation Commission and City Council
3.1.f.	Achieve accreditation by the Commission for Accreditation of Park and Recreation Agencies (CAPRA)	Fall 2024	Fall 2026	All City recreation programs meet or exceed requirements to achieve CAPRA accreditation by Fall 2026
3.1.g.	Achieve accreditation by the National Association for the Education of Young Children (NAEYC)	Fall 2024	Fall 2026	All City early childhood education programs meet or exceed requirements to achieve NAEYC accreditation by Fall 2026
3.1.h.	Achieve Star Library rating by Library Journal (LJ)	Fall 2024	Fall 2026	All City library programs meet or exceed requirements to achieve LJ Star Library rating by Fall 2026

Goal 3.2. Analysis and data

Use statistics, community survey response data, strategic and master plan documents, and analyses of best practices to inform decisions about services and programs.

Task	Description	Start	End	Performance goal
3.2. a.	Develop tools to collect quantitative and qualitative feedback from service users and program attendees, in alignment with Strategic Direction 1.	Jan 2024	Aug 2024	Library materials survey for BHCC completed and results used to inform purchasing. Library annual statistics for State Library reported out to LC. Xplor user surveys post class, as noted in item 1.1a See also Goal 1.1.a
3.2. b.	Use community feedback to modify programs and services in response to identified community needs	Oct 2023	ongoing	90% or higher rating on customer satisfaction surveys 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 2024	ongoing	Budget stories page updated annually; advisory bodies monthly
3.2. d.	Advance the recommendations of the Parks and Recreation Facilities Master Plan (PRFMP)	Nov 2023	ongoing	See PRFMP

Goal 3.3. Programs and services

Target department services, programs, and resources efficiently and where they are most effective and responsive to community needs.

Task	Description	Start	End	Performance goal
3.3. a.	Develop and implement a plan to enhance technology services and access to seniors	Apr 2024	Apr 2025	Achieve 100% of senior center users have access to high-speed internet and connected device
3.3. b.	Under Council direction, support Youth Advisory Committee (YAC) to provide input on youth related programs and services	Nov 2023	Jun 2024 and ongoing	Work with the new YAC to create a committee work plan for 2023-24 year by June 2024
3.3. c.	Continue collaboration with master gardeners on seed library and demonstration garden programs. Continue monthly "Garden Talk" program series. Explore further collaborations with child development and senior programming teams.	Jan 2024	Summer 2024	Garden and supporting programming in place by beginning of transitional service period. Modify this performance goal post BHCC opening.
3.3. d.	In coordination with Strategic Direction 7, identify opportunities to eliminate or reduce barriers to recreation program participation and facility use	ongoing	ongoing	See Strategic Direction 7
3.3. e.	Continue to provide virtual and or virtual/onsite hybrid participation for programs, events, and classes whenever feasible and appropriate	Jan 2024	ongoing	>25% 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

Strategic Direction 4: Efficiency and effectiveness

Maintain efficient operations, systems, and facilities

Goal 4.1. Budget outcomes

Operate an efficient municipal department that meets assigned service delivery outcomes within approved operating budget.

Task	Description	Start	End	Performance goal
4.1. a.	Deliver 100% of the department’s service delivery outcomes within established operational budget constraints	Jun 2023	Jul 2024	100% of service outcomes delivered on time and within budget
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. Special focus on staffing and service demands at the new Campus facility.	Jan 2024	Jan 2025	Proposed staffing and operational plan completed and presented to City Council in the context of the FY 2024-25 operating budget
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 2024	Apr 2025	Propose any fee changes for Council adoption for 2025/26 FY.
4.1. d.	Increase cross training across functional areas to increase staff skills and flexibility	Jan 2024	Jan 2025	>50% of department staff cross-trained in two or more operational areas of the department

Goal 4.2. Grants, volunteers, and partnerships

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
4.2. a.	Secure external grant funding that is valued greater than the costs to acquire and maintain the external resources.	Jan 2024	ongoing	Total annual grant funding secured is equivalent to or greater than 5% of department annual general fund operating budget.
4.2. b.	Engage volunteerism in support of library and community services public services.	ongoing	ongoing	Total annual volunteer hours served is equivalent to or greater than 3% of total annual staff hours worked.
4.2. c.	Explore opportunities to facilitate the creation of a nonprofit group to support parks and recreation facilities and services	Jan 2024	Jan 2025	See Goal 7.1.b

Goal 4.3. Facilities and technology

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
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4.3. a.	Advance the recommendations of the Parks and Recreation Facilities Master Plan (PRFMP)	Nov 2023	ongoing	See PRFMP
4.3. b.	Continue to identify opportunities for self-service and automation technology systems to improve efficiency and free up staff resources to focus on services and programs	Ongoing	Ongoing	See Goal 1.4
4.3. c.	In coordination with City Public Works and Planning teams, advance major infrastructure and facility projects currently in progress or scheduled to begin in FY 2023/24 including Main Library roof replacement, Willow Oaks Park upgrades and Kelly Field turf and track replacement	Jun 2023	ongoing	Infrastructure and facilities projects completed

Goal 4.4. Environmental sustainability and energy efficiency

Practice environmental sustainability and energy efficiency in department operations

Task	Description	Start	End	Performance goal
4.4. 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 2024	Dec 2024	Reduce departmental waste generation by 5%
4.4. 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 2024	Dec 2030	Achieve 100% of Climate Action Plan energy consumption goals by 2030

Strategic Direction 5: Staff development

Create meaningful staff development, engagement, and team communication opportunities.

Goal 5.1. Performance planning

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
5.1. a.	Complete individual work plans for all department team members.	Jul 2023	Jun 2024	100% of department team members complete individual employee work plans anniversary of hire date.
5.1. b.	Identify individual employee training needs and coordinate training sessions to fill the needs. Make sure training outcome is shared and applied	Jun 2023	ongoing	As part of work plan development, identify training needs and schedule trainings for all employees by anniversary of hire date
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.	Jun 2023	ongoing	As part of work plan development, create professional development action plans for each employee by anniversary of hire date
5.1. d.	Provide regular one-on-one check- in meetings between employees and supervisors to review performance goals and progress	Jun 2023	ongoing	100% of employees and supervisors engage in monthly one-on-one meetings
5.1. e.	Complete annual employee evaluations for every employee	Jun 2023	ongoing	100% of departmental employees receive an annual evaluation

Goal 5.2. Staff training

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
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. Develop training topics based on responses from departmental survey.	Jun 2023	ongoing	Two annual half-day and on annual full day training events for department established. Individual teams have additional trainings as needed.
5.2. b.	Develop and implement an operations cross-training strategy to enhance staff capacity, teamwork, and flexibility.	Apr 2024	Dec 2024	Cross training plan developed
5.2. c.	In coordination with City HR, develop depart-wide understanding of position requirements so that training support can be provided Offer shadowing days or a talent exchange program to help staff better understand duties not shown in job description documents.	Mar 2024	Dec 2024	Technical and training requirements for each departmental position available to all employees. Shadowing or talent exchange program developed.

5.2. d.	Continue to provide technology training based on the results of departmental survey from annual employee in-service day (Monday.com; Box.com; Deputy.com; Zoom; Workplace, Xplor)	Nov 2023	Nov 2024	Tech training events held
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 2024	Jan 2025 and ongoing	100% of department staff attend two or more safety trainings per year
5.2. f.	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.	Nov 2023	Jun 2024	Plan completed and presented to City Manager for review and approval

Goal 5.3. Employee recognition

Conduct regular employee recognition and team-building activities and facilitate robust, transparent internal communication at all organizational levels.

Task	Description	Start	End	Performance goal
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
5.3. b.	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.)	Jun 2023	ongoing	100% of department staff engage in one or more peer-generated recognition activities annually

Strategic Direction 6: Public engagement

Engage in robust, transparent, two-way communication and outreach with the community

Goal 6.1. Public communication

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
6.1. a.	In coordination with City Public Engagement Officer, develop and implement a coordinated social media messaging strategy driven by user analytics. Use engagement tools to measure effectiveness of social media messages	April 2024	ongoing	Achieve 90% or greater customer satisfaction with web and social media user experience on department customer satisfaction surveys.
6.1. b.	Provide easy channels for residents to provide feedback online and in person. Respond to all customer feedback promptly.	Nov 2023	ongoing	See Goal 1.1.c
6.1. c.	Evaluate current department webpages and print materials to assess reach, impact and relevance to residents	Jan 2024	Dec 2024	Achieve 90% or greater customer satisfaction with departmental communications on department customer satisfaction surveys.
6.1. d.	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 2024	Dec 2024	Achieve 90% or greater customer satisfaction with departmental communications on department customer satisfaction surveys.

Goal 6.2. Effective messaging

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
6.2. a.	Produce a weekly department e-newsletter for citywide distribution.	Jul 2023	ongoing	Weekly e-newsletter produced >45 times per year
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 2023	ongoing	Translations provided for 100% of major department communications; bilingual staff are available to translate service interactions during 100% of operational hours
6.2. c.	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	ongoing	ongoing	Achieve 90% or greater customer satisfaction with web and social media user experience on department customer satisfaction surveys.

6.2. d.	Use data from post event surveys to identify most effective forms of communication	Nov 2023	ongoing	Achieve 90% or greater customer satisfaction with web and social media user experience on department customer satisfaction surveys.
6.2. e.	Produce and distribute printed information materials to inform residents of department services	ongoing	ongoing	Printed informational materials produced and distributed to Menlo Park residents on a quarterly or more frequent schedule

Goal 6.3. Communication channels

Explore new communications channels for reaching the community; reinforce and educate the community about existing channels.

Task	Description	Start	End	Performance goal
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)	ongoing	ongoing	4 or more messages per quarter placed on hyperlocal channels
6.3. b.	Explore the use of online systems for asynchronous staff and customer training	Jun 2024	ongoing	2 or more promotional pieces created and 2 or more staff training modules created per year
6.3. c.	Develop internal production capacity to produce "behind the scenes" videos for social media channels/ training for staff	Jan 2024	Dec 2024	1 or more training or promotional videos produced per year
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. Partner with local media nonprofits (MidPen Media Center) to increase local coverage of department events	Jan 2024	ongoing	Partnership with local media nonprofit established and 4 or more livestreaming events produced
6.3. e.	Secure "earned media" local media placements via press releases and other publicity techniques	Jun 2023	ongoing	4 or more local media placements and one feature article per year

Strategic Direction 7: People-focused programs

Prioritize social justice, equity, diversity, inclusion, and belonging in department services and programs

Goal 7.1. Identify and reduce barriers

Identify and reduce barriers to participation for all residents.

Task	Description	Start	End	Performance goal
7.1. a.	Continue to 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 2024	Jun 2024	Cost recovery / fee study model assessed in the context of the FY 2024-25 operating budget process
7.1. b.	Continue to 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 2024	Jun 2024	Evaluation completed and implemented in the context of the FY 2024-25 budget process
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 2024	Jan 2025	See strategic direction 6.3.b.
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 2024	Jan 2025	Evaluation completed and recommendations presented to advisory commissions for review

Goal 7.2. Access and inclusivity

Provide diverse, equitable, and inclusive services, programs, and facilities for all residents

Task	Description	Start	End	Performance goal
7.2. a.	Align resources so that facility hours and services are equitable and accessible residents in all areas of the city	ongoing	ongoing	Facility hours and services are comparable and equitable
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	ongoing	ongoing	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.”
7.2. c.	Coordinate with Public Works to review physical accessibility of all LCS facilities every other year	ongoing	ongoing	Biannual ADA review of all LCS facilities completed and recommendations presented in the context of a future Capital Improvement Program budget

7.2. d.	Coordinate with Public Works to assess furnishings and fixtures at LCS facilities for accessibility by seniors and the differently abled	May 2024	Dec 2024	90% or more of facility users in these demographic categories rate the accessibility of department facilities good or better in customer satisfaction surveys
7.2. e.	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 2024	Jun 2025	Assessment completed and recommendations presented in the context of the FY 2024-25 operating budget
7.2. f.	Develop and implement services and programs that are adaptive and inclusive for people of all abilities	Jun 2023	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
7.2. g.	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 2023	Dec 2024	Pilot program developed and implemented

Goal 7.3. Eliminate bias

Train staff on the principles and practices of equity, diversity, inclusivity, social justice, and adaptive learning; eliminate bias in department operations.

Task	Description	Start	End	Performance goal
7.3. a.	Participate in institutional bias reform and training sessions, in alignment with City Council priorities	ongoing	ongoing	100% of LCS team members participate in one or more institutional bias training sessions per year
7.3. b.	Provide effective staff training on services to people who are unhoused	ongoing	ongoing	100% of department staff participate in one or more trainings per year about inclusive services to the unhoused
7.3. c.	Provide effective training to staff and contract instructors on adaptive learning techniques	ongoing	ongoing	100% of department staff and contract instructors participate in one or more trainings per year about adaptive learning techniques
7.3. d.	Ensure and sustain a diverse, safe, and inclusive work environment for all department staff	Nov 2023	Jun 2024	90% or more of department staff rate the department's commitment to workplace diversity, safety and inclusion good or better in employee surveys
7.3. e.	Conduct a full review of potential bias in department operations	Jan 2023	Jan 2024	Review completed and presented to advisory bodies and City Council with recommendations for eliminating bias in operations

Strategic Direction 8: Emergency resiliency and relief

Emergency shelter and care. Support relief activities for community members impacted by large-scale emergencies and disasters.

Goal 8.1. Resiliency and preparedness

Ensure that department facilities are resilient and prepared for relief activities

Task	Description	Start	End	Performance goal
8.1. a.	In coordination with the Public Works department, ensure that department facilities are in good working order and that designated facilities are able to serve as emergency shelters	Jun 2023	ongoing – annual assessment	100% of LCS facilities are in good working order, and have emergency supplies and equipment. Regular safety inspections and tests are conducted.
8.1. b.	In coordination with the City’s emergency services coordinator, prepare staff for serving the community during emergency events	Jun 2023	Jun 2024	100% of staff are trained on emergency procedures and disaster service worker obligations.
8.1. c.	Provide CPR/First Aid/AED training and certification opportunities. Practice emergency procedures regularly	Jun 2023	ongoing	100% of staff participate in emergency procedure training. Required staff complete CPR and first aid certification training.
8.1. e.	Maintain agreement with American Red Cross to mobilize disaster relief services at City facilities in the event of an emergency service activation. Practice and participate in local and regional emergency management planning and response efforts	Jun 2023	Ongoing	American Red Cross agreement maintained. Staff participation in emergency planning and response exercises greater than 50%
8.1. f.	Cultivate a prepared and resilient community by hosting safety and emergency preparedness workshops, encouraging public signups for emergency notification and information systems, and coordinating with community volunteers.	Jun 2023	ongoing	4 or more emergency preparedness or community safety workshops held per year.