



**Pleasanton Library and Recreation Department
Strategic Plan 2019 - 2024
Implementation Action Plan
Update for Library Projects March 2022**



Library



Recreation

Prepared for the Pleasanton Library and Recreation Department by Management Partners



Pleasanton Library and Recreation Updated Implementation Action Plan

This updated Implementation Action Plan (IAP) is a working document and is the blueprint for carrying out the department’s five-year Strategic Plan. The Strategic Plan covers the years 2019 through 2024. It contains a schedule and key steps for implementing the strategies associated with each goal, along with who will be in the lead and team members, for each strategy.

This updated IAP was developed through a collaborative process involving department leadership and all staff. A workshop was held on October 11, 2021 to refine the action plan. Leadership team members will review progress on a scheduled basis, and periodically report progress to the entire department and other stakeholders. The implementation action plan should continue to be updated on a regular basis to ensure that the schedule remains current.

Four Goals in Strategic Plan	Columns In Implementation Action Plan	Implementation Years
<p>A. Programs, Plans and Services</p> <p>B. Community Engagement, Customer Service and Communication</p> <p>C. Facilities and Technology</p> <p>D. Organization Effectiveness and Talent Management</p>	<p><i>Organized by Goal</i></p> <ul style="list-style-type: none"> • Strategy within each goal • Key implementation steps for each strategy/ Projects and Years • Lead individual assigned to each strategy • Other team members involved • Current status of the strategy • Comments about the strategy 	<p><i>Year 1:</i> FY 2019-20</p> <p><i>Year 2:</i> FY 2020-21</p> <p><i>Year 3:</i> FY 2021-22</p> <p><i>Year 4:</i> FY 2022-23</p> <p><i>Year 5:</i> FY 2023-24</p>

Strategy	Implementation Steps/Projects and Years	Lead Individual(s)	Team Members	October 2021 Status	Comments
Goal A. Programs, Plans, and Services					
<i>Note: A1 is a comprehensive strategy with multiple parts, as shown below.</i>					
A2. Evaluate the effectiveness of all department services and programs through the use of performance metrics to determine program efficacy and opportunities for improvement, including best practice comparisons with other agencies.	i) Conduct surveys of residents and businesses on a regular basis to ascertain community interests. - Identify gaps in services focusing on diversity, equity and inclusion (DEI), economic status, ability, race. - Determine whether there are program or service interests of local corporations that the City could fill on a fee for service basis. (Year 4)	Lilly	Tracy, Zack S., Nicole, Mark, Renee	In Progress	Survey process being refined for introduction in July 2022. Logic Model Concept and shared with team late 2021.
A3. Identify and enhance programming and services to encourage exploration and intellectual curiosity and life literacies	ii) Expand the use of instruction and digital devices, tools, resources, and general skills. (Year 3)	Chris O	Digital Work Group and Julie	In Progress	Staff have developed recorded online trainings and trainings from Niche Academy on how to use library tools and resources. Library has also signed up for the State's free Workforce Platform Learning Resources
	iii) Curate and manage the library's collection to meet the recreational, informational, and cultural needs of the diverse community by: -Make improvements to the library's physical collections to maximize customer service and access. -Work with the Library Commission Policy Sub-committee to update the Library Collection Development Policy. -Use gap analysis and best practices to develop library collections. (Ongoing)	Tim and Chris S.	Collection Development Work Group and Tao	In Progress	Library Collection Development Policy has been reviewed by staff. Next will be reviewed by DEI Committee, CAO and Commission Policy Subcommittee. Scheduled to go the Library Commission in May 2022.
A3. Identify and enhance programming and services to encourage exploration and intellectual curiosity and life literacies	Create library program plan for children, teens, adult and families by May 2022	Renee	Cherie, John, Katie, Lori, Mary, Chris O, Julie	In Progress	Cherie completed a 2022 Program calendar in December 2021. It includes programming for children, teens and adults. Updates will be made to comply with COVID restrictions.

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Goal B. Community Engagement, Customer Service and Communication					
B5. Develop a communications and marketing plan, in collaboration with the City’s communications team, to reach new local audiences and demographic groups with the goal of increasing engagement and participation in art, library, recreation, and human services.	i) Evaluate current department marketing and communications initiatives to determine effectiveness in how resources are utilized. ii) Identify new, best practices in library and recreation community engagement and marketing initiatives to incorporate into future efforts. iii) Develop a plan to manage public outreach and commission input for Council-approved projects.	Nick	Nick	In Progress	Communications Plan introduced at the LR January 2021 staff meeting.
B7. Produce quarterly reports to provide information to commissions and the community about activities and facilities, share accomplishments, and identify upcoming goals and priorities.	i) Review performance and statistical measures to ensure capture of relevant information, using best practices in library and recreation as well information of community interest. ii) Develop a timeline for submittal and review of quarterly and annual report information. iii) Collaborate with the City Manager’s office on the Annual Report. (Year 3)	Nick	Heidi, ADs, Managers, Zack R.	In Progress	Currently working on a new format that better incorporates the strategic plan and performance measures.
B9. Standardize, promote and expand the department’s volunteer program.	i) Develop standards for the recruitment and marketing for volunteers. ii) Develop formal management and training structure iii) Identify staff to oversee program volunteers and departmental volunteers (Year 3-4)	John E.	Lori, Julian, Shawn, Ally P.	In Progress	Better Impact introduced. Single staff liaison as point of contact. Volunteer participation will increase as programs slowly open.
B11. Identify opportunities for increasing our partnerships with other City departments, local agencies, businesses and organizations to extend the reach of the department to meet community needs and interests.	Create an inventory of current partnerships within the department and provide that information to each division so as to extend the availability of the partnerships and determine areas of overlap (Year 3)	Julie	Lori, Cherie	In Progress	-Identified 37 organizations and groups the library has and would partner with for programming in 2019 and the list was shared with the directors. List is now in the library folder on SharePoint. -Partnered with Senior Center for the Books w/ Coffee program at Senior Center in 2018.

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					- Partnered with Alviso and local Hispanic groups including PUSD for the September Hispanic Cultural program at Alviso Adobe in 2019. - Streamlined process with volunteer groups like NCL.
B12. Identify opportunities for increasing our partnerships with other City departments, local agencies, businesses and organizations to extend the reach of the department to meet community needs and interests.	i) Identify new opportunities to collaborate with external groups to enhance programming and service delivery (Year 5)	Reneé, Zack S.	Julie, Lori, John, Cherie	In Progress	- Identified over 250 organizations, groups and business in different categories including adult education, community health and wellness, ethnic oriented community groups and centers, etc. in 2019. The Community Landscape list was shared with the Directors and in the department’s SharePoint. - Identified Stoneridge Creek as a new partner to expand the library's literacy program at Stoneridge Creek in 2019. - Worked with PCAC on a cultural program: Treasure of Japan project in May 2019. -Partnered with over 10 local ethnic groups for the multi-cultural celebration in January 2019. Completion - should be an ongoing process
	ii)Identify new outside funding opportunities that support the ongoing mission of the Library and Recreation Department (Ongoing)	Jeff G	Jeff G, Katie, John, Julie, Reneé, Jay	In Progress	-PLP grants awarded: Popup Libraries and Laptop Lending program. State LSTA grant awarded for Robots on the Loose: Robotics & Coding for kids’ material - PLP grant on "Tailored Recreation & Education Collections" in progress - State CARE grant awarded: 10 laptops and 7 hotspots for checkout - State grant awarded: Book mobile Completion - should be an ongoing process
	iii)Create partnership opportunities between commissions with “Friends” groups for collaboration on projects. (Year 4 and 5)	Tao	Nicole, Zack S., Lia	Not Yet Started	-Some collaboration has begun on sharing MOUs and a Friends Table at Senior Center events

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					-Library Card Design Contest will begin in April 2022 -Can start sooner depending on the availability of the Friends/Commission groups - rolling back in as the pandemic ends
B13. Partner with regional and state organizations for programming, training, and financial support.	i) Pacific Library Partnership ii) State Library	Lia, Michele	Chris O, Tao, Rachel	In Progress	Participated in several grants and training through PLP and CSL Ongoing work
B14. Establish a foundation to help support the education and financial needs of a new facility.	Work with City Manager to identify key influencers and gauge interest in leading this effort (Future Years)	Heidi		Paused	
Goal C. Facilities and Technology					
C1. Various projects	i) Replace library's existing roof and lighting system (Year 4)	Heidi	Tao, Lia, Jennifer, Adam, OSD	In Progress	City Council approved priority. Design in progress. Timeline late summer/early fall 2022 pending funding.
	v) Purchase and design a mobile vehicle for Library and Recreation services (Year 4)	Jay	Renee, Cherie, OSD	In Progress	Applied for State Library Grant. Awarded grant Jan 2022.
C2. Assess utilization of current City facilities to determine if capacity exists to add programming.	i) Create a comprehensive assessment of existing Library and Recreation Department facilities to determine updates or changes that could be implemented to alleviate space constraints and improve functionality.	Ania and Front Office Team	Coordinators, Librarians, Mike R., Zack R.	In Progress	Ongoing. Need department-wide effort to secure funding sources.

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C3. Develop a five-year information technology (IT) plan that includes a schedule of acquisitions and implementation of high-priority IT projects.	i) Identify online and mobile technologies to improve service quality and allow customers to access self-service features and engage with the Library and Recreation Department (Ongoing)	Jeff G	Chris S, Chris O, Tim	In Progress	New library mobile app available as of 9/21. New ILS Summer 2022. Digital Work Group has created an inventory list, marketing plan, and evaluation procedures/calendar.
	ii) Identify website design and functionality to enable users to easily access services and information about department programs and events. (Year 4)	Katie	Ania, CMO Analyst, Managers, ADs	In Progress	New City website to be rolled out in 2022
Goal D. Organizational Effectiveness and Talent Management					
D1. Expand recruitment strategies for youth and young adults to expand opportunities for young adults and fill seasonal positions crucial to the operation of programs and services.*	i) Cross-department collaboration for summer job recruitment for streamlining (Year 4)	Tracy	Ania	Complete	Ongoing process established. Recruitment meeting every February.
	ii) Review and streamline hiring packet (Year 4)	Tracy	Supervisors & Ania	In Progress	HR has updated for 2021. Working toward electronic process.
	iii) Promote workforce opportunities to underserved youth and families (Future Years)	DEI Committee	Ania	Not Yet Started	Currently working on both marketing and pay scale updates to attract more youth to our temporary positions. Excited and hoping the DEI workgroup can illuminate more strategies to meet that goal. Because the goal is ongoing, the group identified "future years" as the expected year for completion.
D3. Co-locate and cross-train administrative and customer service staff to enhance efficient operations.	i) Work with City Engineer and OSD to remodel the staff area of the library and relocate Rec Admin staff to the library	Ania, Jennifer, Lia	All Staff	Complete	
	ii) Assess hours of operations for both library and recreation (Year 4)	Ania, Jennifer	All Staff	Not Yet Started	Co-location complete. Hours assessment not started due to COVID.
	iii) Develop a training plan that includes regular cross-training schedule for the two divisions - Include New language for ethical training i.e., library privacy, Library Bill of Rights and Rec equivalent (Year 4)	Ania, Jennifer	All Staff	In Progress	Library staff helped with camps/Rec staff helped with Library operations. Heidi to work with Jennifer, Library Clerks and PCEA to update Library Clerk job description in year 4.
	iv) Develop information sharing tool between the two divisions with a focus on using SharePoint (Year 3)	Ania, Jennifer	All Staff	In Progress	Email and staff meetings are the primary communication tools between divisions; need to develop some additional tools/methods of information sharing.

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D4. Develop a comprehensive staff training and teambuilding plan that fosters the growth, development, and morale of all employees.	i) Develop training program that includes (a) a tool to educate staff on navigating the city processes. (e.g., purchasing, facility enhancements), (b) policies and procedures to guarantee consistent implementation, and (c) reviewing and streamlining processes and procedures (Year 4)	Michele	Lilly, Stefanie, Rachel, Jay, Tao, Tracy, Jack, Lia, Zack R, Ania	Not Yet Started	
	ii) Develop an easy-to-implement onboarding program for all new employees that enables each new employee to be provided consistent, important information soon after they arrive on the job. (Year 4)	Michele	Lia, Zack R, Ania Lilly, Stefanie, Rachel, Jay, Tao, Tracy, Jack	In progress	Ambassador/Concierge program. - D4 I, D4 II, and D4 III should be combined. Will work collaboratively with the two teams to work on both areas simultaneously. Welcome email/video and checklist in progress. Next new staff member to start February 22, 2022.
	iii) Design and implement a schedule of staff teambuilding in order to enhance group cohesion and job satisfaction. (Year 4)	Michele	Lia, Zack R, Ania Lilly, Stefanie, Rachel, Jay, Tao, Tracy, Jack	In Progress	A team of staff created the Staff breakroom over Spring 2021. Lunchtime cornhole tournament completed March 2022. Survey went out to all staff March 2022 for ideas for 2022 team building.
	iv) Update the Public Services training checklist including certain Member Services procedures by the end of November 2021	Renee	Jeff, Jennifer, Tim, Tao, Lia	Complete	
D5. Conduct an analysis of staffing needs based on ongoing service delivery, commission support, and strategic plan projects.	i) Continue to modify and update the organizational structure for the department with each position vacancy (Year 3)	Heidi	Ania, Michelle, Lia, Michele	In Progress	Ongoing

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	ii) Implement a succession plan for future transitions that includes a structured method of capturing institutional knowledge before long-tenured employees retire. (Year 4)	Michele	Lia, Heidi, Ania, Supervisors, Coordinators	In Progress	<p>Over hire approved for Theater Tech. Need to do more work in this area and make it a priority for each team.</p> <p>D5 ii, iii, iv should be reviewed annually as needed to keep up to date</p> <p>ADs and Managers are working with teams to develop transition plans and workplans that capture knowledge areas and duties for training prior to retirements.</p>
	iii) Work with the Human Resources Department to identify strategies to recruit and retain qualified employees. (Year 4)	Heidi	Ania, Michele, Lia	In Progress	Worked with HR to broaden recruitments and remove barriers by adapting flyers, recruitment postings and screenings.
	iv) Clarify and refine roles and responsibilities of library and recreation staff across classifications and divisions to reduce redundancies and improve service outcomes (Year 4)	Lia	Ania, Michele, Heidi	In Progress	Managers reviewed roles of staff in 2020 to ensure alignment with job duties; will be continually reviewed to improve service outcomes.
D6. Identify new funding opportunities that support the ongoing mission of the Library and	i) Explore sponsorship and donation opportunities to support programs (Year 4)	Jay	Zack S., Nicole	In Progress	Pilot sponsorship program for Movies in the Park Summer 2022. Will continue to grow this program in future years. Would likely be ongoing.

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Recreation Department including programs and facilities.	ii) Increase fee assistance program through the pursuit of partnerships with funding sources (e.g., “friends” groups, corporations, foundations, others). (Year 4)	Jay	Michele, Heidi, Ania, Nicole	In Progress	Through sponsorship discussions the concept of adding \$1 to a CivicRec registration or rounding up to the nearest dollar concept has been discussed. Team likes the idea of rounding up; this would be ongoing for the time being. (Recreation project)
D7. Improve the effectiveness of working with committees, commissions, and “friends” groups by establishing a formal orientation to the department.	i) Work with City Clerk’s Office and Commission/Friends Liaisons to establish consistent practices (Year 5)	Ania	Heidi	In Progress	Ongoing process to make sure our onboarding, packet creation, and meeting execution follow shared parameters, while allowing for unique differences. Ongoing work.