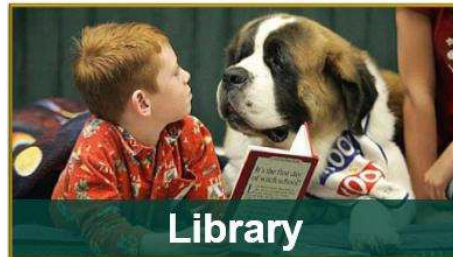
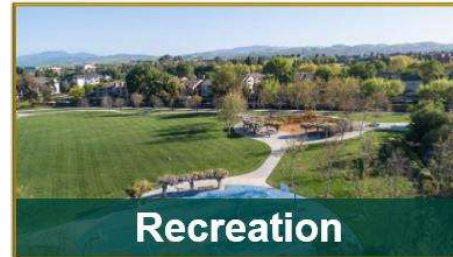


**Pleasanton Library and Recreation Department
Strategic Plan 2019 - 2024
Implementation Action Plan
Updated March 2022**



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>Organized by Goal</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>Year 1: FY 2019-20</p> <p>Year 2: FY 2020-21</p> <p>Year 3: FY 2021-22</p> <p>Year 4: FY 2022-23</p> <p>Year 5: 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>					
A1. Implement Council approved plans <ul style="list-style-type: none"> Alviso Adobe Strategic Plan 	i) Interpretive Signage (Years 3 and 4)	Zack S.	Jay, Matt G., Naturalist, John E.	In Progress	Completed new wayfinding signs (Year 1) Update park interpretive signage in progress (valley overlook panel update)
	ii) New information Kiosk (Years 3 and 4)	Zack S.	Jay, Matt G., Naturalist, John E., Parks	Completed	Parks installed the week of January 17, 2022 On CIP list, partial funding
	iii) Build manager house (Future Years)	Zack S.	Jay, Matt G., Naturalist, John E.	Not Yet Started	Based on funding
A1. Implement Council approved plans <ul style="list-style-type: none"> Cultural Arts Plan 	Amador Theater Assessment (Year 3)	Rachel	Mark, Mike, Jeff Z Lia, OSD	In Progress	An initial site visit has been made. Report is pending, date TBD. City Engineering is overseeing this project.
A1. Implement Council approved plans <ul style="list-style-type: none"> Parks and Recreation Master Plan 	i) Skatepark (Year 3)	Michele	Zack R., Heidi	In Progress	Design going to City Council FY22 - Construction based on Council priority.
	ii) Inclusive Playground (Year 3)	Michele	Zack R., Rachel, Shawn, Nicole, Heidi	In Progress	Design going to City Council FY22 - Construction based on Council priority.
	iii) Lions Wayside (Future Years)	Engineering Dept	Heidi	In Progress	Oversight within the CMO. Anticipated to come to PRC in Spring 2021.
	iv) Lighted Sand Volleyball Courts (Year 5)	Engineering Dept	Heidi	Not Yet Started	
A1. Implement Council approved plans <ul style="list-style-type: none"> Youth Master Plan 	i) Refer to Youth Master Plan for next steps (Year 3)	Nicole	Julian, Jay	Completed	1) Youth Voting on City Commissions

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					2) Updated smoking regulations
A1. Implement Council approved plans <ul style="list-style-type: none"> Pioneer Cemetery Master Plan 	i) Refer to Pioneer Cemetery Master Plan for next steps (Future Years)	Becky H., Heidi M., Matt G.	Stefanie E.	In Progress	Phases I-IV completed. Partial funding for future phases allocated, including cremains niches. Cremains niches to be included in Phase V
A1. Implement Council approved plans <ul style="list-style-type: none"> Bernal Community Farm Master Plan 	i) Coordinate with City Manager’s Office, Engineering Department, Parks Division, and Parks and Recreation Commission to implement Phase One (Year 5)	City Manager’s Office (Brian)	Zack S., Michele C.	In Progress	CMO is lead on this project. Currently negotiating MOU with Master Gardeners for Phase I implementation.
A1. Implement Council approved plans <ul style="list-style-type: none"> Update and/or Create New Plans as Needed 	i) Conduct an Eastern Alameda County Human Services Needs Assessment update in conjunction with Dublin and Livermore. (Year 4)	Jay	Zack S., Shawn, Zack R.	In Progress	RFQ drafted and under review
	ii) Initiate the process of creating a Public Arts Master Plan (Future Years)	Rachel	Lia, John Commissioners	Not Yet Started	Civic Arts Commission was advised they can propose a plan in the two-year Council Priorities process Needs to be prioritized by City Council for further progress
	iii) Update the Youth Master Plan. (Years 5)	Nicole	Jay, Julian	Not Yet Started	Plan was approved 2010 Youth Commission can propose a Plan in the two-year Council Priorities process Needs to be prioritized by City Council for further progress
	iv) Initiate the process of creating a Senior Citizen Master Plan (Year 5)	Zack S.	Jay, Shawn	Not Yet Started	CA Health and Human Services released a Master Plan for Aging in January 2021.

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					Needs to be prioritized by City Council for further progress
	v) Century House Facility Master Plan (Year 5)	Brian	Michele C.	In Progress	Working with Brian/Heidi on conceptual parking and indoor design plans. Joint PRC/CC meeting took place for direction forward. Returning to PRC Spring 2022
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 in development - Logic Model Concept and shared with team late 2021. Expected to begin project in 2022 and then ongoing.
	ii) Conduct analyses of why classes are cancelled and why others have waitlists and adjust programming accordingly. (Year 3)	Ania	All supervisors and coordinators who offer programs	Completed 3/22	To be started November 2021 and completed June 2022. Review cancelled classes in conjunction with upcoming activities schedule (i.e., lack of interest, cancelled rooms etc.)
	iii) Evaluate fee methodology for each program area to ascertain whether they are at levels needed to meet the City Council's cost recovery policy. - Review fees charged to reach the established cost-recovery objective. - Conduct fee analysis annually. (Year 4)	Zack R.	Mark, Zack S., Nicole, Nilo, Heidi	In Progress	Planned for Parks and Rec Commission Spring 2022
A3. Identify and enhance programming and services to encourage exploration and intellectual curiosity and life literacies	i) Ensure that annual survey and gap analysis address this strategy (Year 3)	Nick	Lia and Michele	In Progress	-Annual survey to be designed by Nick and AD's. Surveying should be ongoing. Modify to say "programming and services" to add more about

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					management of the library's collection to enhance customer experience.
	ii) Expand the use of instruction and digital devices, tools, resources, and general skills. (Year 3)	Chris O	Digital Work Group	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 Subcommittee 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	2022 Program calendar in December 2021. It includes programming for children, teens and adults. Updates will be made to comply with COVID restrictions.
Goal B. Community Engagement, Customer Service and Communication					
B1. Work with Youth Commission to create awareness of health and safety issues and policies.	i) Mental Health (Years 3 and 4)	Nicole	Julian, Youth Services Team	In Progress	PYT staff and Youth Commission annually review and update. Staff provided virtual trainings as part of the Community Ed Program. Presentations focused on mental health — one for parents with youth and one for teens

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B2. Work with Youth Commission to expand connections to youth and teen services.	Develop Youth Commission subcommittee to advise on a marketing strategy/plan specific to youth and teen audiences. Promote awareness and access to a variety of opportunities for youth, teens, and young adults in the areas of workforce development, recreation, and enrichment opportunities with a specific emphasis on reaching under-served youth, teens, young adults and their families. (Year 3)	Julian	Youth Services Team	In Progress	Started the discussion with the Youth Commission. Waiting to start an update to the Ptownlife website
B3. Participate in developing a framework, recommendations, and implementation plan to reduce homelessness in Pleasanton.	Department continues to support City Manager’s Office with ongoing efforts (Year 4)	Becky H., Jay, City Manager	Zack R., Steve H	In Progress	Department continues to support CMO with ongoing efforts
B4. Participate in planning for the City of Pleasanton 125th Anniversary.	i) Work with City Manager’s Office, PDA, Chamber and local businesses to develop a comprehensive list of 125 activities ii) Coordinate with City Manager’s Office to celebrate date of incorporation at June 18, 2019 City Council Meeting iii) Coordinate City participation in August 2, 2019 Anniversary Event	Tamara W.	Tao, Teresa	Completed	Completed
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	Nick	Nick	In Progress	Initial Communications Plan introduced at the LR January 2021 staff meeting. Will be on Sharepoint for staff review and additional input.

Strategy	Implementation Steps/Projects and Years	Lead Individual(s)	Team Members	October 2021 Status	Comments
	projects. iv) Create formal and informal connections with all sectors of the Pleasanton community representing the many cultures, ages, socio-economic groups and interests of residents, businesses and organizations. (Year 3)				
B6. Enhance customer service experience.	Develop a customer service team that will evaluate the results of the bi-annual city survey and build strategies and training to provide training and enhancements. (Year 3)	Ania	Michele, Lia, Zack S., Jennifer, Jeff Z.	In Progress	Focus on city-wide survey results and deep dive into specific information
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.
B8. Establish formal communications within the department to ensure effective coordination of marketing and outreach activities among staff.	i) Develop brand for Library and Recreation department ii) Establish a marketing schedule and calendar for the department to schedule posts, alerts, etc. iii) Institute intra-departmental discussions to better inform all members of the department about services and programs. iv) Put together team to find the gaps in our internal communications v) Create public information to communicate	Nick	Lia and Michele	In progress	Internal communications plan completed Marketing schedule and calendar completed

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	relevant departmental policies and procedures. (Year 3)				
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	Volunteer participation will increase as programs slowly open.
B10. Prepare informational materials that describe the need, benefit and vision for a new library and community center and periodically monitor the level of support for this community asset.	i) Develop messaging in coordination with the City Manager (CM) and City’s Communications and Engagement Team (CET) ii) Develop outreach plan and timeline with CM and CET iii) Work with CM and CET on polling and strategy development (Future years)	Heidi	Lia, Michele, PIO, CPRC	Not Yet Started	This project was paused by the City and is currently being re-evaluated.
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. - 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

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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)	Reneeé, 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: Treasures 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, Reneeé, Jay	In Progress	-PLP grants awarded: Pop-up 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 -Applied for new CLLS grant to fund Adult Literacy ESL Services April 2022 (supplement to annual CLLS grant). 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	HOLD	-Some collaboration has begun on sharing MOUs and a Friends Table at Senior Center events -Library Card Design Contest will begin in April 2022 -Can start sooner depending on the availability of the

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					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 iii) CPRS iv) NRPA (Ongoing)	Lia, Michele	Chris O, Tao, Rachel	In Progress	Participated in several grants and training through PLP and CSL and CPRS 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		Not Yet Started	
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	Design process underway
	ii) Design and construct a short-term Cricket Pitch (Year 4)	Michele, Matt G		In Progress	PRC early 2022 Community outreach February 2022 Council recommendation April 2022
	iii) Design and construct a Cricket stadium (Year 4)	Michele, Matt G		In Progress	Recommended for Staples Ranch
	iv) Design and construct Pickle Ball courts (Year 4)	Michele, Matt G		In Progress	Community outreach February 2022 Council recommendation April 2022
	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	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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	constraints and improve functionality. -ii) Identify facility owners and potential community partners that may have available space that could be used for City recreational programming. - iii) Identify and pursue additional funding sources to secure needed facilities for programs. (Year 3)				
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 Integrated Library System Summer 2022. Digital Work Group has created an inventory list, marketing plan, and evaluation procedures/calendar. New Rec Software implemented 4/2021.
	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	Completed	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 Digital solution in progress
	iii) Promote workforce opportunities to underserved youth and families (Future Years)	DEI Committee	Ania	In Progress	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

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					the goal is ongoing, the group identified "future years" as the expected year for completion.
D2. Prioritize and implement recommendations based on findings in Paratransit study.*	i) Explore transferring ADA service from Pleasanton Paratransit (PPS) to Livermore Amador Valley Transportation Authority (LAVTA) (Year 4)	Heidi	Jay and Becky	In Progress	Jay is working to update contract with Nelson Nygaard to help develop strategy and funding mechanism agreeable to both Pleasanton and LAVTA
	ii) Develop and implement a tri-valley coordinated transit strategy for older adults and people with disabilities (Year 5)	Jay	Shawn, Zack S	Not Yet Started	
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. Worth having a discussion about whether changes apply to both Library and Recreation, or only Recreation.
	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 Additional permanent front line customer service cross-training difficult due to job specifications. Office Assistant Specification allows more readily for cross-training than does the Library Clerk specification. Heidi to work with Jennifer, Library Clerks and PCEA to update Library Clerk job description in year 4.

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	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. Ongoing
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	This sub strategy i) includes what were three separate ones previously as now shown in (a), (b), and (c). The team members shown are consistent for all. The comment for (c) is this relates to increasing empowerment at all levels and reduce bureaucracy. Leadership creed outlines some of this.
	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	Not Yet Started	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. 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. I look forward to working with the team and new members to expand on the work already done.
	iv) Update the Public Services training checklist including certain Member Services procedures by the end of November 2021	Renee	Jeff, Jennifer, Tim, Tao, Lia	Completed	
D5. Conduct an analysis of staffing needs based on ongoing service delivery,	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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commission support, and strategic plan projects.	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	Leveraging sphere of influence to better capture information and knowledge and retain it in the team. Overhire approved for Theater Tech. Need to do more work in this area and make it a priority for each team. D5 ii, iii, iv should be reviewed annually as needed to keep up to date ADs and Mgrs are working with teams to develop transition plans and workplans that capture knowledge areas and duties for training prior to retirements.
	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
D6. Identify new funding opportunities that support the ongoing mission of the Library and Recreation Department including programs and facilities.	i) Explore sponsorship and donation opportunities to support programs (Year 4)	Jay	Zack S., Nicole	In Progress	Received approval to pilot Movies in the Park 2022. Will continue to grow this program in future years. Would likely be ongoing; will need to check equipment to make sure it's still functional.
	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.

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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.
D8. Evaluate and streamline processes with vendors and instructors.	i) Meet with staff to renew current process agreement	Kara, Nilo	All full-time staff	Completed	A database was created in ACCESS. Two other databases were created in Excel both containing additional information. Zack R. is currently working to combine the three databases
	ii) Utilize existing database	Kara, Nilo	All full-time staff	Completed	Percentage splits were lined up in 2019 and modified together in 2020