

FY22 Action Plan for the Hopkinton Public Library

Approved by Board of Library Trustees: April 15, 2021

This plan lays out the tasks that the Hopkinton Public Library will undertake in FY22 to move forward on the priorities identified in our [Strategic Plan](#).

Themes in this year's action items include:

- Resuming normal/full services after COVID recedes
- Finding ways to continue some services implemented during COVID (e.g. temporary online card applications, virtual events, curbside pickup, "quick picks")
- Launching or expanding on special areas of the collections (e.g. a Library of Things, databases, non-English collections)
- Putting more detailed plans and structures in place to guide future action (in areas such as marketing/publicity, staffing, technology, diversity/equity/inclusion, etc.)
- Modifying or improving upon work that staff is already doing (e.g. offering events, continuing and increasing collaborations, managing collections) to bring our work more in line with the community's needs and priorities
- Taking steps to ensure that library programs and services better reflect the needs and diversity of our community

Many action items are relevant to more than one area of the plan. Where appropriate, items that support multiple strategic priorities are cross-referenced.

For any questions about the FY22 Action Plan, please feel free to reach out to Library Director Heather Backman at hbackman@hopkintonma.gov or 508-497-3400.

A note on abbreviations and responsibilities:

Abbreviations in the "people" column of the charts below refer to the staff or affiliate groups that will be responsible for each action item. In general, listings are alphabetical, not in order of who will take the greatest responsibility.

Ultimate responsibility for completion of all elements of the Action Plan, including staff assignments (or reassignments) for specific work, lies with the Library Director, and questions from members of the public regarding items in the Action Plan or progress on the Plan are best addressed to the Director as a first step.

Abbreviations in the "people" column of the Action Plan may be interpreted as follows:

ASL: Adult Services Librarian

CL: Children's Librarian

LD: Library Director

RL: one or more Reference Librarians

SLA (PT/FT): one or more Senior Library

Assistants (part time/full time)

YAL: Young Adult Librarian

BOT: Board of Trustees

FOL: Friends of the Library

HPLF: Hopkinton Public Library Foundation

Priority 1: Connecting our community

We are a community gathering place, bringing Hopkinton together through shared spaces as well as resources, programs, and events that inform, educate, and entertain.

Strategy	Actions	Timeframe	People
1. We will sustain and increase collaboration and communication with residents, community groups, and other Town entities to support, cultivate, and expand library services.	1. Continue outreach to the community to share the Strategic Plan into FY22.	Summer/fall	LD, BOT, FOL, HPLF
	2. Enable community groups to use the meeting rooms again once it is safe to do so.	Dependent on COVID	LD
	3. Increase collaboration with schools: <ul style="list-style-type: none"> ● Further develop existing coordination with elementary schools on summer reading, and improve marketing/communication about the collaboration. Investigate middle and high school interest in an improved, more formalized collaboration. ● Continue outreach to the middle and high schools to develop teacher awareness of the Young Adult Librarian as a resource. ● Ask to present about library services at school open houses. 	Ongoing	CL, LD, YAL
	4. Co-sponsor at least 6 events library-wide (2 per department) with non-library groups.	FY22	ASL, CL, YAL
	5. Involve community members as presenters at library events: <ul style="list-style-type: none"> ● Plan a program series where residents teach a skill or share their knowledge on a topic with their neighbors. ● Bring "community readers" in to storytimes. 	FY22	ASL, CL
	6. Connect with Parks and Recreation Department and others to discuss possible collaboration on Friday afternoon programming for teens (to launch FY23).	Fall/winter	LD, YAL
	7. Collaborate with the Senior Center as needed on their work to have Hopkinton be designated an Age and Dementia Friendly Community.	Ongoing	ASL?, LD, other staff as needed

Strategy	Actions	Timeframe	People
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> ● <i>Invite community groups to present at staff meetings (1.4.1)</i> ● <i>Identify and connect with demographics underrepresented in strategic planning feedback (3.2.2)</i> ● <i>Create DEI advisory group (3.3.3)</i> ● <i>Continue partnering with HCAM (3.4.2)</i> ● <i>Continue working with SACH and HCAA on non-English collections (3.4.3)</i> 		<ul style="list-style-type: none"> ● <i>Reach out to the school ELL department, Hopkinton Freedom Team, Mental Health Collaborative (3.4.4)</i> ● <i>Create a marketing plan (4.2.1)</i> ● <i>Work with Boy Scout on storywalk project (4.3.2)</i> ● <i>Develop volunteer policy and procedures (5.1.2)</i>
2. We will facilitate community discourse to ensure an informed citizenry.	1. Plan a Human Library to launch in FY23.	Beginning in fall	ASL, LD, FOL
	2. Create a "Guest Librarian" service to display and/or share books, movies, etc. that a community member is enjoying.	Ongoing	SLAs (PT)
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> ● <i>Resume in-person Hopkinton 101 event (1.3.4)</i> 		
3. We will support residents' engagement with their community's past, present, and future by providing access to Hopkinton governmental and historical resources.	<p>1. Gather and share useful local resources:</p> <ul style="list-style-type: none"> ● Create an instructional guide on interacting with town government. ● Create a listing of helpful resources available from the government/public service organizations, such as heating/electric assistance, career support resources, housing assistance, etc. 	Ongoing	RL
	2. Print and archive pandemic stories collected in FY20 and FY21.	FY22	ASL, RL
	3. Launch display case with a display of historical materials from library collections.	When full in-building service resumes	SLA (PT)
	4. Resume in-person Hopkinton 101, if COVID permits.	March/April	ASL, BOT, FOL, HPLF
	5. Review old Trustees papers in Local History, identifying items we may be statutorily required to keep and summarizing contents of other files, to support review and decisionmaking by library staff.	Ongoing	BOT, FOL

<i>Strategy</i>	<i>Actions</i>	<i>Timeframe</i>	<i>People</i>
4. We will encourage each library staff member to build deep community relationships and knowledge, and will leverage these connections to expand and enrich our users' lives.	1. Invite community groups to present on their activities at staff meetings.	Ongoing	LD
	2. Support Board of Trustees development as library advocates connected with the community.	Ongoing	LD, BOT
	<i>Other Action Items supporting this strategy:</i> <ul style="list-style-type: none"> • Collaborate with the schools (1.1.3, 3.4.4), Hopkinton Freedom Team (3.4.4), Mental Health Collaborative (3.4.4) • Co-sponsor events (1.1.4, 3.4.1) • Involve community members as presenters at library events (1.1.5) • Identify and connect with demographics underrepresented in strategic planning feedback (3.2.2) 		

Priority 2: Providing access to education, arts, culture, and knowledge

We reaffirm our commitment to the library's fundamental focus on reading, learning, and personal exploration. We serve as a trusted source for accurate information.

<i>Strategy</i>	<i>Actions</i>	<i>Timeframe</i>	<i>People</i>
1. We will maintain a resource collection that is broad-based, up to date, and factually accurate.	1. Weed adult and young adult fiction for relevance, condition, and reflection of current community interests.	FY22	ASL, RLs, YAL; other staff as needed
	2. Focus additional effort on purchasing to update Children's Room nonfiction collection.	FY22	CL
	<i>Other Action Items supporting this strategy:</i> <ul style="list-style-type: none"> • Research/trial additional databases (2.2.4) • Continue developing non-English collections (2.2.5) • Enhance downloadable collections funding (5.1.2) 		
2. Our collections, in a wide variety of formats, will continue to evolve in response to both traditional and emerging community needs and interests.	1. Launch a Library of Things.	Ongoing	All staff, HPLF (\$)
	2. Re-start Lucky Day collection as in-building browsing returns to normal post-COVID.	Dependent on COVID	ASL, other staff as needed
	3. Investigate adding Playaways to Children's Room collection and implement if feasible.	Summer/fall	CL

Strategy	Actions	Timeframe	People
	4. Research and trial additional databases, including online comics/manga content for teens and options such as Hoopla and Kanopy.	FY22	LD, RL, SLA (PT), YAL
	5. Continue to work on developing non-English collections. Identify sources for obtaining additional materials from international/non-English sources, particularly Indian and Chinese materials.	Ongoing	ASL, CL, YAL
	6. Assess collection resources supporting community needs resulting from 2020 - careers, self-help, mental health, grief, trauma recovery, racial justice, etc. Purchase as needed to address gaps.	Ongoing	ASL, CL, YAL
	7. Discuss possibility of expanding Adventure Pass program.	FY22	LD, FOL
	<i>Other Action Items supporting this strategy:</i> <ul style="list-style-type: none"> ● Continue partnerships with SACH and HCAA on non-English collections (3.4.3) ● Relabel children's early readers and fiction collections (4.3.4) ● Enhance downloadable collections funding (5.1.2) 		
3. Our technology resources will support patrons in successfully accessing, evaluating, and using resources and information beyond the library's print collections.	1. Replace Library Insight museum pass/event room/calendar management system with a system that is more user-friendly for patrons and staff.	By December	LD, RL
	2. Create a technology plan describing how the library will deploy technological resources effectively to address community/staff needs and strategic priorities.	FY22	LD, RL
	3. Get 3D printer up and running.	Summer/fall	RL
	4. Continue offering virtual/streaming option for at least some programming post-COVID.	Ongoing	RL
	5. Select vendor for website redesign.	FY22	LD, RL, SLA (FT)
	6. Identify and test ways to provide technology instruction for patrons that meet community needs better than classes or scheduled office hours.	Ongoing	RL
	<i>Other Action Items supporting this strategy:</i> <ul style="list-style-type: none"> ● Continue online temporary library card signups (2.5.1) ● Promote newspapers of interest to immigrant residents in Access World News (2.5.8) ● Provide public computer access again as soon as feasible (3.3.1) ● Create staff technology competencies (4.1.1) ● Enhance downloadable collections funding (5.1.2) 		

Strategy	Actions	Timeframe	People
<p>4. We will contribute to the community's vibrant intellectual and cultural life through events that promote a love of reading, stimulate personal development, educate, and entertain.</p>	1. Begin in-person events again, as COVID recedes.	Dependent on COVID	Staff who run events
	2. Offer a mental health program series for teens.	FY22	YAL
	3. Offer a workshop series on "relaunching your career".	FY22	ASL, FOL (\$)
	4. Within each department, offer programming reflecting at least two suggestions for specific topics received from community members during the strategic planning process.	FY22	ASL, CL, YAL
	5. Support new Friends programming for the community: <ul style="list-style-type: none"> ● Support Friends launch of ESL programming. ● Support Friends launch of annual continuing education/arts and culture lecture series. 	Dependent on COVID	ASL, FOL
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> ● Plan a Human Library (1.2.1) ● Resume in-person Hopkinton 101 (1.3.4) ● Co-sponsor events presenting diverse perspectives (3.4.1) ● Plan event with Ken Nwadike Jr. (5.2.3) 		
<p>5. We will pursue new ways to promote community use of the library's collections, programs, and resources.</p>	1. Continue online temporary library card signups post-COVID.	Ongoing	SLAs (PT/FT)
	2. Continue "Quick Picks" post-COVID.	Ongoing	All staff
	3. Launch "Perfect Picks" form-based readers advisory service.	After return to full services	All staff; SLAs (PT) launch
	4. Launch previously-planned Sunday hours, if COVID permits and staffing levels have returned to 100%.	Dependent on COVID and hiring	LD, RL, SLAs (PT)
	5. Create plan for installation of outdoor lockers in FY23 for future curbside pickup service.	By November	LD
	6. Create picture book bundles for browsing and checkout in-library.	Ongoing	CL, SLA (PT)
	7. Create "shelf talkers" to promote use of the library collection.	FY22	SLAs (PT)
	8. Highlight newspapers available through Access World News that are most relevant to immigrant residents.	FY22	RL, SLA (FT)
	9. Plan a Home Delivery service for homebound patrons.	FY22	ASL

Strategy	Actions	Timeframe	People
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> • Continue virtual/streaming option for events after COVID (2.3.4) • Identify better ways to provide technology instruction (2.3.6) • Create a marketing plan (4.2.1) 		

Priority 3: Creating an inclusive, welcoming, and safe environment for all

We are a community destination providing spaces, resources, and experiences that are welcoming, comfortable, safe, and respectful for the entire Hopkinton community and beyond. Our doors - physical and virtual - are open to all.

Strategy	Actions	Timeframe	People
<p>1. Our services and resources will embody a broad range of perspectives and experiences, reflecting our community while also providing opportunities to learn about other ways of being in the world.</p>	<p>1. Create a library-wide structure to guide efforts including programming, booklists/resource lists, social media postings, website and enewsletter information, etc. related to a wide variety of observances, cultural holidays, themed "months", etc.</p>	Ongoing	ASL, CL, LD, RL, SLAs, YAL; other staff as needed
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> • Involve community members as presenters at library events (1.1.5) • Plan a Human Library (1.2.1) • Implement a "Guest Librarian" service (1.2.2) • Continue developing non-English collections (2.2.5) • Promote newspapers of interest to immigrant residents in Access World News (2.5.8) • Create DEI advisory group (3.3.3) • Co-sponsor events presenting diverse perspectives (3.4.1) • Plan event with Ken Nwadike Jr. (5.2.3) 		
Strategy	Actions	Timeframe	People
<p>2. We will engage with members of our community who are not currently library users and identify ways to better meet their needs.</p>	<p>1. Resume full operating hours as soon as COVID and staffing levels permit.</p>	Dependent on COVID and hiring	LD / all staff
	<p>2. Identify demographics that were underrepresented in the Strategic Plan feedback and create plans to gather their input.</p>	Winter/spring	ASL, LD, BOT
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> • Support Trustees development as advocates (1.4.2) • Continue virtual/streaming option for events after COVID (2.3.4), partner with HCAM (3.4.2) • Continue online temporary library card signups (2.5.1) • Begin Sunday hours (2.5.4) • Plan a Home Delivery service (2.5.9) 		

Strategy	Actions	Timeframe	People
<p>2. We will engage with members of our community who are not currently library users and identify ways to better meet their needs.</p>	<p>1. Resume full operating hours as soon as COVID and staffing levels permit.</p>	<p>Dependent on COVID and hiring</p>	<p>LD / all staff</p>
	<p>2. Identify demographics that were underrepresented in the Strategic Plan feedback and create plans to gather their input.</p>	<p>Winter/spring</p>	<p>ASL, LD, BOT</p>
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> ● <i>Support Trustees development as advocates (1.4.2)</i> ● <i>Continue virtual/streaming option for events after COVID (2.3.4), partner with HCAM (3.4.2)</i> ● <i>Continue online temporary library card signups (2.5.1)</i> ● <i>Begin Sunday hours (2.5.4)</i> ● <i>Plan a Home Delivery service (2.5.9)</i> 		
<p>3. We will identify and address racism and other biases, systemic injustice, and inequity in the community and in our delivery of library services.</p>	<p>1. Begin providing public computer access again as soon as feasible.</p>	<p>Dependent on COVID</p>	<p>LD, RL</p>
	<p>2. Formally launch fine-free status.</p>	<p>Summer</p>	<p>LD</p>
	<p>3. Create Diversity, Equity, and Inclusion advisory group, including community stakeholders, to define metrics and methods for benchmarking diversity and representation in library programs, services, and collections.</p>	<p>Winter/spring</p>	<p>LD, BOT</p>
	<p>4. Invest in staff professional development on Diversity, Equity, and Inclusion:</p> <ul style="list-style-type: none"> ● All staff receive training in Diversity, Equity, and Inclusion topics. ● Improve cultural competency among staff for Chinese and Indian cultures in particular. 	<p>Ongoing</p>	<p>All staff; FOL (\$)</p>
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> ● <i>Create guide on interacting with Town government and resource list of help from government/public service organizations (1.3.1)</i> ● <i>Continue developing non-English collections (2.2.5), promote newspapers of interest to immigrant residents in Access World News (2.5.8)</i> ● <i>Address mental health, grief, trauma recovery, racial justice in collection development (2.2.6)</i> ● <i>Offer a mental health program series for teens (2.4.2)</i> ● <i>Support Friends ESL programming (2.4.5)</i> ● <i>Plan a Home Delivery service (2.5.9)</i> ● <i>Create library-wide structure to guide efforts related to observances, cultural holidays, etc. (3.1.1)</i> ● <i>Co-sponsor events presenting diverse perspectives (3.4.1)</i> ● <i>Review and create or revise policies (keeping equity and inclusion in mind) (5.1.2)</i> 		

Strategy	Actions	Timeframe	People
<p>4. We will actively seek community partners for broadened benefit to and inclusion of all.</p>	<p>1. Library-wide, co-sponsor at least 2 events with outside groups that reflect diverse perspectives.</p>	<p>FY22</p>	<p>ASL, CL, YAL</p>
	<p>2. Resume work with HCAM to make recorded library programs available post-COVID; explore ways to expand collaboration.</p>	<p>Dependent on COVID</p>	<p>ASL</p>
	<p>3. Continue to partner with SACH and HCAA on non-English collection development.</p>	<p>Ongoing</p>	<p>ASL, CL, YAL</p>
	<p>4. Connect with possible collaborators:</p> <ul style="list-style-type: none"> ● Reach out to the school ELL department regarding possible collaborations. ● Reach out to the Hopkinton Freedom Team to develop at least one program/service in collaboration. ● Reach out to Mental Health Collaborative to develop at least one program/service in collaboration. 	<p>FY22</p>	<p>ASL, CL, YAL</p>
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> ● <i>Support Friends ESL programming (2.4.5)</i> ● <i>Create DEI advisory group (3.3.3)</i> 		
<p>5. We will continue to adhere to the First Amendment to the United States Constitution, the Library Bill of Rights, and the Freedom to Read Statement, which provide a firm foundation ensuring privacy and respect for all users' library interactions and transactions.</p>	<p>1. Continue staff and Trustees training and discussions on these topics as needed.</p>	<p>Ongoing</p>	<p>All staff, BOT</p>
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> ● <i>Support Trustees development as advocates (1.4.2)</i> ● <i>Review and create or revise policies as needed (5.1.2)</i> 		

Priority 4: Striving to deliver an exceptional, customer-focused user experience

We are committed to continual improvement. We aim to provide top-notch customer service that responds effectively to changing community needs.

Strategy	Actions	Timeframe	People
1. We will recruit, train, and retain a knowledgeable, service-oriented, and creative staff in active pursuit of innovative approaches to service delivery.	1. Complete staff technology competencies document. Incorporate staff assessment and training into goal setting for FY23.	FY22	LD, RL
	2. Create a staff values statement.	Spring	LD, all staff
	<i>Other Action Items supporting this strategy:</i> <ul style="list-style-type: none"> ● Invest in staff DEI training (3.3.4) ● Continue training on core principles of public libraries (3.5.1) ● Fill frozen vacancies to return staffing to 100% (5.1.1) ● Create staffing plan (5.2.1) 		
2. We will promote our offerings in new and different ways to ensure that as many residents as possible are aware of library resources and services.	1. Create a marketing plan describing how the library will promote its events, services, and news to the community. Identify "low-hanging fruit" to implement immediately. Incorporate additional steps in FY23 Action Plan.	FY22	CL, LD, RL, SLA (FT)
	<i>Other Action Items supporting this strategy:</i> <ul style="list-style-type: none"> ● Support Trustees development as advocates (1.4.2) ● Create "shelf talkers" (2.5.7) ● Highlight newspapers of interest to immigrant residents in Access World News (2.5.8) 		
3. Our facility will be clean, comfortable, easy to navigate, accessible, and responsive to a variety of potential uses.	1. Reopen the building for use to the greatest extent safely possible depending on COVID circumstances and staffing levels.	Dependent on COVID	All staff
	2. Work with Boy Scout to finalize installation of storywalk in back grassy area.	Early summer	CL, LD, FOL (\$), HPLF (\$)
	3. Convene a staff committee to plan for launching the art gallery in the Strong Room.	FY22	SLAs (PT/FT)
	4. Reorganize and create a labeling system in children's early readers and fiction to facilitate browsing based on reading levels.	FY22	CL, SLAs (PT)
	5. Identify areas of the Children's collection that require additional space for growth, and investigate possible shelving modifications or additions. If feasible, present proposal to Hopkinton Public Library Foundation for funding/implementation in FY23.	Summer/fall	CL, LD

Strategy	Actions	Timeframe	People
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> ● <i>Enable community groups to use meeting rooms again once safe (1.1.2)</i> ● <i>Begin Sunday hours (2.5.4), resume full operating hours post-pandemic (3.2.1)</i> ● <i>Plan installation of lockers for curbside pickup service (2.5.5)</i> ● <i>Provide public computer access again as soon as feasible (3.3.1)</i> 		

Priority 5: Stewarding and obtaining resources to accomplish strategic priorities

We leverage available financial and other resources to their fullest. We advocate for and seek out additional support as needed to enable us to fully meet community expectations.

Strategy	Actions	Timeframe	People
<p>1. We will continue to practice sound, efficient management of available resources to align our mission, priorities, and action plans with the Town's finances.</p>	<p>1. Resume fuller staffing and operations after COVID:</p> <ul style="list-style-type: none"> ● As COVID recedes, fill frozen vacancies to return to 100% of the staffing level funded by the Town. ● As COVID recedes, adjust operations to at least meet minimum state requirements for certification. 	<p>Dependent on COVID</p>	<p>LD, all staff</p>
	<p>2. Create and revise library policies:</p> <ul style="list-style-type: none"> ● Develop volunteer policy and procedures to create a more robust, volunteer program with more structured opportunities. ● Continue review and creation/revision of other library policies as needed. 	<p>Ongoing</p>	<p>ASL, LD, other staff as needed, BOT</p>
	<p>3. Continue to document processes with SOPs.</p>	<p>Ongoing</p>	<p>All staff</p>
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> ● <i>Co-sponsor events (1.1.4)</i> ● <i>Create a technology plan (2.3.2)</i> ● <i>Reopen the building as much as possible during and after COVID (4.3.1)</i> 		

Strategy	Actions	Timeframe	People
<p>2. We will actively seek robust financial, personnel, and other support from the Town and other sources to provide enhanced and expanded library services in response to community needs and interests.</p>	<p>1. Create staffing plan, describing needs for staffing levels to most effectively address strategic priorities over the course of the Strategic Plan.</p>	<p>By November</p>	<p>LD, BOT</p>
	<p>2. Enhance funding for the downloadable items collection, either by shifting funds from other areas of the collection budget or by identifying other funding sources.</p>	<p>Summer</p>	<p>LD</p>
	<p>3. Investigate partners and funding sources, including grant funding, to offer an event with Ken Nwadike Jr. ("Free Hugs Man") in FY23.</p>	<p>FY22</p>	<p>ASL, LD, BOT?</p>
	<p>4. Assess library resourcing against that of other comparable towns.</p>	<p>FY22</p>	<p>LD, BOT</p>
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> ● <i>Support Trustees development as advocates (1.4.2)</i> ● <i>Plan installation of lockers for continued curbside pickup service (2.5.5)</i> ● <i>Investigate needs for additional shelving in Children's Room and present proposal to Foundation if feasible (4.3.5)</i> ● <i>Obtain Friends and Foundation support for FY23 Action Plan items (5.3.2)</i> 		
<p>3. We will sustain, build, and further define the relationships between the library, the Friends of the Library, and the Hopkinton Public Library Foundation, enabling these affiliated organizations to continue and expand their activities in support of the library's key objectives.</p>	<p>1. Write and formalize Memoranda of Understanding with the Friends of the Hopkinton Public Library and Hopkinton Public Library Foundation.</p>	<p>Winter/spring</p>	<p>LD, FOL, HPLF</p>
	<p>2. Obtain Friends and Foundation financial and/or logistical support for at least one action item each in the FY23 Action Plan.</p>	<p>Fall</p>	<p>LD, FOL, HPLF</p>
	<p><i>Other Action Items supporting this strategy:</i></p> <ul style="list-style-type: none"> ● <i>Discuss expansion of Adventure Pass program (2.2.7)</i> ● <i>Launch 3D printer (2.3.3)</i> ● <i>Support launch of new Friends programming (2.4.5)</i> 		