

## **COVID-19 Impact Report – March-May: A Three-Month Retrospective**

<b>Date:</b>	June 22, 2020
<b>To:</b>	Toronto Public Library Board
<b>From:</b>	City Librarian

### **SUMMARY**

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TPL is committed to consistent evaluation and reporting in order to ensure decisions are made based on evidence, delivery of outcomes, and a continuation of transparency and accountability to Torontonians. At the onset of COVID-19, TPL’s leadership team identified the need to understand the impact COVID-19 was having on customer experiences and services, operations, staff experiences and key initiatives. As a result, a monthly report is being generated that compares a number of data points on a month-to-month basis. March, April, and May highlights are attached. The analysis is used not only to understand the impact of COVID-19 on operations, but has also proven useful for lessons learned discussions, future planning sessions and considerations of key metrics to be reflected on routine divisional scorecards.

This report is a three-month retrospective that reviews the same monthly data points, and in addition, focuses on the impacts from four key stakeholder perspectives:

- Torontonians
- TPL’s Customers
- TPL as an Organization
- TPL Staff

The report covers the period between March-May 2020, and demonstrates that the pandemic has had a significant impact.

### **FINANCIAL IMPACT**

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The impacts of COVID-19 on the 2020 operating and capital budgets are being monitored and reported in budget monitoring reports.

The Director, Finance & Treasurer has reviewed this financial impact statement and agrees with it.

## **ALIGNMENT WITH STRATEGIC PLAN**

This report will help support evidence-based decision making, ensure that TPL delivers on targeted outcomes, and continue to be transparent and accountable to Torontonians. This report will be a key enabler of TPL's strategic plan through evaluation and accountability.

## **EQUITY IMPACT STATEMENT**

Social and economic inequalities have deepened as a result of the pandemic. TPL will work to understand and break down barriers to access and increase inclusion to ensure that everyone who wants to use the Library feels welcome and, is able to access TPL services and can benefit from positive outcomes.

## **DECISION HISTORY**

At the April 27, 2020 Toronto Public Library Board meeting, TPL provided an update on its operations, services and responses to the COVID-19 public health emergency in the [COVID-19 Emergency Response](#) report. Highlights from March's COVID-19 impact report were attached to the update.

## **ISSUE BACKGROUND**

Based on recommendations from Toronto's Medical Officer of Health, the City of Toronto cancelled most programming and closed a number of facilities in response to the COVID-19 pandemic. Closures to recreation and community centres, city-run daycares, museums and art galleries came into effect at the end of day March 13, 2020. Consequently, all TPL branches were closed.

With the exception of essential staff needed to work on site, all staff at the City were instructed to work from home effective March 18, 2020. TPL staff were given the same instructions.

On March 23, 2020, Mayor John Tory declared a state of emergency in Toronto. On March 31, 2020, the Mayor announced that City of Toronto facilities would continue to be closed until further notice, and that City-operated programs would also remain suspended. Toronto City Council unanimously voted on April 30 to extend the Mayor's state of emergency declaration until the COVID-19 municipal emergency has ended.

On May 14, 2020, Ontario libraries were informed that they would be allowed to resume limited services with curbside pick-up of materials, beginning Tuesday, May 19, 2020. TPL has developed a phased approach to curbside pick-up and drop-off. On May 25, 2020, TPL opened drop boxes at its District and Research and Reference branches as the first step in reinstatement of library services.

## COMMENTS

Torontonians' dependency on TPL during COVID-19 to build success, resilience and well-being for our city has been profound. This was evident as food banks closed and Torontonians relied on pop-up food banks at branches for immediate relief for food distribution. TPL leveraged the opportunity to also build literacy skills and support school success by providing new books for children and a flyer about its digital services in each food hamper. TPL also reinvented the use of its assets to support community response to COVID-19, as seen through the donation of PPEs and loaning 3D printers to Toronto General Hospital as an example.

However, the data also demonstrated the negative impact that inaccessibility to vital services, such as Wi-Fi and computers, had on Torontonians. With the closure of our branches, those who are most vulnerable were isolated from participating in the digital world. As part of the City's COVID-19 Community Coordination Plan, selected participants received a TPL Internet Connectivity Kit. Each kit included a laptop and laptop bag provided by Renewed Computer Technology and a Wi-Fi hotspot with four months of unlimited data provided by TPL.

TPL also worked with the City and community partners to identify recipients eligible for the Wi-Fi Hotspot Lending program and to assist in the distribution. Despite these efforts, there are still a large number of Torontonians who do not have access to computers and connectivity due to branch closures. This is one area that TPL will continue to look for new ways to respond to, even in times of crisis, to bridge this digital divide. Digital literacy and inclusion is a key priority of our new strategic plan, and the current pandemic has accelerated the need to act fast to continue our work.

TPL has also experienced a significant increase in social media engagement, which suggests that Torontonians rely on TPL as a valued community resource. TPL is recognized as a trusted source of information and a service provider that can be depended on while Torontonians stay, play, work, and learn at home.

During this period, it was also evident that TPL's customers were more engaged and increased use of our e-services and e-content offerings. This was demonstrated in significant increases in new digital memberships and check-outs of digital materials. To meet demand, TPL redeveloped TPL.ca's home page, promoted existing content

and continues to focus on developing new content. TPL's capabilities and capacity will continue to be tested to stay competitive and provide programming that is interactive and meets the frequency and interest demands of its' customers.

TPL as an organization was able to respond, stabilize operations, and initiate service delivery optimization efforts. However, it took an enormous amount of time, effort, and unplanned expenses to pivot the organization. TPL was not a remote work organization and a majority of the public services are delivered in-branch. It is identified in the 2020-2024 strategic plan to expand our digital space, but work had not begun. COVID-19 forced TPL to quickly adapt its business model and ways of working. As a result, some initiatives took longer to implement. As well, interim and workaround solutions were put in place.

Although a high percentage of staff are working remotely, efforts are still underway to provide staff with the required tools to ensure they stay connected and are productive. Services have stabilized but constant attention is required to reinvent our services to be more digital and accessible. As TPL has now turned its attention to re-opening and recovery, there is limited capacity to focus on service delivery optimization efforts. The agility of the organization to juggle priorities, redirect resources and stress capacity thresholds is tested daily as the COVID-19 situation evolves.

Finally, but most importantly, the data demonstrated that TPL's staff were resilient, adaptable, and were able to continue to embody TPL's mission and values in unconventional times. Staff were quick to volunteer to help out when possible, enthusiastically participated in on-demand training sessions, delivered new services in record time and applied physical health and safety protocols. The dedication and commitment of staff during this time tremendous as they have had to also navigate the personal and family impacts of the health crisis.

Data in this report provides a retrospective analysis covering the period of March–May, 2020. The following are the key findings from analysis of the impact of COVID-19 across four perspectives:

- Torontonians
- TPL's Customers
- TPL as an Organization
- TPL Staff

### **Torontonians**

#### (1) Food Insecurity Support

- With unprecedented job loss and the Canadian unemployment rate climbing between March and May, one result is growing food insecurity. Since the implementation of measures to slow the spread of COVID-19 transmission, there has been a dramatic decrease in access to food banks, with over a

third closed. In support of the City's broader work on food security for Toronto's vulnerable residents, TPL converted its book delivery hub for food bank work and 12 branches to become pop-up food banks between March and May.

- Between March and May, TPL's pop-up food banks distributed 9,125 hampers to families in need and served a total of 25,542 individuals. In April, TPL expanded from distribution of food to include delivery of children's books and in May, teen books were added. Between April to May, a total of 2,692 children's books and 199 teen books were distributed.

(2) Front Line Healthcare Support

- To respond to the COVID-19 pandemic, TPL lent 10 of its Ultimaker 2+ 3D printers to a team at Toronto General Hospital producing personal protective equipment for frontline healthcare workers.
- TPL also donated 10K+ PPEs to frontline health care workers.

(3) Digital Literacy and Inclusion

- TPL created and distributed 100 Internet Connectivity Kits in May and received a donation to fund 100 more, to be distributed in June.
- Use of Wi-Fi decreased by 77% between March and May and public computing use by 100%.

(4) Social Media

- As Torontonians are urged to continue to stay at home and maintain physical distance, there has been a surge in the use of social media to stay connected and stave off social isolation.
- Across all of TPL's social media platforms, the greatest gains in audience and engagement is via Instagram and YouTube. Customers are utilizing these platforms to link to TPL online services, such as e-collections and online programming.

### **TPL's Customers**

(1) Membership

- On April 15, TPL launched the Instant Digital Card, which gives non-TPL cardholders in Toronto free, temporary access to a large collection of e-books, e-audiobooks, and e-magazines through OverDrive.
- To date, 16,086 new customers have registered for the Instant Digital Card.

(2) e-Services & e-Content

- Demand for online services has significantly increased as customers shift towards digital. Use of TPL online digital content (e-books, e-audiobooks, e-magazines, and streaming video) has increased. Checkouts from OverDrive

increased by 26% while video plays on Kanopy increased 38% between March and May.

- In May, TPL also formally launched online programs to the public. Some programs were delivered live while others were pre-recorded and available for viewing at the customers' convenience. As well, TPL partnered with Ryerson University to present the "Collaborative Podcasting While Physical Distancing" online workshop. In the month of May, 4,772 views/attendees participated in live online programs or viewed recorded programs.
- Moreover, the newly designed TPL.ca homepage was launched to the public in May. The new home page more effectively showcases TPL's virtual offerings and makes it easier for customers to navigate, discover, and find what they want and need. Number of visits to TPL.ca decreased 42% between March and May. The decline in website usage may be attributed to fewer customers visiting the website to place physical holds on materials, searching for programs and related branch information searches, as well as decreased Wi-Fi redirection to the website.

(3) Online & Remote Learning

- To safeguard and build workforce resilience in a post pandemic climate, for many it is essential to upskill and reskill. Moreover, results from TPL's updated environmental scans show that the digital divide in the city has amplified during the pandemic, making digital literacy skills more critical than ever for Torontonians.
- As a result, the number of sessions in e-learning applications has significantly increased between March and May:  
11% increase for Lynda.com  
27% increase for Mango Languages  
79% increase for Gale Courses

**TPL as an Organization**

(1) Continuity of Services/New Services

- While Calls and On-Line Chat services are suspended until further notice, Answerline continues to operate its email service. The number of emails decreased by 30% between March and May. Many inquiries received are about the library's closure.
- A total of 67 programs were offered in May. The library offered a variety of online programs targeting different audiences.
- In addition to the 2020 planned projects, three new enterprise projects were initiated (i.e. Online Card Registration Temporary, AnswerLine Remote Working, Recovery and Re-opening). As well, TPL began to accelerate the adoption of a virtual library model, by re-prioritizing three other enterprise projects (i.e. Online Programming Temporary, AnswerLine Modernization,

Online Card Registration Permanent). There are also a number of operational initiatives that have been added to the workload such as technology deployments, facility preparations, etc.

- To further engage with the broader community, TPL's digital content leads have been creating blog posts and podcasts that are resonating. With 14,497 pageviews to date, the Special Collections puzzle blog is one of the fastest growing Local History/Special Collections blogs.

(2) IT Response

- To support TPL staff shifting towards remote work, 100% increase in laptops deployed to staff between March and May.
- With almost half of the TPL workforce working from home, WebEx remote capability and communication through emails has been vital. There was an observed 219% increase in the number of WebEx meetings between March and May. Email logins peaked by the end of March with a record 82,625 logins to Outlook but has since declined by 8% between March and May.

**TPL Staff**

(1) Readiness & Volunteering

- As of May, 37% of staff have been working remotely. 5.1% of staff volunteers were placed at TPL Food Banks. And, 3.5% of staff have been supporting drop box service.
- Staff have also found creative ways of remaining connected virtually. A new group on Yammer, called Home (but not) Alone was created. The number of members in the Home (but not) Alone group increased by 6% between April and May.

(2) Staff Training

- Since the closure of branches, TPL staff have been encouraged to participate in new training opportunities and webinars available on the Staff Training Registration Site.
- The number of staff attending on-line courses has been steadily trending up. There has been a 294% increase in on-line training between March and May.

**CONCLUSION**

The longer term social and economic impacts of the pandemic is unknown. The monthly COVID-19 Impact Report will continue to be provided to TPL's leadership team as well as the COVID 19 Three-Month Retrospective Report to the Board to measure and assess the impact of the pandemic on community, customers, TPL and staff.

The COVID-19 Impact Analysis will also inform the update to the 2020 balanced scorecard metrics, targets and initiatives and the development of divisional scorecards. The metrics will be assessed against the metrics identified in this report as they are producing quality data to assess system-wide and divisional performance. It will also inform where efforts and investments should be made as part of the business planning process to ensure TPL can thrive in the “new normal”.

## **CONTACT**

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## **SIGNATURE**

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Vickery Bowles  
City Librarian


## **ATTACHMENTS**


Attachment 1: COVID-19 Monthly Impact Report – March-May Highlights

01

CUSTOMER EXPERIENCE & SERVICES

▲ **84.0%**   
New users

▲ **62.7%**   
Plays

▲ **30.2%**   
Number of emails to AnswerLine Reference/Help

▲ **73.9%**   
Total audience and reach

▲ **98.4%**   
Total audience and reach


02

OPERATIONS & STAFF EXPERIENCE

**35%+**   
Staff working

**27**   
Number of Staff volunteers working at TPL Food Banks

▲ **165.2%**   
Number of Webex sessions

▲ **37%**   
Laptops with VPN deployed to staff to work remotely

03

KEY INITIATIVES

**230**   
Individuals served at TPL pop-up food banks

**75**   
Number of staff who volunteered for TPL pop-up food banks

**10K +**   
PPEs donated to frontline healthcare workers

**10**   
3-D printers loaned to Toronto General Hospital


04


MARCH MILESTONES

**11th** - Global pandemic declared by WHO 

**13th** - TPL libraries close 

**23rd** - Toronto state of emergency issued 

**25th** - TPL's first pop-up food bank opens 

**25th** - TPL unblocked 9006 customer library cards to increase access to services 

Please note that comparisons are looking at change in areas of focus between Feb-Mar 2020 ▲ increase ■ no/small change ▼ decrease

01

CUSTOMER EXPERIENCE & SERVICES

▲ 71%  
New users



8,028  
Instant Digital Card  
(OverDrive) Registrations



338  
Number of On-Line Temporary  
City Registrations



▲ 42%  
Plays



▼ 40%  
Emails to AnswerLine  
Reference/Help



▲ 62%  
Total audience and reach



02

OPERATIONS & STAFF EXPERIENCE

35%  
Staff working



134  
Staff volunteers  
placed at TPL  
pop-up food banks



▲ 132%  
Webex sessions



▲ 45%  
Laptops with VPN  
deployed to staff to  
work remotely



03

KEY INITIATIVES

10,049  
Individuals served at  
TPL pop-up food banks



801  
Books distributed at  
TPL pop-up food banks



184  
Staff who volunteered  
for TPL pop-up food  
banks



1  
Bookmobile Event  
- "Bloom Cam" in High  
Park



04

APRIL MILESTONES

1st - TPL libraries  
closed for 12 more weeks  
until July 1st



14th - TPL announces  
the new Instant Digital Card  
allowing temporary access to  
Overdrive



29th - TPL hosts its  
first Facebook Live Event



30th - Toronto  
extends State of Emergency



30th - TPL opens its  
12th pop-up food bank at  
Centennial branch





Please note that comparisons are looking at change in areas of focus between Mar-Apr 2020 ▲ increase ■ no/small change ▼ decrease

01

CUSTOMER EXPERIENCE & SERVICES

▲ 6% Checkouts 

8,058 Instant Digital Card (OverDrive) registrations 

4,772 Views / Attendees for on-line or recorded programs 

■ -2% Plays 

▲ 18% Emails to AnswerLine Reference/Help 

▲ 11% Total audience and reach 

02


OPERATIONS & STAFF EXPERIENCE

46% Staff working 

114 Staff volunteers placed at TPL pop-up food banks 

■ +2% Mailbox logins 

▲ 37% Webex sessions 

▲ 38% Laptops with VPN deployed to staff to work remotely 

03

KEY INITIATIVES


14,793 Individuals served at TPL pop-up food banks 


2,270 Books distributed at TPL pop-up food banks 


100 Internet Connectivity Kits distributed 


04


MAY MILESTONES

4th - TPL launches redeveloped homepage for  [tpl.ca](http://tpl.ca)

11th - TPL officially launches Online Programming and announces the Internet Connectivity Kit Program 

15th - Ontario informs libraries they will be allowed to begin curbside pick-up of materials beginning May 19 

25th - TPL opens 17 drop boxes across District and R&R branches 

27th - Ontario extends State of Emergency to June 9 

Please note that comparisons are looking at change in areas of focus between April-May 2020 ▲ increase ■ no/small change ▼ decrease



# COVID-19 Impact Report: Three Month Retrospective

Toronto Public Library Board

June 22, 2020



- March 13, 2020 TPL libraries close
- As of March 2020, TPL produces a monthly report to TPL's leadership team to measure and assess the impact of the pandemic on:
  - Customer Experiences & Services
  - Operations & Staff Experiences
  - Key Initiatives
- This report is a three month retrospective (March –May 2020) that reviews the monthly datasets from the perspective of the following four key stakeholders:
  - 1) Torontonians,
  - 2) TPL's Customers,
  - 3) TPL as an Organization,
  - 4) TPL Staff

## **Torontonians:**

- dependency on TPL during COVID-19 to build success, resilience and well-being for our city has been profound

## **TPL's customers:**

- were more engaged and increased use of our e-services and e-content offerings

## **TPL as an organization:**

- was able to respond, stabilize operations, and initiate service delivery optimization efforts

## **TPL staff:**

- were resilient, adaptable, and continued to embody TPL's mission and values in unconventional times

## **01 TORONTONIANS**

Dependency on TPL during COVID-19 to build success, resilience and well-being for our city has been profound

# Daily life for Torontonians has been altered by the pandemic, deepening and reinforcing economic inequalities

## More than half of Canadians feel lonely, isolated during coronavirus pandemic: Ipsos poll



BY MEGHAN COLLIE

Posted April 10, 2020

Updated April 10, 2020

## 'Internet is the only lifeline they have': Canada needs to confront 'digital divide' amid COVID-19 crisis



'When we're saying

CBC Radio · Posted: Mar

## More than 40 per cent of food bank programs close amid pandemic, city says



Beth Macdonell Videojournalist, CTV  
@BethCTV | Contact

Published Monday, April 6, 2020 7:59PM EDT  
Last Updated Monday, April 6, 2020 9:04PM EDT

## One country, two pandemics: what COVID-19 reveals about inequality in Canada



We're learning some uncomfortable facts about how we share the risks. Will we remember them?



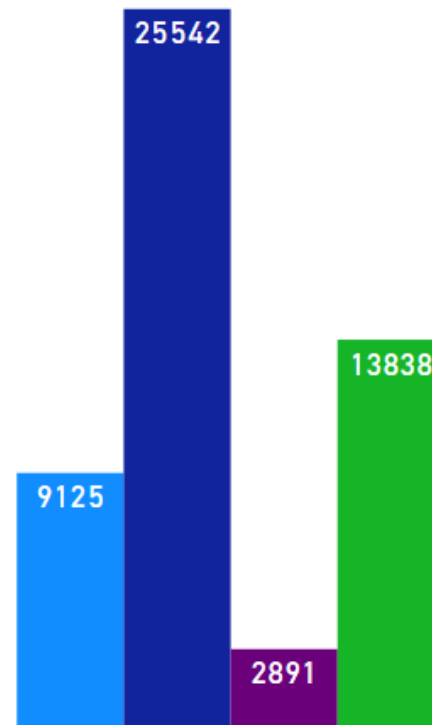
Aaron Wherry · CBC News · Posted: Jun 13, 2020 4:00 AM ET | Last Updated: June 13

# As food banks closed and food insecurity increased, more Torontonians turned to TPL's pop-up food banks for immediate relief



## TPL Pop-Up Food Bank Statistics

- Hampers Distributed
- Individuals Served
- Total Books distributed
- Hampers Created



# The pandemic highlighted the need for TPL to continue our work in bridging the digital divide



**Internet  
Connectivity  
Kits**

**100**

Distributed May



**WI-FI Access**

▼ **77%**

March - May



**Public Computing**

▼ **100%**

March - May

# TPL reinvented the use of its assets to support community response to COVID-19



**3-D Printers**

**10**

3-D Printers Loaned To  
Toronto General Hospital March



**Bookmobile**

**1**

"BloomCam" in High Park  
April - May



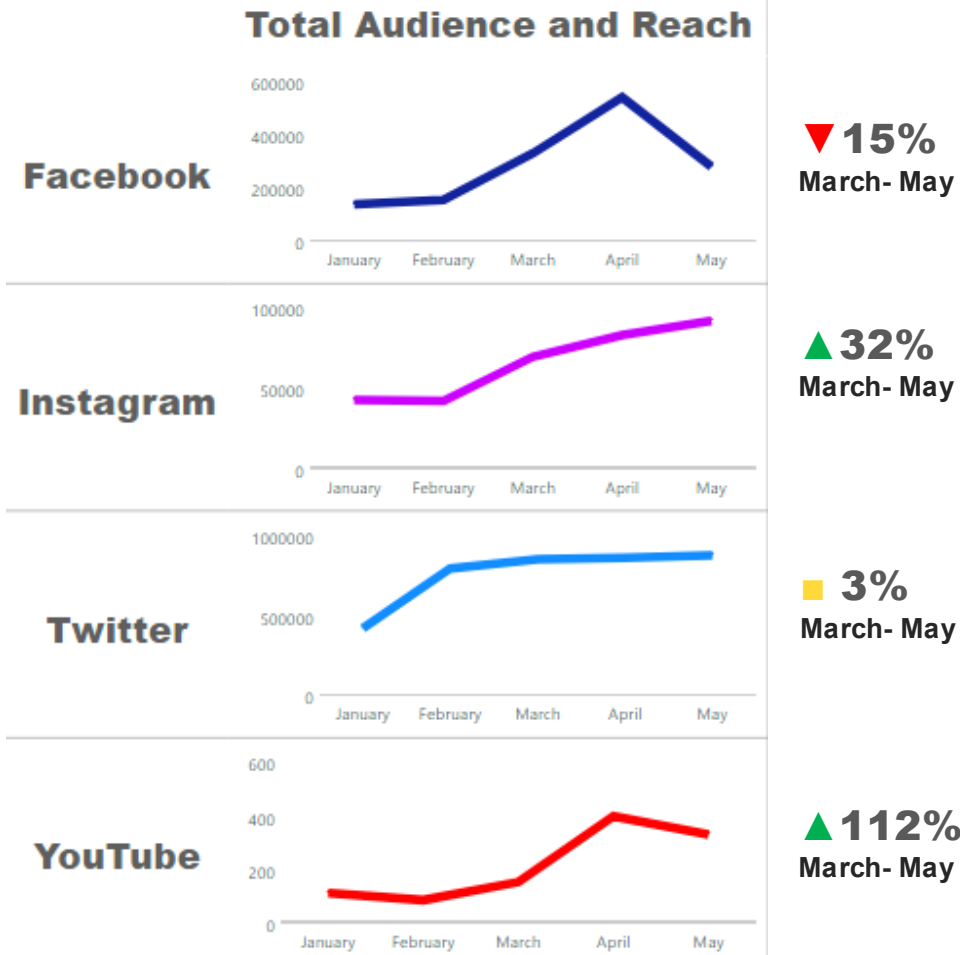
**Personal Protective  
Equipment**

**10K +**

PPEs donated to frontline  
healthcare workers March



# While distancing measures were practiced, Torontonians relied on TPL as a trusted digital source of information

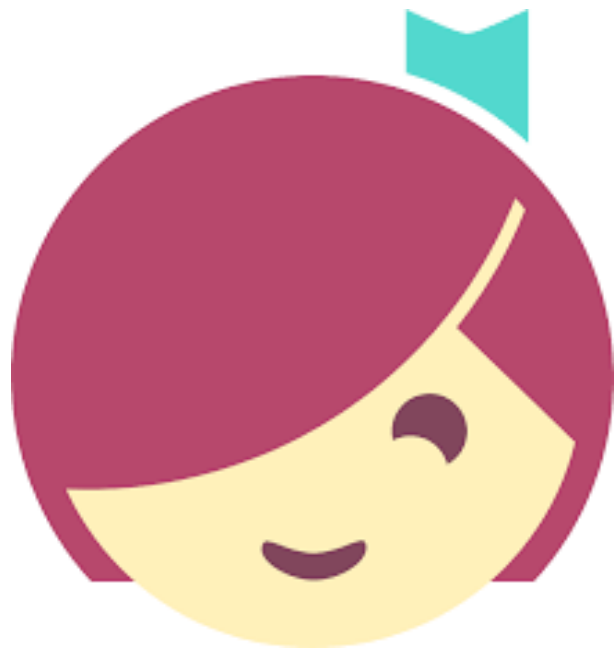


Please note that comparisons are looking at change in areas of focus between Mar-May 2020 ▲ increase ■ no/small change ▼ decrease

## **02 TPL'S CUSTOMERS**

Were more engaged and increased use of our e-services and e-content offerings

## With the new Instant Digital Card - TPL increased access to our online offerings

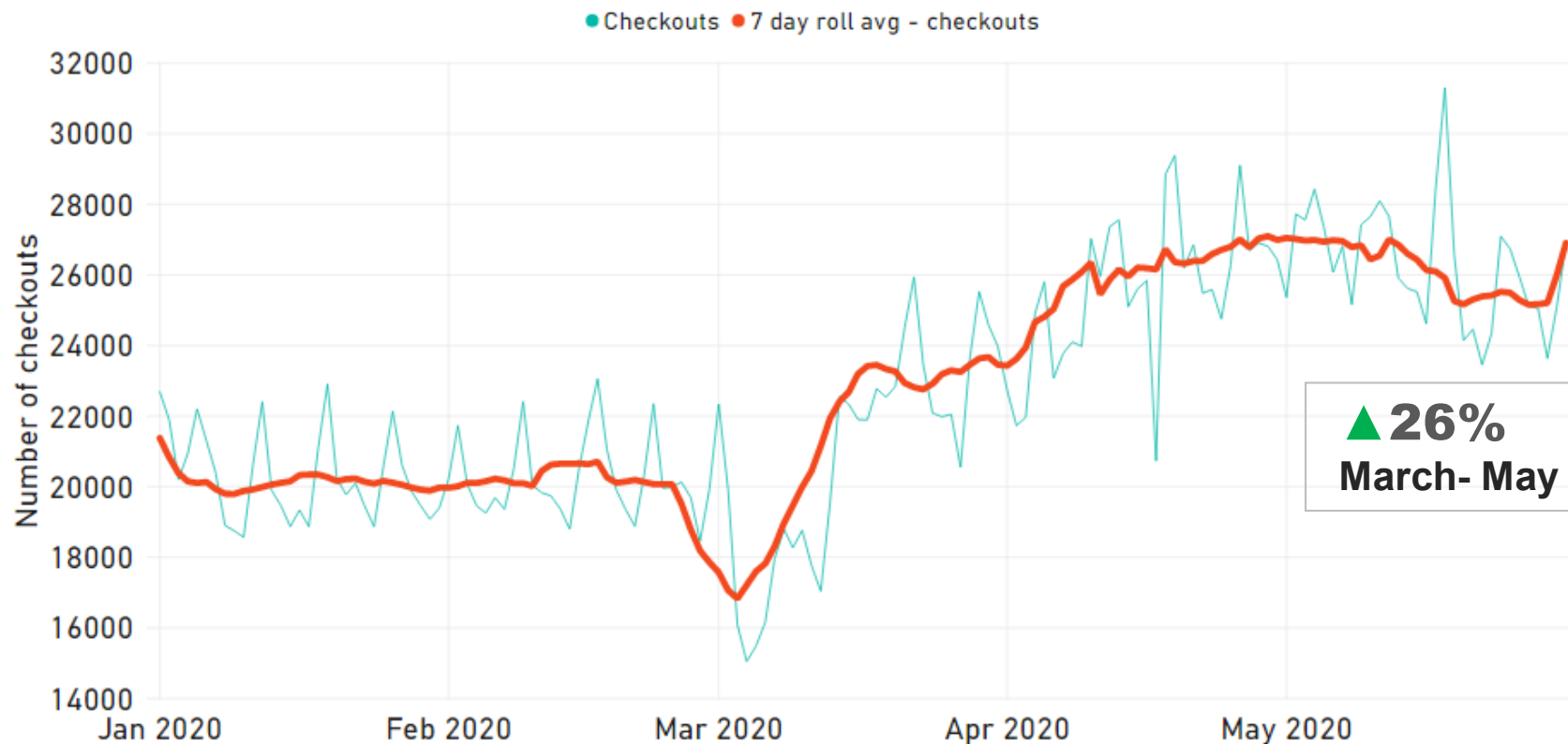


**16,086**

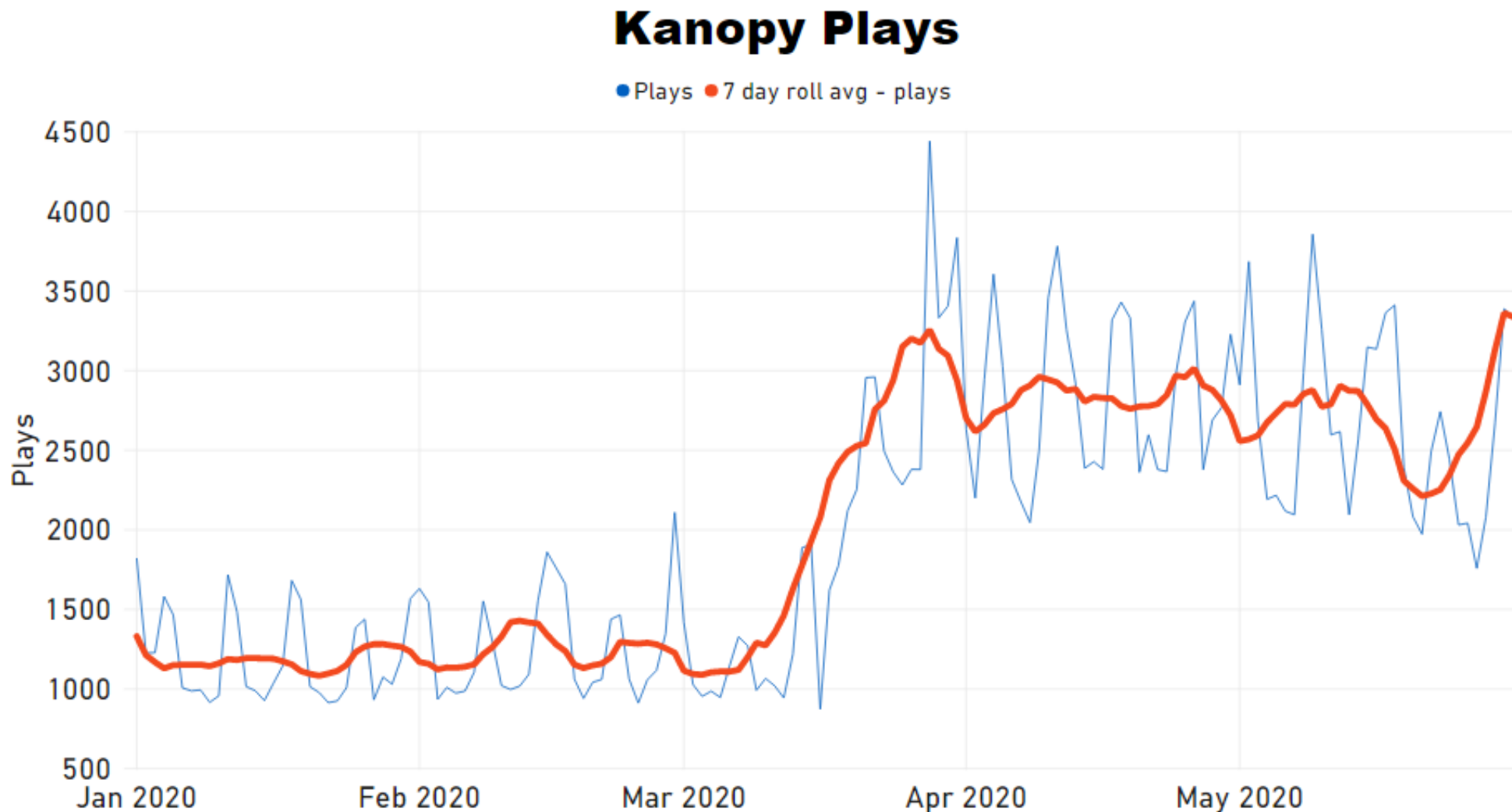
**Instant Digital Card  
(OverDrive)  
Registrations**

# Demand for online services has significantly increased as TPL's customers shift towards digital during the pandemic

## OverDrive Checkouts



**Video plays on Kanopy increased 38% between March and May**



# TPL launched online programs in May while services like Dial-A-Story remained popular



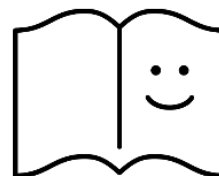
## On-Line Programming

**67**

Programs Offered May

**4,772**

Views For Recorded Programs & Attendees For Live Programs



## Dial-A-Story

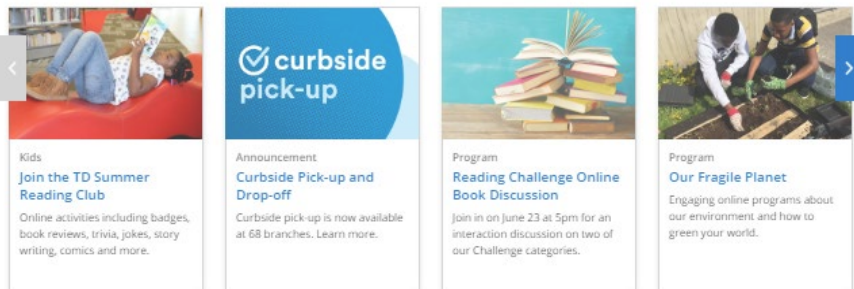
**37,885**

Calls

# The redesigned homepage made it easier for customers to navigate, discover, and search for content



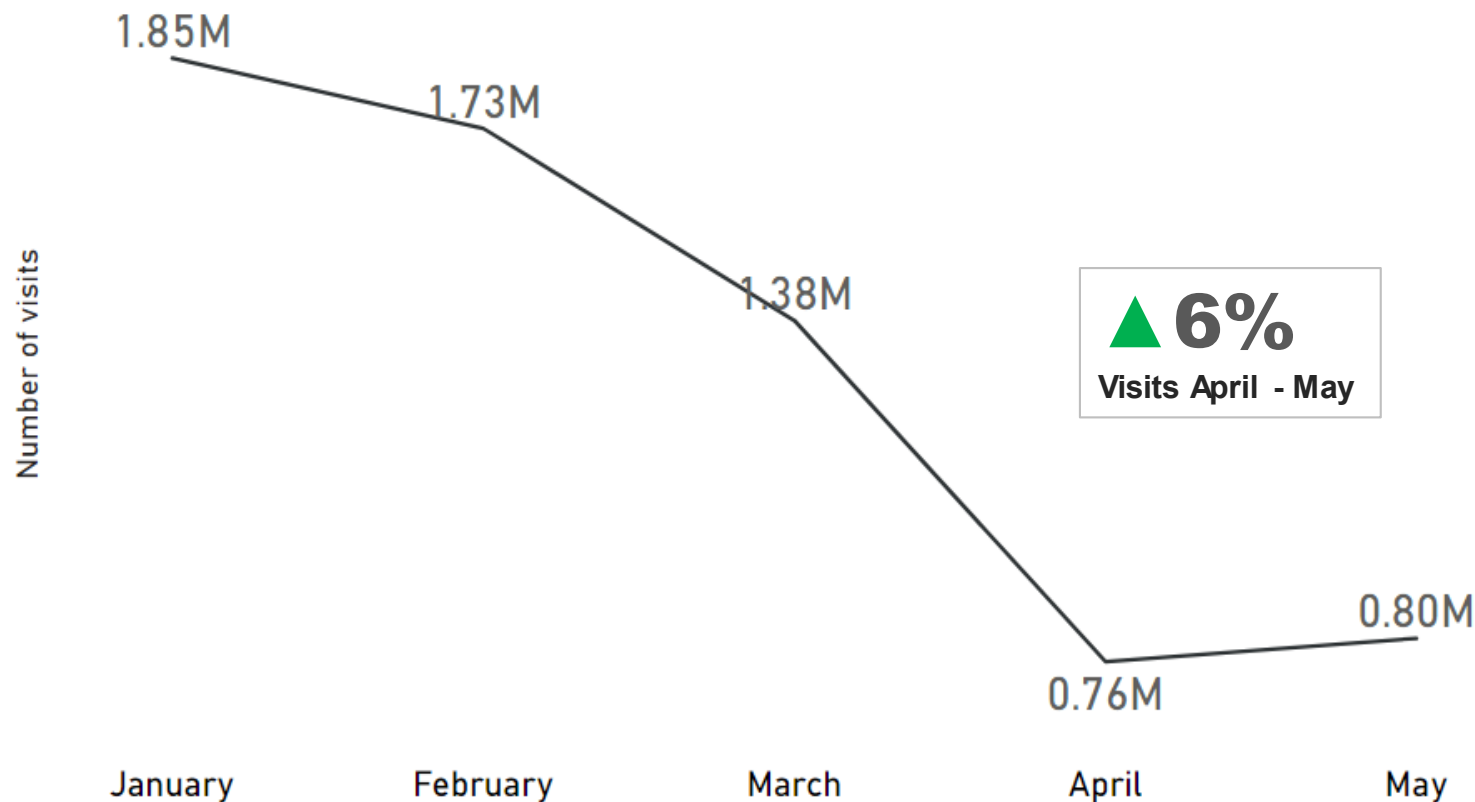
## Your library online



## Books



## Visits to TPL Website by Month



# To safeguard and build workforce resilience in a post pandemic climate, customer demand for e-learning services has increased significantly



**Lynda.com**

**▲ 11%**

Sessions March - May



**Mango Languages**

**▲ 27%**

Sessions March - May



**Gale Courses**

**▲ 79%**

Sessions March - May

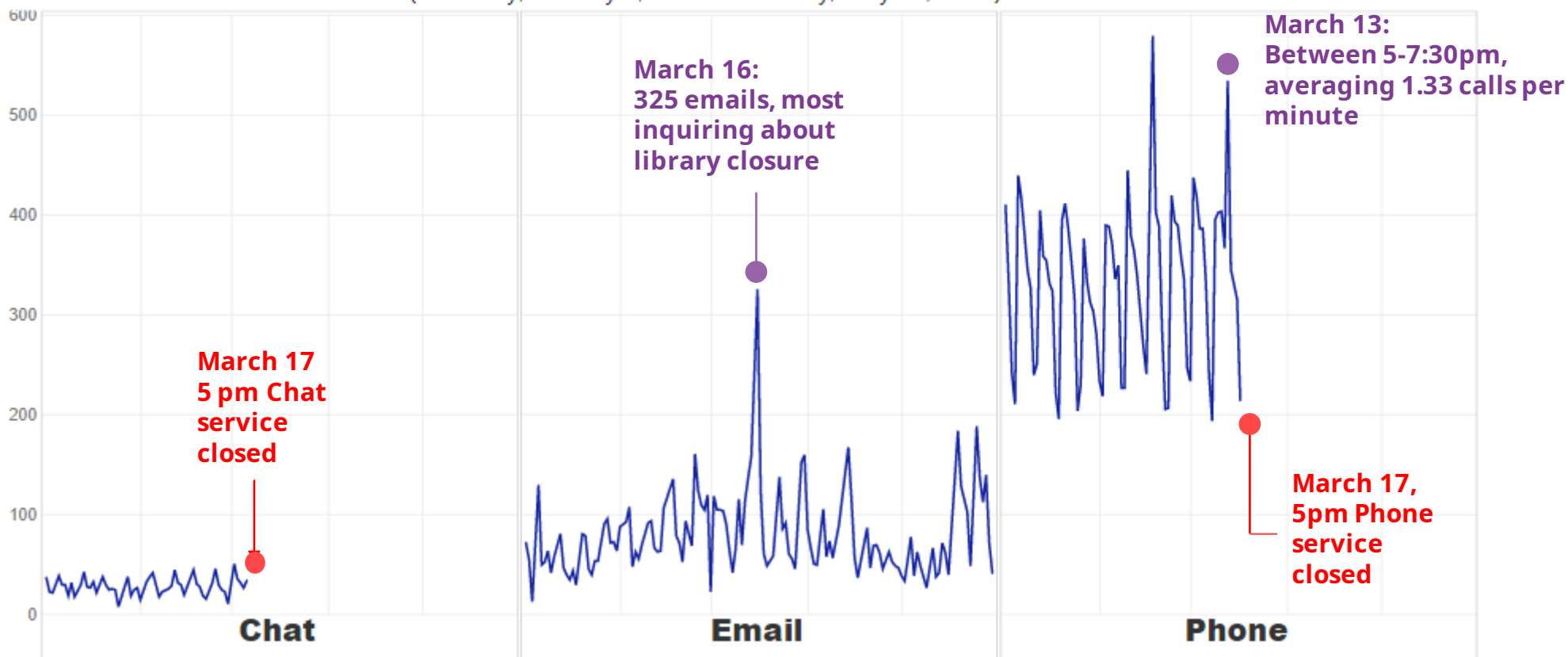
## 03 TPL AS AN ORGANIZATION

Was able to respond, stabilize operations, and initiate service delivery optimization efforts

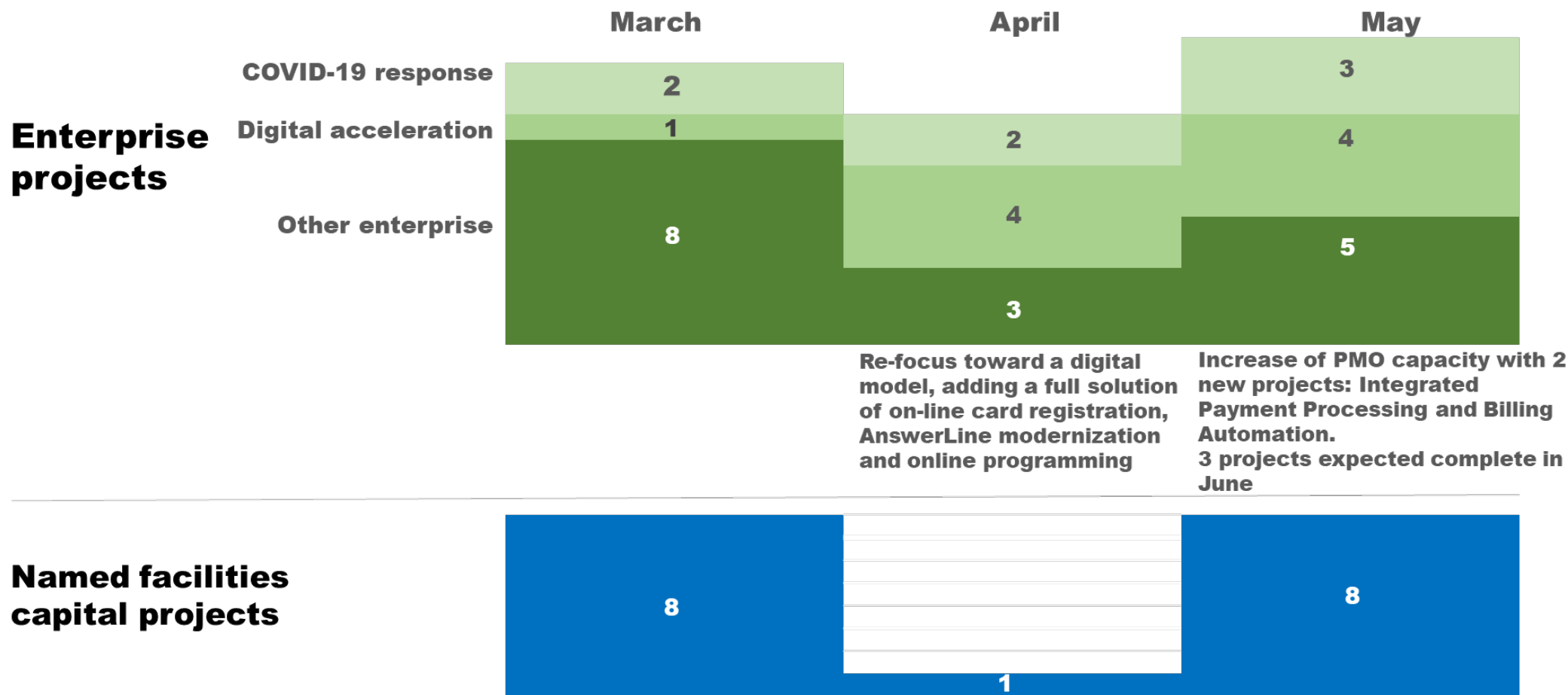
# TPL continued to offer support to customers through AnswerLine's email service

## AnswerLine On-Line Chats, Emails, Phone Calls

Date (Thursday, January 2, 2020 - Saturday, May 30, 2020) — Value



# Challenged with a new reality, TPL re-prioritized projects to respond & pivot to become more digital



# TPL provided tools and resources for a more robust remote work environment



## Laptops

**▲ 100%**

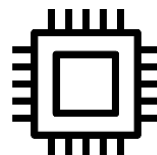
Laptops deployed  
March - May



## Webex

**▲ 219%**

Sessions March - May



## Phishing Attempts

**▲ 18%**

Incoming emails  
March - May



## Staff Messages

**62**

Number of ongoing  
communications to all  
staff March - May

## **04** TPL STAFF

Were resilient, adaptable, and continued to embody  
TPL's mission and values in unconventional times

# TPL's staff were resilient, adaptable, and continued to embody TPL's mission and values in unconventional times



## Deployment

**29%**

Average % Staff Working Remotely March - May

**4.1%**

Average % Staff Volunteers Placed TPL Food Banks March - May

**3.5%**

% Staff Supporting Drop Box Service May

The calculation uses a consistent denominator for each of the three months, based on the month of May



## Staff Training & Development

**▲ 294%**

Staff Attendance On-Line Training March - May



## Yammer

**▲ 6%**

Group Members In Home (but not) Alone Group April - May

Please note that comparisons are looking at change in areas of focus between Mar-May 2020 ▲ increase ■ no/small change ▼ decrease.

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# Appendices

## February

- 11 – First communication from Vickery for all **TPL** staff in regards to COVID-19
- 12 – **TPL** begins **disinfecting** of its spaces
- 13 – **TPL** libraries **close** with plans to re-open on Apr 6<sup>th</sup>
- 13 – **TPL** library **cards expired** since 1<sup>st</sup> Jan, 2020 are all **extended** to June 1<sup>st</sup>
- 17 – Suspension of Calls and online Chat services for **Answerline**
- 17 – As per City directive, all **TPL** staff are asked to **Work From Home** till Apr 5<sup>th</sup>
- 21 – **TPL** Foodbank **call for Volunteers** via Vickery's email
- 25 – **TPL Food Bank** Opens first location at Albion with an aim to increase locations to 9 branches by mid-April
- 26 – **TPL** lends ten **3D printers** to Toronto General Hospital

## March

## April

- 1 – **TPL** libraries to be closed for 12 more weeks – till minimum July 1<sup>st</sup>
- 3 – **TPL** staff practices and procedures (initially in place till Apr 5<sup>th</sup>) **extended** till Apr 19<sup>th</sup>
- 14 – **TPL** starts **Online Card Registration** (Staff only) for training purposes – Lynda.com encouraged
- 15 – **TPL** announces **Instant Digital Card** that allows access to Overdrive till September 1<sup>st</sup>
- 22 – **TPL** announces **free books** for Kids in Food Bank food hampers
- 28 – **TD Summer Reading Club** decides against physical program materials
- 30 – 12<sup>th</sup> **Foodbank** opens at Centennial Branch

## May

- 3 – First Virtual Blossom Viewing using **BloomCam** at High Park
- 4 – **TPL** Launches new Homepage for [tpl.ca](http://tpl.ca)
- 6 – First **Crowdcast** from Virtual Edition of Appel Salon
- 11 – Official Launch Date of **Online Programs**; Announcement of TPL Internet Connectivity Kit Program
- 21 – Official announcement of **Curbside Pickup** and associated timelines
- 23 – **Teen Books Initiative** to provide books alongside Foodbank Hampers
- 25 – Dropboxes open in District and R&R branches are part of **Curbside Pickup**
- 26 – Announcement of **Workforce Deployment Plan**

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