TO: **Sacramento Public Library Authority Board Members**

FROM: **Phil Batchelor, Interim Library Director**

RE: **Internal Assessment Update**

<u>**Introductory Note**</u>

An assessment of the personnel, fiscal, operational and organizational stabilization needs of the Sacramento Public Library Authority was presented to the Authority Board at its meeting of January 22, 2009. At that time, the Board approved proceeding with the 302 recommended actions items contained in the assessment and requested that monthly status reports be provided to indicate the progress of meeting the objectives. This is the third monthly progress report that presents those items considered to be of a more routine nature and can be accepted in a single motion. Assessment items that were more substantive in nature are included in separate reports of this same Board agenda.

RECOMMENDATION: Accept this report that provides information on assessment tasks that were due to be completed by March 31, 2009, except for those included elsewhere on the agenda.

1.   **Prepare a Request for Proposal (RFP) for agenda printing services to determine if a more cost effective alternative is available when printing the monthly Board packets (Haggard, Library Authority Counsel - Mar 2009). Recommendation 21**

     Per requirements of the recently revised Contracts and Procurement Policy approved by the Board on February 26, 2009, staff has determined that an informal bid process is appropriate for this procurement process, as it is not anticipated to exceed the $25,000 annual threshold. Letters requesting a quote for costs to print the Authority Board agenda on a monthly basis have been sent to five vendors, with responses due by May 1, 2009. Staff will then talk with vendor-provided references to evaluate service level as an element of cost, and initiate a contract with the best qualified vendor to commence July 1, 2009.

2.   **Expand the current library registration campaign to increase the percentage of Sacramento County residents with library cards (PA 5-2D; Brown, Shaffer – Mar 2009). Recommendation 248**

     Completed Tasks: Based on a successful library card drive which partnered with schools throughout the community, staff created a packet of information to facilitate additional drives. The packet contains information and forms for staff and customers in both English and Spanish. Using this packet, library staff will connect with schools and community organizations to encourage library card sign-ups. Youth services staff will conduct at

least four drives per year except in communities with only one school. Youth services staff will also continue to conduct library card drives as a part of school tours and visits throughout the year.

3. **Develop a list of answers to frequently asked questions about human resources issues (Bagdassari, Calderon, Shaffer, HR Team - Mar 2009). Recommendation 87**

    Completed Tasks: Human Resources staff has created a list of Frequently Asked Questions (FAQs) for staff that is now posted on the HR intranet page. HR will continue to add to the FAQs on a going-forward basis.

4. **Review the staff levels in the Human Resources Department to determine if additional personnel are needed (PA 2-1A; Bagdassari - Mar 2009). Recommendation 89**

    Examine the need to fill the Training Supervisor position to design and conduct training programs (Bagdassari, Mar 2009). Recommendation 92

    Completed Tasks: A classification for Training Supervisor was approved by the Authority Board in November of 2006, but has remained unfunded due to funding uncertainties. In reviewing the needs of the Human Resources department, as well as the benefit to the organization overall, it has been determined that one Trainer is inadequate for providing training to 315 employees and a large on-call pool. Additionally, the library, through its new Sexual Harassment Prevention Policy has committed to expand this training to all on-call staff, including Shelvers. The on-call pool is in constant flux, particularly the Shelvers, who are primarily high school and college students and leave the library due to their educational demands. The position of Training Supervisor has been identified as a critical addition to the library's organization.

    Next Steps: A cost analysis will be conducted to determine whether this position can be funded through the library's FY 2009-2010 budget and beyond. If feasible, then the position will submitted to the Authority Board for authorization.

5. **Expedite the hiring of any newly approved position that is authorized by the Board to be filled (PA 2-7; Bagdassari, E-Team, Ferrelli, Phipps – Mar 2009). Recommendation 115**

    Completed Tasks: The library has completed a first pass of its FY 2009-2010 budget and has determined that it must approach hiring with caution, given the ongoing economic issues and budget reductions. Staff will include changes to its Position Control in the May 2009 Budget.

6. **Charge all supervisory and management personnel to schedule meetings with each direct report to provide guidance, encouragement, training and counseling to show recognition and appreciation (Batchelor, Teichert, Landers, Bagdassari – Mar 2009). Recommendation 1e**

    Reinforce staff's understanding that the employee evaluation function in not just an annual occurrence but should be a continuous, ongoing process throughout the year as a means of enabling supervisors and managers to provide immediate feedback to their direct reports (Batchelor, Landers, Teichert, Bagdassari – Mar 2009). Recommendation 1f

    Completed Tasks: As indicated in the Performance Appraisal Process report at the March 26, 2009 Board meeting, the Human Resources department created a notification and tracking process which ensured that 100% of the performance appraisals were completed by the end of the calendar year 2008. This process included preparation of reports and dissemination of information to appropriate managers to notify them when an employee is due for an appraisal, and when the appraisal report is to be completed. This notification and tracking process has worked well and continues to be utilized, with reports being made available to managers and supervisors on a monthly basis. Additionally, managers and supervisors have also been instructed in multiple training sessions to provide continual feedback, provide access to training opportunities, and to help staff develop specific goals that promote the establishment of a culture that is built on integrity, respect, courtesy and excellence.

    It is also management's objective to recognize the kinds of behavior that should be repeated and reward it, which will improve service quality, employee morale, service productivity and employee engagement. At the March 26, 2009 Board meeting, the Authority Board authorized the allocation of $1,800 to launch a pilot recognition and rewards program. The specifics of a comprehensive recognition program are being formulated and staff will present a comprehensive policy and program to the Board.

7. **Develop a comprehensive review of the Collection Management department in order to improve productivity and efficiency by: Exploring the use of receipt printers to reduce processing check-in time (Rokke, Welsch – Mar 2009). Recommendation 271j**

    Completed Tasks: Receipt printers were installed at the processing and LINK+ check-in stations on March 2, 2009. This has eliminated hand writing routing slips for materials with holds.

8. **Develop a comprehensive review of the Collection Management department in order to improve productivity and efficiency by: Analyzing and streamlining the work flow to improve ordering and receiving functions and to speed the average "received to ship" time for materials (Rokke, Noblet, Welsch – Mar 2009). Recommendation 271c**

    Exploring the use of an "on call" task force to assist in reducing the backlog of materials (Rokke, Public Services Managers – Mar 2009). Recommendation 271k

    Evaluate the LINK+ service (the library resource sharing consortium) and its impact on Interlibrary Loan and prepare recommendations on how to improve this effort (Rokke, Welsch, Patterson, Pollock – Mar 2009). Recommendation 274

    Completed Tasks: The three items listed above are part of a larger comprehensive study and reconfiguration of the Collection Management Department that will be reported in more detail in June 2009.

9. **Evaluate the feasibility of implementing performance metric "dashboard" and reporting software (Barber – Mar 2009). Recommendation 11c**

    Completed Tasks: Staff has reviewed a number of third party "dashboard" and reporting software packages that could be used to automate and graphically display monthly reports. Many mainstream software packages, though, are both costly and designed primarily for large, data-intensive operations. Such software would not therefore be cost-effective for the Library at this time. Staff will continue to evaluate cheaper software packages and other alternatives, including the development and use of in-house "dashboards".

10. **Examine the ways of utilizing existing staff and volunteers to expand the offering of English conversation groups to the high-indexing multilingual areas (Cantin, Murray – Mar 2009). Recommendation 287**

    Completed Tasks: The Community Services Department and the Multicultural Committee have created a plan for three branch libraries to provide a minimum of three conversation groups in FY 2009-10. The conversation groups will meet a minimum of four times, and are to act as pilot programs for the library. Reports on the programs, with instructions on developing and implementing conversation groups at additional branch libraries, will be posted on the staff intranet site so that other branches will be able to provide similar English conversation programs.

Next Steps: The Community Services Department and Multicultural Committee will identify library locations, groups and organizations to be targeted for service.   Staff will be identified to spearhead the pilot programs, and volunteers will be recruited and trained for the implementation process.

11. **Review the feasibility of expanding the duties of the Literacy Coordinator position to include responsibility for educational aspects of library partnerships such as the Homework Centers, Online Homework Help, and school interaction in addition to literacy services (Cantin, Bagdassari, Miller, Verdon – Mar 2009). Recommendation 291**

    Completed Tasks: Staff conducted a review of the Homework Centers, Online Homework Help and school interactions and concluded that library customers would be best served by including the supervision of the Homework Centers in the responsibilities of the Literacy Coordinator.   The Literacy Coordinator position description will be modified, and efforts will be made to recruit and fill the position.

12. **Review and evaluate the Naygrow Learning Center's (Homework Center) methods of reporting student success, calculate the operational costs, and determine if the Center meets current educational and community needs (Cantin, Blood – Mar 2009). Recommendation 292**

    Completed Tasks: The Naygrow Learning Center, located in the Colonial Heights Library, provides homework help to neighborhood children.   The Center has been in operation for over 10 years and is largely funded by the Sacramento Public Library Foundation through donations from the Naygrow family.   A review of operational costs for the Naygrow Learning Center indicates that costs are economical.   Based on 8.5 months of service at 4 hours per student per week, the Naygrow Learning Center is $976 per student while a private, for profit homework help service would average $3,240 for the same service.   But after 10 years of service, the methods of operation and measurement should be reviewed to ensure that the Center continues to provide excellent service to the community.   To provide the best, most complete evaluation of the Center's operation, review of the academic portion will be deferred until the addition of a new Literacy Coordinator who will be an education professional.   That position description is in the process of being modified to include supervision of Homework Centers.

13. **Update the Library's Preparedness Plan by: Evaluating and updating the Library's current Disaster Preparedness Plan (Tucker, Dahlberg – Mar 2009). Recommendation 4a**

Completed Tasks: The Library's current disaster preparedness plan has been updated in several ways.   Evacuation plans for each Library facility have been created, and branch staff has been trained on the correct evacuation procedures (training will be completed by April 30, 2009 as scheduled).   The Library's current data recovery and business continuation plan has been reviewed, and extensive upgrades to the Central Library's server structure has been recommended to allow core services to resume within 24 hours in case of an emergency.   Evacuation chairs were installed at both the Central and Elk Grove libraries, and staff training was completed by April 17, 2009 as scheduled.

Next Steps: Response scenarios for non-evacuation responses will be created for the following situations: hazardous material spill, active shooter, flood, pandemic, and civil disturbance.   These additional response strategies will be in place by June 2009.

14. **Develop a Disaster Recovery (Business Continuation) Plan by: Evaluating existing data backup and storage systems for completeness, security, and speed of access in case of an emergency (Tucker, Calderon – Mar 2009). Recommendation 5b**

Completed Tasks: All business continuation plans rely on a thorough and efficient data backup and restoration plan.   The Library currently uses both online and tape backup systems which follow industry standard protocols for offsite storage.   Additional efforts will be made to evaluate the cost and feasibility of online backups, ensure offsite vaulting service responds to emergency calls within the agreed time, and to ensure that proper procedures are in place to restore files.   The details on various core services are provided below.

Materials Circulation: All Millennium Integrated Library System (ILS) data is backed up nightly and sent offsite weekly.   Backup logs are checked every morning for completeness.   Upon detection of failure, Information Technology personnel work with the vendor to determine the source of the problem. Defective media or hardware is immediately replaced.   In case of an emergency, offsite vaulted media is retrieved within two hours and restored within an eight-hour period with technical assistance from the ILS vendor.

Eden Financial and Payroll Records: All Eden data is backed up nightly and sent offsite weekly.   ArcServe, the data backup utility, maintains a log that is checked by staff for completeness on a daily basis.   Diagnostics are used to determine hardware or media failure and replaced.   Restoring that data to a server is easy if the application data is present on the server, and it can be done within a four hour window if the data is to be retrieved from the offsite vaulting service.

Governance and Policy Data: As with Eden data, these documents are backed up and stored offsite on a regular basis. Restoration is easier than Eden because the application software is basic and readily available onsite. These files are backed up and stored in an offsite vault and can be retrieved within a two-hour period.

Other Data: As with the above, this data is backed up regularly and is accessed via common applications or SQL software. These files are backed up and stored in an offsite vault and can be retrieved within a 2 hour period.

15. **Develop a Disaster Recovery (Business Continuation) Plan by: Establishing or expanding a secure offsite data storage and retrieval location (Tucker, Calderon — Mar 2009). Recommendation 5c**

    Completed Tasks: As part of the Library's disaster recovery and business continuation place, offsite tape vaulting services were established to safeguard data backups of the information system on a regular basis. Besides performing daily backups of all systems, full data backups are saved onto magnetic media, stored inside metal containers, and picked up and sent to Iron Mountain on a weekly basis. The vendor offers secured transportation services, with rigorous chain-of-custody control for tapes in transit, and stores the backups in a secured and environmentally protected location. In case of an emergency requiring retrieval of offsite stored media, the vendor guarantees delivery of requested media within two hours of the original customer request. As of March 2009, the offsite data retention period was extended to retain monthly and annual backups for a five-year period. Next steps include evaluating the cost and feasibility of conversion to a VMware environment, maintaining a redundant ILS servicer, and locating redundant network hardware and circuits at an offsite data center.

16. **Explore the feasibility of adding another vehicle for Information Technology technicians and custodial supervisory staff to improve service efficiencies (Wallace, Tucker, Calderon, Worthy — Mar 2009).   Recommendation 141**

    Completed Tasks: Vehicles are currently provided for all Library delivery functions, one Building Maintenance Worker, one Floor Cleaning Specialist, one Facilities Superintendent and for the Information Technology field staff. All of the Library vehicles are stored at Central and used on a daily basis. Custodial supervisors use their personal vehicle when traveling to branches. Staffing organization changes in Facilities indicate that there will be a need for only one custodial field supervisor in the future. Therefore, the budget impact of an additional Library vehicle for the Custodial Field Supervisor will

be assessed, and the cost will be compared with the anticipated personal mileage reimbursement for that position.

17. **Replace all old, inefficient upright vacuums with top-fill models to improve cleaning quality and indoor air quality (Wallace, Tucker – Mar 2009). Recommendation 159**

    Completed Tasks: The custodial staff currently uses Sanitaire upright vacuums.   These are durable and simple to operate, but they are also heavy and do not filter out dust particles. Two vacuums were tested and evaluated: Windsor Sensor, an upright vacuum that is popular in the hospitality industry but prone to high repair costs; and Proline backpack vacuum, which is ergonomically designed to be worn on the back and has a high filtration bag that removes almost all dust particles. A small number of each brand of vacuum was purchased for staff testing and feedback. The Proline backpack vacuum was found to be the best choice for most daily cleaning tasks. A small number of Windsor vacuums will be kept for large area carpet cleaning.   Additional feedback from custodial staff will be sought on the effectiveness and functionality of the new vacuums in the future.

18. **Evaluate SuRF (Service Request Form) work order system processing standards to ensure priority items are addressed in a timely manner and target completion timeframes are met (Foley, Tucker – Mar 2009). Recommendation 170**

    Completed Tasks: Since the system was rolled out in February 2008, the Facilities Department has processed 2,478 service requests (an average of 8 requests each work day). Since January 2009, the total is 650 requests (an average of 10 requests each work day).   A total of 46 job task categories for Facilities are tracked within the SuRF system. The top five job task categories of work requests over the past year are for equipment repairs (225), replacing light bulbs (182), making building repairs (175), assistance with locks and keys (159), and plumbing repairs (129).   Next steps include investigating methods to speed the return of completed work orders to dispatch in order to increase the service level agreement level, and evaluating additional job task categories to enable better tracking, budgeting and planning.

19. **Prepare bid documents to request bids to provide pest control services for all Library facilities (Tucker, Wallace – Mar 2009). Recommendation 175**

    Completed Tasks: Existing pest control services have been in place for several years without competitive bidding. Service levels at each branch have been defined and coordinated with the Sacramento County Integrated Pest Management Policy (IPMP).   Language from the IPMP has been

incorporated into the Library's bid specifications and placed on the Library and City's websites for public bidding.

Next Steps: The responses will be evaluated by a review committee consisting of Library and non-Library employees, in compliance with the Library's Procurement Policy. A vendor will be selected and contract approved for services at all branches requiring service to begin July 1, 2009.

20. **Replace or repair the damaged louvered windows at the Isleton Branch (Tucker – Mar 2009). Recommendation 204**

    Completed Tasks: Weather-tight fiberglass windows have been specified in collaboration with branch staff and River-Delta School District maintenance staff. The installation of the new windows will be done by Library Facilities staff as soon as the weather permits.

21. **Collaborate with County and State Library staff to fund the new Orangevale Library, currently slated for possible state bond act funding (Tucker, Ross – Mar 2009). Recommendation 206**

    Completed Tasks: Planning began in 2002 to identify funding for a new Orangevale Library. The County of Sacramento submitted a California Public Construction and Renovation Bond Act application in 2004. The Bond Act application was for $5,812,487 of a total project cost of $9,167,288. While the application was rated "outstanding", the State had too many excellent projects to fund even those deemed outstanding. In anticipation of a new Bond Act for local library facilities, staff provided Supervisor MacGlashan with updated Orangevale Library construction cost projections in August 2008. The project was placed on the County of Sacramento 2009 Federal Stimulus Projects List submitted in December 2008. Additionally, Library staff are monitoring Senate Bill 516, which is a measure to place a $4 billion Bond Act for Library Construction and Renovation on the November 2010 ballot.

22. **Purchase a software database system to serve as the digital repository for the policies and procedures to provide online access to all staff (Teichert, Barber – Mar 2009). Recommendation 13a**

    Completed Tasks: Staff has enabled a separate repository are on the Library intranet site (SPL@) to retain the Library's policies and procedures. This was not an option due to the inability to perform effective searches of the policies for key words or phrases. With recent upgrades to SPL@, staff can effectively search by key words and phrases, making this option viable. Staff is continuing to review third party database software that includes features that add value to the policy creation process. Staff has not yet selected a package that has been deemed to be worth the investment

compared to our current option on SPL@. Staff will continue to post completed policies and procedures on SPL@, and will review available third party software packages to determine if this is a practical, cost effective option.

23. **Update procurement and contract policy to revise requirements for Board approval of contracts (GJ 6; Library Board, Teichert, Library Authority Counsel – Mar 2009). Recommendation 15**

   Completed Tasks: Staff completed analysis of the number of contracts with values between $50,000 and $100,000 to estimate the number of additional contracts that would be addressed by the library Board if the Board approval amount was lowered to $50,000. Staff determined the number of additional contracts was about 20 additional per year that would require Board approval. Based on this review, staff proposed and the Board approved the revised Procurement and Contract Policy on February 26, 2009, that included the requirement for Board approval for all contracts of $50,000 or greater. Staff has conducted training of all Library managers regarding the new policy requirements. In addition, staff has implemented a comprehensive contract checklist to accompany all contracts as an internal control tool to ensure contracts comply with all procurement policy requirements. Staff will continue to provide training of procurement and contract policy requirements for managers and supervisors.

24. **Ensure that all proposed policies presented to the Authority Board will contain adequate internal controls (PA 1-2B; Teichert, Johnson – Mar 2009). Recommendation 25**

   Completed Tasks: Staff developed and presented a comprehensive internal control policy to the Library Board, which was approved on February 26, 2009. This policy establishes management's responsibility for developing, maintaining and monitoring internal controls. It further states that management is responsible for developing policies and procedures containing internal controls. The executive management team is responsible for comprehensive review of all policies prepared for Library Board review and approval. Management is consistently discussing appropriate internal controls related to each policy and incorporating the proper level of internal control within each policy. This responsibility is shared with the entire management team, but is the primary responsibility of the Library Director, Deputy Director of Administrative Services and the Finance Director. This is an ongoing responsibility. Training and review of the Internal Control Policy was conducted on February 4, 2009 for the management team. This included a review of key policy requirements and an overview of internal controls and the critical role they play related to business processes, transactions and control of library assets. Next steps include reviewing each policy and procedure to ensure the incorporation of

appropriate internal controls, and to train management and supervisory staff on internal controls and policy and procedure requirements.

25. **Complete the implementation of the new JPA Financial Structure through implementation of the Board-approved recommendations of the Finance Advisory Committee including the requirement to pay the remaining principal amount for the North Highlands-Antelope Library debt in full from existing fund balances (Teichert, Johnson – Mar 2009). Recommendation 229a**

   Completed Tasks: Staff is actively working with Chris Marx, County Debt Manager to effectuate the early retirement of the North Highlands-Antelope Library debt prior to June 30, 2009. Staff will advise the Library Board upon completion of this task through a report back in the monthly Library Director's Report to the Board.

26. **Complete the implementation of the new JPA Financial Structure through implementation of the Board-approved recommendations of the Finance Advisory Committee including the need to update the cost allocation plan for use in the FY 2009-10 budget process (Teichert, Johnson – Mar 2009). Recommendation 229i**

   Completed Tasks: Staff has retained Matrix Consulting Group to complete the cost allocation plan for the FY 2009-10 budget process. Matrix was selected by the Library's Finance Advisory Committee (FAC) to complete the cost allocation plan for the FY 2008-09 update. Based on their knowledge of the Library, the data they previously collected during the past two year on the performance of the Library's cost plan, and the short timeline required for completion in this budget cycle, staff selected Matrix on a sole source basis for one additional year. The first draft of the plan has been completed, with the final plan due on April 20, 2009 to use as the basis for shared cost allocation in the current budget process. Staff will then competitively bid the cost allocation plan update for a three year period beginning in September 2009.

27. **Complete the implementation of the new JPA Financial Structure through implementation of the Board-approved recommendations of the Finance Advisory Committee including meeting with the JPA Finance Advisory Committee (FAC) regarding the process and procedure for capital project priority determination (Teichert – Mar 2009). Recommendation 229j**

   Completed Tasks: A meeting of the Finance Advisory Committee (FAC) has been scheduled for April 2009 to finalize the process and procedure to prioritize capital projects. The FAC will complete the final criteria for prioritization of projects and prepare a final report for the Library Board by June 2009.

28. **Complete the implementation of the new JPA Financial Structure through implementation of the Board-approved recommendations of the Finance Advisory Committee including the completion and documentation of the Library interactions with County Fund 11 from a budget, planning and transaction perspective (Teichert – Mar 2009). Recommendation 229k**

    Completed Tasks: Library staff has worked closely with County staff to document, monitor and control the transactions occurring within the County's Fund 11 that are funded by the Library property tax funding. Library staff has worked cooperatively to understand and plan for this activity over the past several years. Staff works cooperatively on budget issues, monitoring expenditures, and has detailed the nature of expenses occurring within each Fund 11 account. This has also occurred with the revenue monitoring side, resulting in much better projections of tax and other revenues flowing into County Fund 11. Staff will continue to monitor the County Fund 11 budget, revenues and expenditures on a monthly basis, and will continue to participate in the budget development and modifications for County Fund 11 accounts.

29. **Instruct staff on gift and bequest process so they can accurately communicate information to patrons and members of Friends groups (DAS – Mar 2009). Recommendation 232**

    Train staff on gift and bequest processes to ensure that issues are handled consistently in all libraries, and the public and the Friends Groups receive accurate information (Teichert, Johnson, Landers – Mar 2009). Recommendation 266

    Completed Tasks: During the cash handling process development and training, Library staff also modified the receipt and handling of gifts and donations to the Library. Gifts from Library Friends Groups are given to the Library Branch staff, where they are received, documented and deposited into the daily branch bank deposit. A Friends Donation form is submitted to the Finance Department, where the gift is recorded a corresponding expenditure budget is established. The Library staff is then able to spend the funds for the purpose specified by the Friends Group. Training on this process was conducted in January and February and this process is now in place. Staff will continue to monitor the use of the Friends Donation process and make any necessary changes to ensure the process is efficient and functional. Reports will be provided to Friends Groups as requested.

30. **Document current insurance coverage amounts and identify renewal timeframes for planning needed changes (Teichert, Batchelor, Johnson – Mar 2009). Recommendation 234**

Completed Tasks: Staff has reviewed current insurance coverages and procured appropriate insurance for the current policy year. Staff is preparing to present the current insurance coverage and costs to the Risk Management Review Team at a meeting scheduled for April 2009. A plan will be developed based on the direction from the Risk Management Team for procurement of insurance coverages for the 2010 year.

31. **Establish a claims review team to meet regularly to review claims status for worker's compensation, property damage and personal injury claims (Teichert, Batchelor, Bagdassari, Johnson – Mar 2009). Recommendation 236**

    Completed Tasks: The claims review will be addressed by a Risk Management Team, which has been established and consisting of the Library Director, Library Counsel, Deputy Director of Administrative Services, Finance Director and the Human Resources Director. This team is charged with reviewing claims presented to the Library and advising the Library Director regarding the disposition of claims. This team will also periodically review insurance coverage limits and costs, and determine the best approach to procuring insurance services. Staff is currently discussing a change to purchasing Worker's Compensation coverage and will bring this review to the Risk Management Team.   A meeting is scheduled for April 2009 to coordinate the activities of the Risk Management Team for the next three months.

32. **Establish an organization-wide IT Steering Committee to oversee the planning and use of IT resources for the benefit of the Library organization and to ensure accountability of IT governance, systems, networks, projects and department deliverables to customers (PA 3-1; Calderon, Teichert, Landers - Mar 2009). Recommendation 120a**

    Completed Tasks: A charter for the IT Steering Committee has been developed and reviewed by support service managers. The charter describes the role, responsibilities and structure, and operational procedures of the IT Steering Committee. The committee will be chaired by Arevik Bagdassari, Director of Human Resources, and will include representatives from public services and administrative support units, such as Facilities, Finance and Human Resources. The first committee meeting has been scheduled for May 4, 2009, and will involve an overview of current IT operations, infrastructure and support resources.

33. **Implement and enforce a user access policy and account administration procedures that follow best practices (PA 3-2; Calderon, Worthy, Schupack, Carreon, Smith, Johnson, Bagdassari – Mar 2009).   Recommendation 121a**

Completed Tasks: Staff completed a project to more efficiently handle user access to Library information systems. Staff has created procedures for creating user accounts, granting access rights, and granting access to specific software applications defined by function or tasks. The process flow is relevant to creating, changing and removing user accounts in a timely and secured manner. User account requests are tracked by informational actions taken by department personnel, thus leaving a trail that can be reviewed upon request. The new procedure includes record keeping of resources assigned to users, such as cell phones and laptop computers. The process flow is initiated by the Human Resources department by generating tickets mainly to IT and Facilities departments. Any changes to user access rights require approval by the department manager. Staff will continue to monitor the current process flow to determine if modifications need to be made.

34. **Develop and report meaningful performance metrics to ensure network infrastructure is properly supported and maintained (PA 3-5; Calderon – Mar 2009). Recommendation 121g**

    Completed Tasks: On a monthly basis, network performance metrics provide bandwidth utilization for each branch. A second report keeps track of service interruptions caused by electrical outages or unplanned data circuit interruptions. The Closed Tickets report summarizes support service calls by type and location. The help desk system records duration of tickets in the queue, and time to resolution. This data is used to measure performance in compliance with the Service Level Agreement. Staff will evaluate the various reports on a regular basis to monitor service, measure personnel performance, measure resource allocation and to assist with planning purposes.

35. **Evaluate the adequacy of the Information Technology staffing (PA 3-10; Calderon – Mar 2009). Recommendation 131**

    Completed Tasks: The MGT Performance Audit report indicates IT support staffing is low compared to other library systems. Currently, three FTE technicians support more than 1,180 computers – a ratio of 1:393. The median ratio in a government sector is 1:237. On average, response to service tickets is 5 hours and 29 hours for complete resolution. While the IT department is using a variety of tools to monitor and resolve technical issues remotely, project initiatives from IT as well as other departments take about 40% their time outside the norm of maintenance and support of the computers and peripheral equipment. With new libraries opening within the next 15 months, the IT Department may soon experience a shortage of staff due to another 260 computers and peripheral equipment for these sites, which will directly impact customers and public service staff with delayed responses.

Next Steps: Staff will continue to evaluate support calls to identify and rectify trends associated with hardware and software configurations and selection of equipment. Staff will also provide additional technical training to reduce the number of support calls by 10%.

36. **Improve the efficiency and the responsiveness of handling help desk service requests by outlining responsibilities, establishing service levels and implementing tracking metrics (PA 3-6; Calderon, Worthy, Smith – Mar 2009). Recommendation 132**

    Completed Tasks: A number of steps have been taken to improve the efficiency and responsiveness of the help desk, including:
    - The IT supervisor is actively monitoring Help Desk tickets as they come in.
    - IT support staff do triage work upon arrival of request for support and assign to technician or analyst assigned to support the unit or applications
    - A comprehensive review of tickets help determine categories to group and collect statistics useful to evaluate support services and identify trends caused by defective equipment or bad configurations, for example
    - The Service Level Agreement defines specific response time and priorities assigned to four levels of service.
    - Tracking of service requests to determine response time and resolution in compliance with the Service Level Agreement
    - Post IT support service metrics on the Intranet.

    Staff will evaluate and adjust the help desk support schedule to determine the need for reduced or extended hours. Staff will also conduct a customer satisfaction survey to determine if the department is meeting customer expectations.

37. **Coordinate technology training efforts between the Information Technology and Human Resources departments (PA 3-8; Calderon, Smith, Worthy, Bagdassari – Mar 2009). Recommendation 133**

    Completed Tasks: The Information Technology and Human Departments worked in a coordinated manner to develop and provide several presentations to staff about Microsoft Office 2007 prior to installation. These presentations were very effective in helping staff to prepare for the upgrade.   Staff and customer training needs will be evaluated in preparation for the installation of additional self-check machines in all library branches.

38. **Follow new IT refresh policies to complete budget refresh of desktop computers, network equipment and self-check machines (Calderon – Mar 2009).   Recommendation 138**

Completed Tasks: In the Fall of 2008, IT staff conducted a complete inventory of computer equipment location-by-location. Staff matched equipment inventory in the database and added purchase date and relevant information help identify equipment by acquisition date, type, etc. During budget preparation process, IT staff participated by identifying and confirming the equipment to replace according to the refresh life-cycle to identify equipment due for refresh. Regular equipment refresh cycles improve performance and reliability of the equipment, and reduce security risks caused by incompatibilities with operational and technical requirements by core software applications. Without a refresh plan, aging equipment increases the total cost of ownership due to rising support costs for parts and the increase workload of support technicians spending time on repetitive tasks and reacting to problem solving due to rising equipment failures.

Next Steps: Staff will evaluate the current equipment refresh cycle for desktop computers to determine the costs/benefits of a five year refresh cycle. Staff will also evaluate the equipment failure rate and types of problems for the duration lifecycle.

39. **Implement network traffic monitoring and apply policies to balance demands for bandwidth and to maintain acceptable user response speed (Calderon, Worthy, Schupack — Mar 2009). Recommendation 143**

Completed Tasks: The IT department uses SolarWinds to monitor and manage network resources. The Orion Performance Monitor utility provides up-to-the minute graphic representation of resource utilization for all network components, including data circuits, servers and network equipment, such as routers and switches. This tool is also used to remotely configure and monitor the equipment used to provide customers wireless access to the Internet. When a network failure is detected, the Orion Performance Monitor graphically changes the status on the failing device and notifies technical staff who then initiate the process for resolving the problem expeditiously. The NetFlow utility provides granular technical information about resource utilization on specific devices. This tool helps determine the need to fine tune the system and is useful to help determine if additional resources are needed. Policies have been applied to balance demand for bandwidth. This is accomplished by splitting bandwidth into three segments, and dedicating these to core applications, which include Millennium, the Internet and Wi-Fi connections. These policies balance traffic flow evenly and prevent intensive consumption of bandwidth resources by a few users.

Next Steps: Staff will continue to monitor SolarWinds and the use of protocols to balance bandwidth utilization. Staff will also develop

benchmarks to assess future impacts in planning for new or enhanced programs and services.

40. **Develop and document a standardized procedure for processing returned checks (Elliott – Mar 2009). Recommendation 29n**

    Completed Tasks: Finance staff, in coordination with Central Circulation staff, has established returned check procedures to assure that all returned checks are documented and appropriately recognized in the general ledger and that collection efforts are initiated in a timely manner. Staff will determine a method of feedback from Central Circulation to Finance to ensure that collection efforts have been completed, and the process will be periodically monitored to ensure compliance.

41. **Establish a procedure and cycle for periodic internal cash audits (Espinoza – Mar 2009). Recommendation 29j**

    Completed Tasks: Finance staff has developed a cash audit program in order to periodically monitor compliance with cash handling and petty cash policies and procedures. The audit program will test at least three of the following four areas:
    - Cash drawer reconciliation
    - Petty cash transactions
    - Petty cash and cash drawer funds on hand
    - Analysis of deposit activity per revenue center

    In order to accomplish this, a schedule of branch visits (2-3 visits per month) has been developed. Audits will be performed by two Finance staff and will be reviewed by the Director of Finance, who is currently serving as Authority Auditor.

42. **Complete the FY 2006/07 Financial Audit and achieve a clean audit opinion (Johnson – Mar 2009). Recommendation 42**

    Completed Tasks: The Fiscal Year 2006/07 Financial Audit is on track and is scheduled to be submitted to the Authority Board for review at the May 28, 2009 Board meeting.

43. **Determine whether it is appropriate to centralize core accounting and finance functions in Finance (PA 1-1B; Johnson – Mar 2009). Recommendation 53**

    Completed Tasks: A review of financial processes and workloads was completed and it was determined that the employee responsible for procurement will be overseen by the Director of Facilities at this time. Procurement policies and procedures are monitored for compliance by Finance staff, and all procurements exceeding two thousand dollars are

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directly reviewed and approved by the Library Director or a designee. The procurement function will be re-evaluated when backlogs are minimized.

44. **Implement online timesheets for on call staff (Salvador, Viviano – Mar 2009). Recommendation 80**

Completed Tasks: Through the coordinated efforts of the Finance, Human Resources and Information Technology departments, system identifications were established and training provided that now allows the "on call" Shelver group to submit timesheets electronically online. This process will be extended to the remaining "on call" staff by June 2009.

45. **Monitor purchases to ensure compliance with required and documented processes (PA 1-4; Johnson, Baer, Espinoza – Mar 2009). Recommendation 29d**

Completed Tasks: Finance staff has established procedures for ensuring compliance with procurement policies and procedures on both the beginning and end of the procurement process. Documentation associated with procurement steps, such as bids, quotes, selection committee evaluations and contracts, are reviewed for compliance and accuracy. The appropriate purchase/sales orders and receiving documentation are forwarded to Finance for review before payments are made. The procurement processes will be monitored regularly to ensure compliance.