Sacramento Public Library Authority

Agenda Item			
Information/Action	**Board Meeting Date**	**Regular/Executive Meeting**	**Agenda Item No.**
Action	**January 22, 2009**	**Regular**	**5.1**

TO: Sacramento Public Library Authority Board Members and Alternates

FROM: Phil Batchelor, Interim Library Director

DATE: January 22, 2009

SUBJECT: Initial Assessment of the Personnel, Fiscal, Operational and Organizational Stabilization Needs of the Sacramento Public Library Authority

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INTRODUCTORY COMMENTS

The following assessment of the Sacramento Public Library Authority has been performed at the request and direction of the Library Authority Board. It is a comprehensive look at the fiscal, operational and organizational needs of the Library Authority and reflects the contributions of the men and women who represent this wonderful public resource.

This assessment not only takes into account the findings and recommendations of the Grand Jury report dated May 14, 2008, and the MGT Performance Audit report dated December 8, 2008, but has been expanded greatly and contains a comprehensive, in depth look at each of the functions and divisions that make up the Sacramento Public Library Authority.

This report takes into account the problems, shortfalls, and mistakes that were identified previously as well as a great many other issues, but does not attempt to assess blame for those shortcomings; rather, it contains a series of recommended actions that can be incorporated into a work plan to move the organization forward in a positive, proactive and expeditious manner.

The turmoil of the previous months that generated a divisive, painful, and highly unproductive working environment must be assuaged. This will be accomplished when a concerted effort is made to establish and maintain an environment that fosters integrity, courtesy, a striving for excellence and respect for all Library employees and our patrons.

This assessment is the product of a combined effort by employees from every branch and every level in the Library organization. The process of preparing this assessment included an invitation to all Library staff members to participate in identifying weaknesses, problems, issues and concerns that need to be addressed, as well as proposing positive and proactive steps that should be taken to increase productivity. Successfully addressing these items will significantly enhance efforts

to improve morale and facilitate cohesive and effective functioning of the organization and operations of the Library.

The following is a listing of approximately 300 recommended actions that are proposed to be included in a work plan to be executed during the next 18-month period. Each item listed below begins with a verb and contains the name of the person or persons who have been assigned to take the lead in seeing that the action is completed by the estimated completion date shown in parentheses. The names of many of the branch staff who will participate in these assignments have not yet been identified but will be within the next few days as staff provides feedback on the items in which they would like to be involved. If the recommended action deals with an item also identified by the Grand Jury, the letters "GJ" are shown; if it was mentioned by MGT of America in their Performance Audit, then the letters "PA" are referenced; and if the item was referenced in the Management Letter by the external audit firm Gilbert Associates, the letters "ML" are noted. The number that follows the GJ, PA or ML notation references the item number from these respective reports.

The action items are organized by department with subcategories. Although it might be desirable to arrange all of these recommended actions in descending order by priority, it is not practical considering the number of items and the wide ranging kinds of issues being addressed in this report. The estimated completion dates do not necessarily denote the importance of the items, as some high priority items – such as the opening of a new library – may take a year or more to complete, while some routine, lower priority items may be completed almost immediately. An effort has been made, however, to list the more important items first under each department/subcategory heading. Although there are a great many items included in this assessment, it is well to realize that it is also proposed that a significant number of staff members be assigned to accomplish these work plan items.

Once the Board approves this listing of recommended actions to be included in the work plan, then monthly progress reports will be brought to the Board identifying the items that have been completed since the last Board meeting. However, recognizing the Board's desire to move forward in as expeditious a manner as possible, a number of these recommended actions are already in process. It should also be noted that achieving a number of the recommended actions described in this proposed work plan will necessitate working cooperatively with Local 39 and the Library's supporting organizations – Friends of the Sacramento Public Library and their branch affiliate groups, and the Sacramento Public Library Foundation.

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RECOMMENDED ACTIONS: Review, discuss and approve the following:

Overarching Goal

1. Create an atmosphere of integrity by:
   - dealing honestly with employees and patrons;
   - treating all people with courtesy and respect;
   - admitting and apologizing when mistakes are made;
   - valuing each person's input and feedback;
   - making expectations clear;
   - recognizing the importance of follow through;
   - making and keeping promises;
   - requiring reporting and accountability for all work that is assigned;
   - communicating in an open, honest, timely manner;
   - recognizing and rewarding meritorious performance; and
   - requiring monthly progress reports from all managers and supervisors to measure the efficacy of this effort (ALL staff, continuous).

   The following actions will be taken in support of this objective:

   a) Proliferate a culture that fosters excellence, respect, integrity and growth by utilizing all regularly scheduled staff meetings (i.e. Branch Supervisors, Circulation supervisors, Youth Services, Quarterly All Staff, All Staff Training Day, Executive management and management Council) to reemphasize and reiterate the importance of working with each Library employee to support, encourage, hear, engage, hold accountable, train, affirm, and to recognize and reward their accomplishments (All Managers and Supervisors - continuous);
   b) Establish an effective measurement tool to evaluate the success of efforts to build a culture of respect and excellence and to measure the change in staff morale (Batchelor, Landers, Teichert, Shaffer, Calderon, Bagdassari - April 2009);
   c) Redesign the performance appraisal process that is to be used by all supervisors and managers to incorporate the use of goals that are specific, realistic, measurable, are outcome and productivity focused and that contain a date set for their completion (Batchelor, Landers, Teichert, Bagdassari - Feb 2009);
   d) Establish a training program for staff who have the responsibility of evaluating others that is focused on employee development, positive reinforcement, continuous positive interaction to build effective working relationships, setting clear expectations and how to coach, counsel, hold accountable, and recognize and reward the employees in creative ways for praiseworthy performance (Batchelor, Landers, Teichert, Haggard, Bagdassari - April 2009);

e) Charge all supervisory and management personnel to schedule meetings with each direct report to provide guidance, encouragement, training, and counseling and to show recognition and appreciation (Batchelor, Teichert, Landers, Bagdassari - Mar 2009);
f) Reinforce staff's understanding that the employee evaluation function is 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);
g) Develop and document a process that ensures all employees receive one or more written performance appraisals each year (PA 2-11; Bagdassari - Feb 2009);
h) Develop a recognition and rewards program to acknowledge meritorious performance (Batchelor, Landers, Teichert, Bagdassari - May 2009);
i) Investigate the desirability of establishing an Employee Suggestion Program to reward employees for suggesting efficiencies, productivity improvements and cost reduction measures (Bagdassari, Teichert - June 2009);

2. Work with the Board of Directors, management and staff to develop and implement a Code of Ethics for the Library (Batchelor, Teichert, Baer, Boerman, Viviano, Haggard - Feb 2009).

3. Schedule and conduct security assessments at all branches (PA 4-7; Tucker, Dahlberg - June 2009).

4. Update the Library's Disaster Preparedness Plan by:
   a) Evaluating and updating the Library's current Disaster Preparedness Plan (Tucker – Feb 2009);
   b) Writing and implementing evacuation plans for each branch library (Tucker - Jan 2009);
   c) Developing Standardized Incident Management Systems (SIMS) training to prepare for possible natural or man-made disasters (Tucker, Dahlberg, HR staff – June 2009);
   d) Acquiring an evac-chair for Elk Grove and Central to permit wheelchair-bound evacuations from upper floors (Tucker, Dahlberg - Feb 2009);
   e) Holding regular evacuation drills at all branches (Tucker, Dahlberg - Dec 2009).

5. Develop a Disaster Recovery (Business Continuation) Plan by:
   a) Developing a list of disaster recovery scenarios and response mechanisms that will provide a business continuation response within 24 hours from the point of a service interruption (Tucker, Dahlberg, Calderon - Feb 2009);
   b) Evaluating existing data backup and storage systems for completeness, security and speed of access in case of an emergency (Tucker, Calderon - Mar 2009);
   c) Establishing or expanding a secure offsite data storage and retrieval location (Tucker, Calderon - Mar 2009);
   d) Testing data backup and restore systems at an off-site location, presuming a complete loss of the existing server room at Central (Tucker, Calderon - April 2009);
   e) Establishing a contact list of SIMS-trained staff and methods in order to be able to communicate with them in the event of an emergency (Tucker, Dahlberg - May 2009).

6. Establish a methodology to store a copy of the agenda and minutes of all Authority Board meetings in a secure offsite storage facility; identify and implement a solution for archiving a video record of Board meetings (Haggard, Calderon, Shaffer - Mar 2009).

7. Hire a new Library Director who can support the pursuit of excellence in the operation and organization of the Sacramento Public Library Authority, who will foster an environment of civility, integrity and respect, and who possesses business and government experience as well as the required library science educational background (PA 6-2; GJ 2; Library Board, Batchelor, Haggard - June 2009).

8. Recruit and hire or contract for the services of a new Library Authority Counsel to meet the legal advisory needs of the Authority (GJ 9; Library Board, Batchelor, Haggard - June 2009).

9. Adopt a resolution to vest the Treasurer and Auditor functions in two separate individuals, naming the Deputy Director of Administrative Services as Treasurer and the Finance Director as Auditor/Controller for the Authority (GJ 7; Library Board, Batchelor, Teichert - Feb 2009).

10. Develop a new communication vehicle entitled "**The Director's Bulletin**" in order to keep the members of the Board and all staff apprised of important decisions, actions and developments that impact the operations and organization of the Library (Batchelor, Haggard - Jan 2009).

General

11. Develop a comprehensive system-wide strategic plan that embraces the Library's foundational strengths, implements industry best-practices, establishes a shared vision, and engages all staff (PA 6-1A, 6-1B).
    a) Incorporate the strategic plan in planning and considering new initiatives (Library Director, Management team and staff - Jan 2010);
    b) Develop system-wide and departmental key performance indicators (Baer, Barber, Management and staff - Jan 2010);
    c) Evaluate the feasibility of implementing performance metric "dashboard" and reporting software (Barber - Mar 2009).

12. Conduct a comprehensive functional evaluation, including a compliance audit of the Human Resources department to determine if improvements can be made in its service delivery systems, and to determine necessary policy and procedure changes to comply with HR industry best practices (GJ 4; Library Board, Batchelor, Teichert, Landers - Jan 2009).

13. Establish comprehensive system-wide policy and procedures manuals to assist in Authority operations (GJ 11; Batchelor, Teichert, Landers, Johnson, Bagdassari, Baer, Barber, Library Authority Counsel, All Branch Supervisors, Department Heads, and staff from the branches - June 2009).
    a) 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).

14. Establish a standing committee to provide direct financial oversight of Library operations (i.e. Budget-Audit Committee) (GJ 5; Library Board - Jan 2009).

15. Update procurement and contract policy to revise requirements for Board approval of contracts (GJ 6; Library Board, Teichert, Library Authority Counsel - Jan 2009).

16. Prepare an annual report that will include a budget summary, significant accomplishments and future plans (GJ 8; Library Director, Shaffer, Teichert, Landers - Oct 2009).

17. Examine the desirability of holding regular small group meetings of staff with the Library Director (Library Director, Haggard - Feb 2009).

18. Study the desirability of modifying the management oversight of the Library organization by considering the addition of a Chief Executive Officer and

other management positions (GJ 1A; GJ 1B; PA 6-3; Authority Board, Library Director, Library Authority Counsel - June 2009).

19. Organize and hold a Board Workshop to review and establish priorities for the Library for 2010 (Library Director, Library Authority Counsel - Nov 2009).

20. Fully organize the administrative file area and assign primary responsibility for maintenance and tracking (McDonald, Puerner, Haggard - Dec 2009).

21. 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).

22. Implement a regular schedule of internal departmental service surveys and develop a plan to disseminate the survey results (Batchelor, Teichert, Barber, Baer, Shaffer - June 2009).

23. Evaluate and revise the data collection process for regular patron usage reports (Barber, Biddle - June 2009).

Finance

Internal Controls

24. Evaluate existing internal controls and develop those needed to provide proper Board-level oversight of the Library Authority operations (GJ 10; Batchelor, Teichert - June 2009).

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

26. Create a comprehensive Fraud Policy for the Library organization, promoting the development of internal controls and establishing the expectation for consistent organizational behavior (ML10; Teichert, Johnson - Feb 2009).

27. Create and document a monthly close process, identifying appropriate reconciliations, accruals, and analysis that need to be completed prior to creating monthly financial reports as a key internal control requirement (ML1A; Johnson, Espinoza, Baer, Teichert - Jan 2009).
    a) Establish a process for recognizing online payment revenue (Johnson - Jan 2009).

b) Establish a process for regular allocation of postage expense (Johnson - Jan 2009).

28. Create and document the annual close process, identifying appropriate reconciliations, accruals, and analysis of prepared-by-client schedules that need to be completed prior to creating the audit trial balance to minimize adjusting journal entries as a key internal control requirement (ML1B; Johnson, Espinoza, Baer - Jan 2009).

29. Establish comprehensive internal control procedures over all finance and accounting functions and document in a comprehensive Accounting Policies and Procedures Manual (PA 1-1A; ML3; Johnson, Espinoza, Teichert - June 2010).
    a) Develop, document and implement policies and procedures pertaining to cash management, including receipts (e.g. fine and fee revenue) and disbursements (e.g. fine and fee refunds, petty cash payments, etc.) (PA 1-5; ML2; Barber, Baer, Finance Staff - June 2010).
    b) Develop comprehensive cash handling policies and procedures for all library branches (GJ 14; Teichert, Johnson - Jan 2009).
    c) Consider the accounting treatment for the Library's materials inventory (i.e. additions, losses, disposition, etc.) through summarized entries from the Millennium System (Espinoza, Rokke - June 2009).
    d) Monitor purchases to ensure compliance with required and documented processes (PA 1-4; Johnson, Baer, Espinoza - Mar 2009).
    e) Develop a process whereby accounts payable invoices are scanned in order to allow for electronic review and approval of invoices by appropriate level managers (Boerman - June 2009).
    f) Develop an efficient method to confirm that all charges on Travel Agency invoices are correct and appropriate (Boerman - Feb 2009).
    g) Establish greater delineation in payroll liability accounts associated with employee benefits to improve account reconciliation process (Salvador - June 2009).
    h) Require the Payroll Technician to verify pay rates and reconcile the prelist to source documents, prepare a control by department of hours worked before processing, and reconcile the control total to the prelist (ML5; Salvador - Jan 2009).
    i) Review and implement changes to direct cost allocation structures for various revenue and expenditure accounts (Baer, Espinoza, Boerman - June 2009).
    j) Establish a procedure and cycle for periodic internal cash audits (Espinoza - Mar 2009).
    k) Complete documentation of the accounts payable, cash receipts and revenue posting modules (PA 1-2A; Boerman, Elliott - Dec 2009).

l) Develop policies and procedures that restrict the use of credit cards (GJ 13; Teichert, Johnson - Jan 2009).
m) Develop and document standard operating procedures between Human Resources and Payroll functions, including an adjustment to the payroll process to include provision of employee record changes from Human Resources to payroll (Johnson, Espinoza, Salvador, Bagdassari, Viviano - June 2009).
n) Develop and document a standardized procedure for processing returned checks (Elliott - Mar 2009).
o) Establish a process for cash replenishment of branch petty cash accounts rather than replenishment by checks made payable to the petty cash custodians (Espinoza - June 2009).
p) Standardize and integrate all grant processes including application, awards, accounting, and monthly reporting of grant revenues and expenditures and notification of any journal entries affecting the grants (ML 14; Johnson, Landers, Elliott - June 2009).
q) Develop and standardize process for identifying all balances and changes to Temporarily Restricted Net Assets (Johnson, Espinoza - June 2009).

Cash Management

30. Purchase a safe for each branch library that contains a slot for the deposit of cash (Tucker, Teichert, -Jan 2009).

31. Secure the safes in each branch in order to increase the level of security (Tucker – Jan 2009).

32. Utilize dual custody safeguards to account for and deposit cash in the branch safe and provide the Department of Finance with a duplicate copy of the deposit slips (Johnson, Teichert – Jan 2009).

33. Improve the system for the collection and pickup of all cash collected in the branches (Tucker, Johnson, Teichert - Jan 2009).

34. Work with staff in the branches to develop a procedure for accepting and handling cash (Johnson, Teichert - Jan 2009).

35. Provide cash handling training for staff in each of the branches (Johnson - Jan 2009).

Finance Staffing

36. Recruit, hire and fully train the Accountant/Budget Analyst position to help fully staff the Finance Department (GJ 12; PA 1-3A; Johnson - Jan 2009).

37. Review and revise finance job classification titles and descriptions (Johnson, Bagdassari, - Jan 2009).

38. Hire a permanent accounting position to replace the dependence on temporary agency staffing in the Finance Department (Johnson, Bagdassari - Jan 2009).

Budget

39. Implement and enforce the budget control feature of the electronic purchase order and requisition system to identify transactions that exceed budgeted allocations (PA 1-3B; Johnson, Teichert, Tucker - Dec 2009).

40. Train branch supervisors and managers on the budgeting process and how to use financial reports to adhere to established budgets (PA 1-3B; Baer - April 2009).

41. Prepare the FY 2009/10 Budget utilizing a standardized, easy to read format that clearly lays out the budget (Teichert, Baer, Puerner, Johnson - June 2009).

Audits

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

43. Complete the FY 2007/08 Audit and achieve a clean audit opinion (Johnson – May 2009).

44. Complete the FY 2008/09 Audit and achieve a clean audit opinion (Johnson - Nov 2009).

45. Develop a financial document retention methodology for the Authority that allows for appropriate control of accounting documents to ensure their availability for review and audit (ML6; Boerman - July 2009).

46. Record post-closing journal entries in the General Ledger system at the close of each annual audit (ML9; Espinoza - May 2009).

47. Establish a policy requiring the completion and presentation of audited financial statements within five months of the end of the fiscal year (Johnson - Jan 2009).

Treasury and Investment Functions

48. Review and evaluate other investment options that are compliant with the investment policy (Johnson, Teichert - June 2009).

49. Develop a process that will allow for the improved allocation of investment income to funds and orgs (Johnson - June 2009).

50. Amend the contract for fiscal services with the City of Sacramento to provide for investment and treasury services only (Teichert - April 2009).

Policies and Procedures

51. Develop travel and training policies and procedures for all library staff and implement by creating a process map for travel authorizations, registrations, travel arrangements and reimbursements and train staff on the process (GJ 13; Teichert, Johnson, Bagdassari - Jan 2009).

52. Post process information on staff intranet (Johnson, Puerner - May 2009).

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

54. Explore the feasibility of establishing a vacation policy for finance personnel that facilitates cross training of staff to enable them to perform the various other finance functions in a staff member's absence as a key internal control, and include this policy as part of a comprehensive accounting manual (ML12; Espinoza - June 2009).

55. Develop a policy that provides for the allocation of interest income to specifically designated and restricted project accounts that are established as a result of donated funds (Johnson, Teichert, Landers - June 2009).

56. Develop a more efficient process for receipt and tracking of gifts, donations and bequests (Elliott - June 2009).

57. Develop a procedure to train staff on how to account for, report and maintain grant proceeds (Elliott - June 2009).

58. Implement a procedure to allow payments by credit card through use of the e-commerce software for online payments (Johnson, Calderon, Teichert, Landers - Jan 2009).

Financial Management Reports

59. Provide monthly revenue and expenditure variance reports to management and to the Authority Board and review with the Executive Management Team on a regular basis (PA1-2A; ML4; Johnson, Espinoza - Jan 2009).

60. Create a financial plan that provides long range projections to the Authority Board (Teichert, Johnson - July 2009).

61. Establish a clear, comprehensive process to track and report Customer Amounts Owed and include aging information for all accounts (Teichert, Calderon, Johnson - Jan 2009).

62. Discuss with the Independent Auditors the desirability of including Fund 11 net assets and financial activities in the Library Authority's financial statements (Johnson - June 2009).

63. Create a Comprehensive Annual Financial Report (CAFR) that complies with the standards of the Government Finance Officer's Association (GFOA). (Johnson - Sep 2010).

64. Develop a process to enable the Finance Department to receive feedback from management on significant issues related to their financial reports. (Baer - June 2009).

65. Utilize an additional general ledger segment code to increase the functionality of the reporting activities. (Johnson - June 2009).

Financial Training:

66. Survey department staff to determine training needs; develop a regular training program for Finance Department staff (Johnson - Jan 2009).

67. Develop and implement a training plan for the electronic purchase order and requisition module of the Eden System for those that request purchases and for those that approve purchases (PA 1-4; Teichert, Tucker, Miranda, Johnson - June 2009).

68. Develop a series of workshops to train staff using online tutorials for advanced Eden System modules (Johnson, Bagdassari - May 2009).

69. Train branch staff on cash management/handling procedures (PA 1-5; Johnson - Jan 2009).

Finance Systems

70. Implement the use of the Accounts Receivable Eden module, including process documentation and desk procedures, in order to maintain a detailed accounts receivable ledger for all funds and for review of aging reports (ML7; Johnson, Espinoza - June 2009).

71. Purchase and install software that bridges the Millennium System materials purchasing to the Eden Accounts Payable System (Johnson, Rokke, Calderon – July 2009).

72. Fully implement the Eden Fixed Assets module to:
    a) Maintain a detailed capital assets ledger;
    b) Provide a basis for tracking depreciation; and
    c) Provide a basis for conducting regular physical inventories of fixed assets. (ML8; Espinoza, Boerman - June 2009):

73. Determine the best method of inventorying all library assets (Johnson, Teichert, Tucker, Calderon, Rokke - May 2009).

Financial Management

74. Direct all management and staff to consider ideas that generate and/or conserve resources to maximize efficiency and productivity in an environment of limited resources and capacity (Library Director, Teichert, Johnson - Ongoing).

75. Analyze the actions that should be taken to collect the outstanding balances due of fines and fees and consider various methods to encourage payments and review the need to write-off uncollectible accounts, etc. (Teichert, Johnson - May 2009).

76. Transfer all property taxes dedicated for Library purposes to the Library Authority, including the balance of funds in County Fund 11 (Teichert - June 2009).

77. Resolve former County pension fund issues with the County of Sacramento to reconcile the outstanding liability from the 1995 agreement with the County (Teichert, Balter - June 2009).

78. Resolve the outstanding liability for the 14 retirees that have retired under the incorrect PERS retirement formula (Teichert, Bagdassari - June 2009).

79. Rearrange the finance workspaces to improve the work environment (Johnson - Aug 2009).

80. Implement online timesheets for on call staff (Salvador, Viviano - Mar 2009).

Human Resources

81. Develop and implement a Succession Planning initiative to ensure knowledge transfer, provide upward mobility, and ensure continuity of library leadership (Bagdassari, Management, HR Team - June 2009).

82. Negotiate Local 39 Library Unit contract renewal (Bagdassari - June 2009).

83. Implement a process that provides feedback from the branches regarding on-call performance (Bagdassari, Phipps, Public Services – May 2009).

84. Establish an empowerment environment that fosters collaboration, knowledge sharing, open communication and recognition (Bagdassari, Management Council, HR Team - Feb 2009).

85. Develop a standardized Human Resources report to be disseminated to staff on a monthly basis regarding vital HR statistics (Bagdassari, Viviano, Trejo - Jan 2009).

86. Relocate the Human Resources offices to a more appropriate location that will provide for security and privacy and co-locate the Trainer position as a part of the HR office (PA 2-3A; Bagdassari, Tucker, Worthy - Feb 2009).

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

88. Develop a Human Resources strategic plan that incorporates the use of the performance measurement process (PA 2-2; Bagdassari, Phipps - April 2009).

Staffing Levels in Human Resources

89. Review the staff levels in the Human Resources Department to determine the appropriateness of the current staff component in the department (PA 2-1A; Bagdassari - Mar 2009).

90. Determine if it is feasible to reduce the Human Resources Department's workload by delegating some functions to employees located in the branches (PA 2-1B; Bagdassari, Management Council - April 2009).

91. Review the current assignments of labor relations functions in the Human Resources Department to ensure optimum efficiency (PA 2-14; Bagdassari, Phipps - April 2009).

92. Examine the need to fill the Training Supervisor position to design and conduct training programs (PA 2-8 Bagdassari, Mar 2009).

Training

93. Create a consolidated and coordinated training strategy that provides for the training needs of all staff members and ensures consistency of message, standardizes delivery, ensures qualifications of trainers, provides training follow-through, and ensures effectiveness of training efforts (PA 2-9A, PA 2-9B, PA 2-10; Bagdassari, Teichert, Landers - Mar 2009).
    a) Publish regular training opportunity updates in the Friday Finale. (Bagdassari - Jan 2009).
    b) Establish a method to improve the tracking of employee training records, possibly through a software solution (PA 2-9C; Bagdassari, Calderon - Mar 2009).
    c) Identify available resources that can be utilized for training, such as partnering with parent agencies, seeking to partner with other agencies, using in-house experts, and using Web-based training opportunities to supplement more traditional training methods (Bagdassari, Management Council - Mar 2009).
    d) Develop regular staff training schedules of all available training being offered to Library employees and post to staff intranet (Bagdassari - April 2009).
    e) Train staff to hold fewer, more efficient meetings by distributing the agenda in advance of the meeting, making assignments and recording the decisions and actions that will serve as the basis for follow-up and accountability (Bagdassari - May 2009)
    f) Establish a technology training task force to train branch staff on basic technology issues to facilitate superior customer service to the public (Wood, Calderon, Scharlach, Graves – Jul 2009).
    g) Continue to develop and improve the orientation and training plan for all new staff members (Bagdassari - Ongoing).
    h) Develop or provide access to a program for staff leadership development similar to *Frontline Leadership*. (Bagdassari - Dec 2009).
    i) Expand the New Supervisory Training Program to all supervisory levels (Bagdassari, Management Council - Apr 2009).

94. Develop a process to provide labor relations training to the branch services managers and supervisors (PA 2-14; Bagdassari, Phipps, Wood - Mar 2009).

95. Develop and implement training programs to enhance employee skills, knowledge and abilities in how to serve the public effectively (Bagdassari, Management - April 2009).

Human Resources Polices and Procedures

96. Prepare a Personnel Policy and Procedures Manual that can be disseminated to all employees and posted on the Intranet, with all HR policies kept in a centralized location on intranet (PA 2-1B, PA 2-4; Bagdassari, HR Team - June 2009).

97. Prepare a New Employee Orientation Handbook that will be given to all newly hired employees and posted on the Human Resources' intranet page (PA 2-4; Bagdassari, Marketing, HR Team - Dec 2009).

98. Prepare a Human Resources Department Manual that contains comprehensive operating protocols that will ensure proper segregation of duties and checks and balances (Bagdassari, HR Team - June 2009).

Human Resource Systems

99. Work with the Information Technology Department to provide the following human resources information on the intranet:
    - Human Resource policies and procedures;
    - Salary schedules;
    - Job openings;
    - Benefit information;
    - Human resource forms;
    - Training opportunities;
    - New Employee Handbook (Bagdassari, Calderon, Shaffer, HR team - July 2009).

100. Complete an employee records audit and revise the current filing system (Trejo, HR Team - July 2009).

101. Audit and update employee information in Eden system, including but not limited to hire dates, seniority dates, anniversary dates, etc. (Bagdassari, HR Team - July 2009).

102. Add a new code to Hour Types in Eden to be able to monitor sick time used in order to better track SDI integration with PTO hours. (Bagdassari, Viviano, Finance - July 2009).

103. Provide online Summary Plan Descriptions (SPDs) of all insurance benefits offered to Library employees with links to healthcare providers (Bagdassari, Calderon, Viviano - Sep 2009).

Employee Benefits

104. Explore the desirability of issuing a Request for Proposal to select a new Workers' Compensation carrier, to outsource case management, and to partner with an Industrial Medicine physician who can act as a medical review officer for workers' compensation claims (Bagdassari, Viviano, Phipps - June 2009).

105. Study the feasibility and economic desirability of issuing a Request for Proposal to select a new broker to provide health, vision, dental, and other benefits for Library employees (Bagdassari, Viviano, Phipps - June 2009).

106. Explore the desirability of utilizing software to create an annual total compensation report for all employees and investigate the feasibility of acquiring programs to help employees to meet health care cost challenges in tight economic times (Bagdassari, Phipps, Viviano - Feb 2010).

107. Study the feasibility of adopting system-wide wellness and safety initiatives to reduce Workers' Compensation and health benefit costs (Bagdassari, Tucker, Wellness Team - July 2010).

108. Investigate the feasibility of establishing work/life balance program in order to maximize job retention efforts during difficult budget years (Bagdassari, Management Council, Viviano - July 2010).

109. Investigate feasibility of using a software solution to facilitate tracking leaves (medical, WC, FMLA, CFRA, PDL, PFL etc). that will provide reports, reminders, notification letters and appropriate forms to employees. (Bagdassari, Viviano, Phipps, Ferrelli - Dec 2009).

Classification and Recruitment

110. Evaluate the benefits of consolidating job classifications that share similar duties and pay scales (PA 2-13; Bagdassari, Phipps - Mar 2010).

111. Define and develop an Internship Program as a tool to supplement the workforce and to assist in recruitment efforts (Bagdassari, Management Council, Ferrelli - Jan 2010).

112. Finalize the study to update the broadband compensation structure, revise if appropriate and take recommendations to the Board for approval (Bagdassari - June 2009).

113. Automate the new employee recruitment and hiring process (Bagdassari, Calderon, Tucker, Ferrelli, Trejo - Dec 2010*).*

114. Standardize and reorganize data management tools used to track applicants and employees (PA 2-12; Bagdassari, Viviano, Trejo - Jan 2009).

115. 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).

116. Examine the desirability of revising the current policy used to hire Library Services Assistant positions in order to be able to maximize the recruitment and retention of quality employees (Bagdassari, Phipps, Ferrelli - June 2009).

117. Review the process of verifying potential candidates' history to ensure that accurate information is obtained regarding background checks, employment history and reference checks (PA 2-6A; Bagdassari, Phipps, Ferrelli, Trejo - June 2009).

118. Create a plan to conduct targeted recruiting that will also increase the recruitment of bilingual staff and explore the possibility of obtaining grant funding to assist in financing this effort (Bagdassari, Phipps, Ferrelli - Jan 2010).

119. Explore the desirability of purchasing software to automate applicant tracking and response time (Bagdassari, Phipps, Ferrelli - July 2010).

Information Technology

Strategic Planning and Management

120. Develop and adopt a formal Information Technology (IT) governance structure (PA3-1; Calderon, Teichert, Worthy, Smith - May 2009).
    a) 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 patrons (PA 3-1; Calderon, Teichert, Landers - Mar 2009).

b) Establish a Public Services/IT task force as an element of the governance structure to evaluate and recommend new technologies useful in the delivery of public services, and to be used as one of many inputs into the IT Strategic Plan (Calderon, Landers, Freeman, Dentan - April, 2009).

c) Develop a comprehensive Strategic Plan for IT in support of the Library Strategic Plan and as a key element of the IT governance structure (Calderon, Teichert, Worthy, Smith - December 2009)

121. Develop and implement a comprehensive framework of Information Technology policies and procedures to ensure business and operational continuity and proper delivery of services (PA 3-2; Calderon, Worthy, Smith - June 2009).

a) 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).

b) Develop and implement Information Technology change control processes to ensure hardware and software changes are scheduled, planned, authorized and documented properly (PA 3-4; Calderon, Worthy, Smith - Oct 2009).

c) Establish measures and monitoring procedures for Information Technology projects (PA 3-1; Calderon, Worthy, Smith - June 2009).

d) Develop an Information Technology procurement procedure to ensure effective utilization of resources (PA 3-9; Management - June 2009).

e) Implement Information Technology project management methodology to ensure best practices and timely implementation through project development, execution, scheduling, change control, quality assurance, user testing and project closeout (PA 3-3; Calderon - June 2009).

f) Improve and manage the Information Technology Help Desk proactively by assessing customer expectations through survey and evaluation of performance commitment (PA 3-6; Calderon - April 2009).

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

h) Define the E-Rate telephone service discount program available to libraries; process and secure E-Rate discounts for telecommunication services by completing all required forms and filing these accordingly with the Schools and Libraries Corporation and vendors (Calderon – Ongoing).

Support the Delivery of Public Services.

122. Implement self-service technologies and processes to leverage branch staff resources and increase productivity of the Library operations (PA 5-1; Calderon, Branch Services Managers - Oct 2009).

123. Evaluate the feasibility of installing adequate self-check service equipment in all library branches (PA 5-6; Tucker, Calderon, Worthy - June 2009).

125. Assess the new model of service to identify equipment, network infrastructure requirements and staffing needs for all existing and new library branches (Dentan, Calderon, Worthy, Smith - Oct 2009).

126. Improve customer service through enhancements to the Millennium customer database software
   a) Improve customer access to library collection with software enhancements by completing migration to a new Millennium server (Calderon, Worthy, Smith - Oct 2008).
   b) Improve online catalog with software enhancement by adding images of Book Jackets and Reviews (Calderon, Smith - Nov 2008).
   c) Improve online catalog by adding spell check, dictionary and RRS Feeds (Smith, Calderon - Jan 2009).
   d) Improve online catalog with Amazon-like menu and display of results of materials in the collection (Calderon, Smith - Mar 2009).

127. Complete assessment for installation of credit card swipe devices at branches (Johnson, Calderon - Jan 2009).

128. Migrate to a new the PC Reservation system and provide the necessary training to allow for effective utilization in all branches (Calderon, Worthy, Carreon - April 2009).

129. Maintain featured lists and RSS feeds of materials in languages other than English (Public Services, Smith - June 2009).

130. Explore the implementation of a Federated Search catalog (Calderon, Smith - Feb 2009).

General Information Technology Items

131. Evaluate the adequacy of the Information Technology staffing levels (PA 3-10; Calderon - Mar 2009).

132. 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).

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

134. Evaluate and redesign the structure of the staff intranet to ensure accurate navigation and storage of staff documents (Calderon, May 2009).

135. Utilize the Intranet website more effectively to communicate Information Technology-related information (PA 3-7; Calderon - Jan 2009).

136. Issue an RFP to competitively procure collection agency services (Calderon - Feb 2009).

137. Review the existing computer installation model to improve software imaging, technical support and standardization of allowed software and plug-ins (Calderon, Worthy, Smith - June 2009).

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

139. Complete assessment of VMWare technology (new "green" server technology) as part of server refresh in effort to consolidate equipment and reduce costs (Calderon, Worthy - Jan 2009).

140. Upgrade the new version of Microsoft Office on all computers system wide and provide the necessary staff training to be able to effectively utilize the new software (Calderon, Bagdassari - Feb 2009).

141. 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).

142. Review network security for remote access of work computers by staff (via Virtual Private Network connections) with recommendations to keep or enhance current security and infrastructure levels (Calderon, Worthy, Schupack - June 2009).

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

144. Evaluate the feasibility of eliminating paper mailers for holds and overdue notices (Calderon, Freeman - July 2009).

145. Find a better solution for staff to share news, information and content about the organization and consolidate the number of places staff go for information, utilize advanced communication tools with integration with user account logins (Calderon, Worthy, Smith - May 2009).

146. Develop a process to allow staff to create and manage their own reports from the Integrated Library System (Calderon, Smith - Oct 2009).

147. Purchase and implement Internal Blogging Software. (Bagdassari, Calderon, Shaffer - May 2009).

148. Reformat Bib-level pick list (Millennium) to improve readability for staff (Calderon, Smith, public services - Dec 2008).

149. Consider removing fax machines from branches where they are no longer cost-effective (Calderon, Worthy, branch supervisors - December 2009).

Facilities

Environmental and Energy Efficiencies and Green Initiatives

150. Work with the Cities and the County to perform an energy efficiency audit of all library facilities to determine if monetary and energy savings can be realized (Tucker, Wallace - Oct 2009).

151. Reduce reliance on and usage of personal appliances such as space heaters and refrigerators to save energy and maintain safe work environments (Tucker, Nash, Wallace - July 2009).

152. Gather energy usage cost statistics for all branches and evaluate on a cost per square foot per hour open basis (Tucker, Keith Roberts - July 2009).

153. Educate Library staff on energy saving practices such as 68/78 degree set points, turning off lights, task lighting in workstations, etc. (Tucker, Wallace, Nash - Feb 2009).

154. Participate in the City of Sacramento's Energy Management Performance Contract, identifying energy efficiency projects that are paid back through audited energy cost avoidance (Tucker, Wallace - June 2010).

155. Convert cleaning chemicals to 100% Green Seal certified in compliance with green housekeeping LEED objectives (Wallace, Tucker - July 2009).

156. Complete the implementation of recycling systems for paper, cardboard, books, cans and bottles at all feasible branches (Wallace, Tucker - Feb 2009).

157. Develop policies that directly address reduction of the Library's "carbon footprint" (Wallace, Tucker - July 2009).

158. Reduce the margins for printed materials to use less paper and reduce costs (Wallace, Tucker, Shaffer - July 2009).

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

160. Establish a priority list of energy projects at the branch level based on the cost per square foot and collaborate with County and the City of Sacramento maintenance departments to implement improvements (Tucker, Wallace - 2010).

Custodial

161. Improve custodial services and related processes to better serve branch patrons by posting an update all custodial schedules and daily task lists on SPL@ for branch staff review and information (Wallace, Tucker, K. Moore - Feb 2009).

162. Implement a regular and documented custodial services inspection process to provide regular feedback to staff and to recognize outstanding performance (Wallace, Tucker, Moore - April 2009).

163. Implement rotation schedule for floor project cleaning utilizing the new custodial floor specialist (Wallace, Tucker - Feb 2009).

164. Implement staff rotation at the branches to vary the time of day cleaning (Tucker, Wallace - Feb 2009).

165. Explore staffing options for day custodial coverage in branches since the current services are pre-opening only and provide no service during open hours (Wallace, Tucker - July 2009).

166. Expand the Central Library custodial hourly task list to include all branch custodial duties, listed by hour (Tucker, Wallace - Feb 2009).

167. Work with Sacramento City staff to replace the trash enclosure at South Natomas that was removed by the city to allow for the installation of the rose garden (Tucker, Wallace - July 2009).

168. Coordinate schedules with Galleria staff to share labor resources and increase custodial staffing flexibility (Wallace, Tucker, Bennett - Feb 2009).

169. Restructure supervision of Central Library's custodial staff (Wallace, Nash, Tucker - July 2009).

Maintenance

170. Evaluate SURF work order system processing standards to ensure priority items are addressed in a timely manner and targeted completion timeframes are met (Foley, Tucker - Mar 2009).

171. Consider the addition of a second maintenance truck that is equipped with tools, ladder rack and equipment for field maintenance service (Wallace, Tucker - July 2009).

172. Conduct tool inventories and quarterly tool audits (Wallace, Tucker - May 2009).

173. Establish a deferred maintenance list of projects that need to be completed but for which funding has not yet been identified (Tucker, Wallace, Baer - July 2009).

174. Continue to track daily and major maintenance expenditures at all branches (Tucker, Wallace - Feb 2009).

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

General

176. Finalize interim appointments and fill open positions in the Facilities Department (PA 4-1; Tucker - July 2009).

177. Investigate options for moving General Services to a centrally located warehouse space (PA 4-8; Tucker, Wallace, Nash, Teichert - Jan 2010).

178. Update the Injury and Illness Prevention Plan (IIPP) and disseminate to all library staff on its uses and benefits (PA 4-9; Tucker, Bagdassari, Dahlberg, Ferrelli - June 2009).

179. Develop staff resources and training for purchasing processes including Request for Proposal/Quotation (Johnson, Tucker - Sep 2009).

180. Evaluate all libraries' space plans for compliance with the Public Services new Model for Service (Tucker, Ross, Model for Service Team - June 2009).

181. Involve representatives from the various branches in designing a process to select the technology, furniture, other equipment to be used in the branches (Library Director, Tucker, Teichert, Landers - April 2009).

182. Perform electrical and data evaluation for all branches for potential installation of stack-end public catalogs to facilitate implementation of Model for Service. (Calderon, Tucker - July 2009).

183. Evaluate the feasibility of installing networked "people counters" at all location entrances in library branches to provide accurate customer counts (Tucker, Wallace, Calderon - June 2009).

Galleria

184. Develop a service-level agreement between the Central Library and the Tsakopoulos Library Galleria that defines the priority and process for the scheduling of meetings and events (PA 4-6; Tucker - May 2009).

185. Review possible projects that would enhance the value and use of the Galleria meeting spaces and determine the cost benefit.
    a) Install built-in LCD projectors in Galleria and East and West meeting rooms to allow more efficient room set-ups and better presentation quality (Bennett, Tucker - July 2009).
    b) Determine the feasibility of upgrading the lighting in Galleria main room and audio/visual equipment to allow higher quality sound services with more flexibility for large events (Tucker, Bennett - August 2009).

c) Develop more efficient storage systems for event furniture and equipment (Tucker, Nash, Bennett - May 2009).
d) Explore the addition of digital event signs at meeting rooms to announce events (Tucker, Bennett - July 2009).

186. Install permanent Galleria signage at 9th Street and 828 I Street Old Foyer entrances (Tucker, Wallace, Bennett - Jan 2010).

187. Investigate the feasibility and cost of installing an ADA accessible entrance at 828 I Street Old Foyer entrance (Tucker, Wallace, Bennett - July 2010).

188. Study the feasibility and desirability of discontinuing the use of the Galleria entrance as a daily entrance for the Central Library (PA 4-3; Tucker, Biddle, Bennett - July 2009).

189. Focus on marketing the use of the Galleria facilities to large corporations for meetings in order to better utilize the main floor of the Galleria, thereby increasing revenue (Tucker, Bennett - June 2009).

190. Investigate the possibility of developing more meeting room space in the Tsakopoulos Library Galleria in order to increase revenue (PA 4-4; Tucker, Bennett - Jan 2010).

191. Implement rental rate increases as described in the 2008 Library Galleria Cost Study (PA 4-2; Tucker, Bennett - April 2009).

192. Examine the feasibility of displaying Galleria logo signage on library trucks and vans as an inexpensive way to advertise (Tucker, Nash, Bennett, Shaffer - 2010).

193. Utilize the features in the new event management software to accurately plan and track event details (Tucker, Bennett - Feb 2009).

194. Install new Web interface event software and train Library staff on how to access and utilize this information (Tucker, Bennett - April 2009).

195. Track and report the room utilization rates for the meeting rooms in the Galleria (PA 4-5; Bennett - June 2009).

Security

196. Improve key control for all Library access doors.
a) Establish a complete key sign-in/sign-out procedure for all employees (Tucker, Foley, Dahlberg - July 2009).

b) Create key schedule for each branch by door number and master key scheme (Tucker, Wallace, Dahlberg - June 2009).
c) Modify keying on all electronic card swipe doors to eliminate access with metal keys in lieu of card swipe keys, beginning with all branch exterior doors (Tucker, Dahlberg - Dec 2008).

197. Improve hours tracking methods for security guards at branches to ensure the appropriate service levels (Tucker, Dahlberg, BRS staff - Feb 2009).

198. Explore the feasibility of installing video surveillance cameras in all new branches and existing branches with high incident rates (Tucker, Dahlberg - May 2009).

Capital Projects

199. Expand library service in Valley Hi–North Laguna by opening the new Valley Hi–North Laguna Library (Ross, Dentan, Landers - Aug 2009).

200. Expand library service capacity in Courtland by opening the expanded Courtland Community Library (Ross, Dentan, Landers - June 2009).

201. Expand library service in North Natomas by opening the new North Natomas Library (Ross, Freeman, Landers - Nov 2009).

202. Expand library service in the Pocket-Greenhaven community by opening the new Pocket-Greenhaven Library (Ross, Landers, Tucker – Aug 2010)

203. Establish the first Focused Service Facility at the George Sim Community Center (Tucker, Freeman, Landers, Ross - Dec 2009).

204. Replace or repair the damaged louvered windows at the Isleton Branch (Tucker, Wallace - Mar 2009).

Future Library Expansions

205. Take steps to initiate the preliminary planning process for:
- The Cordova Mather-Morrison Library in the City of Rancho Cordova (Open in 2012);
- The Easton Place Library in the County (Open in 2013);
- The North Sacramento–Hagginwood Library (Open in 2015);
- The 65th and Folsom Blvd Library in the City of Sacramento (Open in 2016).

206. 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).

207. Collaborate with County staff to identify a complete funding plan to fund the new Rio Linda Library, currently in the plan development stage and slated for possible opening in 2012 (Tucker, Ross - Dec 2009).

208. Request the establishment of a Developer Impact Fee for the Vineyard Library (Tucker, Ross, Teichert - 2010).

209. Study options to relocate the Isleton Library to a new building utilizing CDBG funding if available (Tucker, Ross - 2012).

Other Facility Items

210. Pursue funding options to add Automated Material Handling System (AMHS) and Radio Frequency Identification (RFID) in all new library branches (Ross, Tucker - July 2009).

211. Debrief Elk Grove RFID installation process and design process for future installations (Tucker, Branch Services Managers - Feb 2009).

212. Establish a uniform process of delivery making the delivery process of every Library branch consistent (Tucker, Nash - July 2009).

213. Coordinate ergonomic training for all staff with a goal of reducing our experience modification ratio and repetitive motion injuries (Tucker, Ferrelli - Dec 2009).

214. Evaluate the financial feasibility of maintaining a small inventory of event furniture at Central and at some branches to reduce the number of delivery runs and to improve event planning (Tucker, Nash - July 2009).

215. Continue to reduce the amount of deep storage items at Central, seeking donation within the guidelines for surplus property (Tucker, Nash - June 2009).

216. Merge contract documents into one database (Tucker, Miranda, Puerner - April 2009).

217. Monitor the process that will ensure the furnishings, equipment, materials and staffing are in place for a timely opening of the Pocket-Greenhaven Library (Ross, Tucker, Landers - June 2010).

218. Establish an online Capital Projects Standards and Specifications Manual to provide consistent, quick responses and up-to-date information for internal and external patrons that interact with the Library (Ross, Tucker, Calderon - Dec 2009).

219. Establish an online Furniture and Fixtures Catalog for the Sacramento Public Library that can be utilized to facilitate furniture, fixtures, and equipment purchases (Tucker - Sep 2009).

220. Establish a Capital Projects Project Delivery Manual to expedite the smooth flow and efficient oversight of capital projects (Ross, Tucker, Landers - Dec 2010).

221. Establish a "Project Fact Sheet" database to expedite quick, up-to-date responses to information requests (Ross, Tucker - Dec 2010).

222. Assemble a complete inventory of the building plans for all city and county owned library buildings (Tucker, Ross, Wallace - April 2010).

223. Implement a biennial Facility Master Plan review process to gauge the developing community needs for new library facilities and services (Tucker, Ross, Landers - April 2009).

224. Enhance the Rancho Cordova Library space that is used for staff and public areas in compliance with the Richardson Estate bequest to improve services in the branch (Tucker, Ross, County Staff - Mar 2010)

225. Replace the carpet at Belle Cooledge, rework the front entry area, reference and circulation desk areas (Tucker, Teichert - July 2009).

226. Redesign the workspace in the administrative offices once the Human Resources function has been moved (Batchelor, Teichert, Landers, Haggard - April 2009).

Purchasing

227. Fully implement the new Business Travel Account through American Express and Brooke's Travel for all future Library staff travel expenses (Tucker, Miranda, Puerner - April 2009).

228. Advertise bidding opportunities on the Library's website. (Tucker, Miranda, Shaffer - July 2009).

Agenda Item			
Information/Action	**Board Meeting Date**	**Regular/Executive Meeting**	**Agenda Item No.**
Action	**January 22, 2009**	**Regular**	**5.1**

Sacramento Public Library Authority

Administrative Services

229. Complete the implementation of the new JPA Financial Structure through implementation of the Board-approved recommendations of the Finance Advisory Committee, including:
   a) Pay the remaining principal amount for the North Highlands-Antelope Library debt in full from existing fund balance (Teichert, Johnson - Mar, 2009);
   b) Establish the direct transfer of Library property taxes to the Library from the County Tax Collector (Teichert, Johnson - June, 2009);
   c) Calculate and transfer the agreed upon building owner support of $7 per square foot to Galt and Elk Grove for FY 2008/09 (Teichert, Johnson - Jan 2009);
   d) Evaluate the $7 per square foot support amount and adjust based on the Engineering News Record Construction Cost Index for FY 2009/10 payments (Teichert, Johnson - April 2009);
   e) Enter into contracts for services provided for system-wide benefit by member agencies (Teichert, Johnson - June 2009);
   f) Calculate and distribute the Supplemental Funding for FY 2008/09 in accordance with the adopted budget (Teichert, Johnson - Jan 2009);
   g) Implement the cost allocation plan prepared by the Matrix Consulting Group in the FY 2008/09 Fiscal Year (Teichert, Johnson - Jan 2009);
   h) Update the cost allocation plan for use in the FY 2009/10 budget process (Teichert, Johnson - Mar 2009);
   i) Meet with the JPA Finance Advisory Committee (FAC) regarding the process and procedure for capital project priority determination (Teichert - Mar 2009).
   j) Complete and document the Library interactions with County Fund 11 from a budget, planning and transaction perspective and provide access to and train Finance staff on the County's COMPASS system to access County Fund 11 reports and activities (Teichert, Johnson - Mar 2008).

230. Review alternatives and document the approach for cash flow of property tax revenues beginning in FY 2009/10 (Teichert, Balter, Johnson - May 2009).

231. Analyze and determine the most effective solutions to address Other Post-Employment Benefits (OPEB) to achieve Governmental Accounting Standards Board-45 (GASB45) compliance and a long range plan for managing retiree health benefits (Teichert, Bagdassari, Johnson - April 2009).

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

233. Develop, communicate and train staff on a process map for contract process (DAS, Tucker - Feb 2009).

Insurance and Claims

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

235. Determine the adequacy of the current insurance coverage of the library's assets (including general and special collections throughout the system) and return to the Board with a report recommending actions that should be taken to ensure that the library's resources are adequately protected. (Teichert - Feb 2009)

236. Establish a claims review team to meet regularly to review claims status for workers' compensation, property damage and personal injury claims (Teichert, Batchelor, Bagdassari, Johnson - Mar 2009).

Marketing

237. Research, develop, design, and launch a new branded and coordinated library website, akin to a virtual branch, with extensive learning, book, community, and growing foreign language content. (Shaffer, Brown, Freeman, Strange, Grant, Azevedo, Wells, Douros, Calhoun, Gutierrez, Ferrelli, Wong, Stallings, Puerner, Smith - Mar 2009).

238. Advertise new library service changes after launches of Web site, new public catalog interface, and *Model for Service* on English and Spanish radio, bus shelters, newspaper, and Internet (Shaffer, Mijares, Dentan, Grant, Burns, Azevedo - Apr 2009)

239. Market the library as a partner for business; add business databases, books and services to shore up the partner promise; promote through area chambers of commerce (Shaffer, Biddle, Owens, Abe - Jun 2009).

240. Enhance public awareness of Library programming/other services by exploring alternative and additional traditional methods of marketing the library, such as development of a Sacramento Public Library blog to possibly

be included in Sac-City group blogs [Sac Rag, Sacramento Metroblog, etc.] (PA 5-3 Shaffer, Biddle, Burns, Scott - Aug 2009).

241. Develop a Spanish language brochure that details specific Spanish offerings available at the Library (Shaffer, Dentan, Esparza - Feb 2009).

242. Utilize vans, bookmobiles, and panel trucks as moving billboards to advertise library services (Shaffer, Tucker, Grant - Mar 2009).

243. Streamline the library's programming process (*i.e.* booking, promotional pieces, publicity, performer payment, calendar mentions, etc.) via a Web-based solution (Shaffer, Brown, Mijares, Cantin, Strange, Wells, Benson, Higgerson, Calhoun, Easterwood, Lalonde, Trawick - Dec 2009).

244. Create a manual that details and standardizes all customer visual communication specifications for printed, electronic and publicity pieces, as well as internal and external signage (Shaffer, Tucker, Ross, Grant, Burns - June 2009).

Public Services

245. Implement the new model of service at all library branches by:
   a) Expanding the implementation plan to incorporate suggestions from the Performance Audit Report (PA 5-8; Dentan, Biddle, Model of Service committee - June 2009);
   b) Analyzing the branch usage, staffing levels and patterns of service (Barber, Dentan, Freeman - June 2009);
   c) Providing meaningful branch staff workload measures to Branch Services Managers (PA 5-7; Barber, Dentan, Freeman - June 2009);
   d) Improving ability to identify and analyze differences across branches related to factors that impact circulation (PA 5-2B; Barber, Dentan, Freeman - June2009);
   e) Developing branch performance plans with strategies for branch improvement and measurable outcomes (PA 5-2C; Dentan, Freeman - June 2009);
   f) Analyzing staffing allocation based on usage, coverage, implementation of Model of Service, and implement changes within budget constraints. Included in the analysis is desk scheduling best practices (PA 5-1; Landers, Dentan, Freeman - June 2009); and
   g) Evaluating hours at all locations, amend open hours as necessary within budget constraints. (Landers - Aug 2009).

246. Develop and implement a plan to encourage and allow staff to rotate (switch positions) with colleagues for a defined period of time (Landers, Batchelor, Brown, Dentan, Freeman - Feb 2009).

247. Develop a protocol for follow-up on customer complaints (McDonald - Feb 2009).

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

249. Develop a strategic adult programming approach that increases visits to the library and is aligned with material merchandising efforts (PA 5-3; Brown, Shaffer, Higgerson - Sep 2009).

250. Develop and implement a plan to inventory the materials collections in all library branches (Landers, Nichelini, Biddle - Dec 2010).

251. Revise the Memorandum of Understanding with Natomas Unified School District and Los Rios Community College to update hours, staffing and operations responsive to the changed funding and the budget constraints of the Library, School District and Community College (Landers, Batchelor, Freeman - May 2009).

252. Revise and Update Memorandum of Understanding with Elk Grove Unified School District to conform to operational practices and address budget constraints (Dentan, Landers, Kerwin - Oct 2009).

253. Study the desirability of charging for the use of the community rooms in libraries and take recommendations to the Board for consideration (Freeman, Dentan, Rondeau - May 2009).

254. Develop and implement a guided Web 2.0 technology training program for staff at all levels of the organization to ensure that staff has a firm understanding of changing technology - which is the basis for so many services currently provided by the Library - and prepare staff for ongoing change (Freeman, Easterwood - July 2009).

255. Examine the feasibility and desirability of developing a laptop loaning pilot program at Valley Hi-North Laguna because the new library will be acquiring a number of laptops computers (Freeman, Donnelly - Aug 2009).

256. Publish the schedule of individual branch meetings to allow managers' attendance on an as-needed basis (Freeman, Dentan, Wilde - Jan 2009).

257. Establish discussion information distribution standards and a policy for recording the decisions and actions of the management and supervisorial meetings and distributing them to staff (Dentan, Management - June 2009).

258. Conduct regular patron surveys to gather feedback regarding needs and satisfaction with the level of public services (PA 5-2A and 5-9; Landers, Barber - June 2009).

259. Explore the possibility of including Saturday hours at the Courtland branch to serve Spanish speakers who have requested them (Dentan, Sweeney - June 2009).

260. Explore the possibility of offering a Spanish language story-time for preschoolers in the Delta branches (Dentan, Brown, Beaver - July 2009).

261. Evaluate and amend as needed, cardholder policies regarding such subjects as limiting the number of customer holds, establishing a maximum number of items that may be checked out and reviewing the library card expiration schedule (Landers, Garcia, Nichelini, Conlin, Matranga - May 2009).

262. Review and update the Circulation policies and procedures by:
   a) Developing and implementing a plan to ensure that the Circulation manual is updated and kept current and posted on the intranet (Garcia, Nichelini - May 2009);
   b) Developing and implementing a training plan to ensure consistent circulation practices throughout the system (Landers, Dentan, Freeman, Wood - Aug 2009); and
   c) Developing circulation service desk manuals for staff to ensure consistent service provision throughout the system (Circulation Supervisors - July 2009).

Actions Related to Friends and Foundation

263. Work with the Friends Groups and the Library Foundation to clarify and articulate the roles and relationships between the Library and the partner organizations (Landers, Butcher, Murphy - June 2009).

264. Work with representatives of the Friends Groups to establish procedures for receiving, handling and reporting on donations from the groups that will ensure funds are spent appropriately (PA 1-6; Johnson, Landers - Mar 2009).

265. Solicit input from the Sacramento Public Library Foundation and the Friends Groups in order to create a standard reporting system on donations and gifts that tracks the receipt and expenditure of funds (PA 1-6; Landers, Johnson, Elliott, Butcher, Murphy – June 2009).

266. 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).

267. Analyze the impacts of weeding and discarding materials in the delivery system and the distribution of these materials through the Friends Groups (Landers, Tucker, Nash, Friends - April 2009).

268. Work with the Friends Groups to establish a plan for handling the materials that go to them in a timely manner (Landers, Tucker, Nash, Friends - April 2009).

269. Create a standard recognition process to acknowledge support received from the Library Foundation and Friends Groups (Landers, Butcher, Shaffer - April 2009).

270. Work with the Library Friends Groups to purchase and install lock boxes for receipt of Library Friends funds and separate from Library cash receipts (Johnson, Landers, Tucker – Jan 2009).

Collection Management

271. Develop a comprehensive review of the Collection Management department in order to improve productivity and efficiency by:
    a) Performing a cost benefit analysis of utilizing a vendor to process, catalog, provide shelf ready materials and drop ship materials (PA 5-5; Rokke, Welsch, McPike, Nelson - June 2009);
    b) Contracting with a vendor to provide opening day collections for new branch libraries (Rokke, Dentan, Freeman - July 2009);
    c) 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);
    d) Measuring employee productivity (PA 5-5; Rokke, Newton, Noblet, Welsch - June 2009);
    e) Studying the return on investment of redesigning the department to improve workflow and productivity (Rokke, Facilities - Feb 2009);
    f) Increasing the number of vendors with whom the Library places orders and receives bibliographic and order records electronically, thus

decreasing the number of hand-entered orders each month by at least 25% (Rokke, Selectors, Nelson, Noblet - April 2009);

g) Exploring the feasibility of electronic invoicing with large vendors to reduce the labor intensive practice of keying invoices (Rokke, Noblet, CMS staff (receivers), Nelson - April 2009);
h) Discontinuing the practice of putting gift tags in gift books and offering less labor intensive options to branches (Rokke, Welsch - Jan 2009);
i) Eliminating the use of dual barcodes to save processing time (Rokke, Welsch - Feb 2009);
j) Exploring the use of receipt printers to reduce processing check-in time (Rokke, Welsch - Mar 2009); and
k) Exploring the use of an "on call" task force to assist in reducing the backlog of materials (Rokke, Public Services Managers - Mar 2009).

272. Improve access to library materials through a project plan to weed, evaluate, and enhance targeted areas/subjects in the collection (Rokke, Public Services Staff - April 2009).

273. Implement an automated methodology to reduce the cataloger's labor intensive work of that includes checking every record to ensure that author/subject information is consistent in the catalog (Rokke, Newton - July 2009).

274. Investigate the feasibility of acquiring a software program that will enhance the library's ability to track budgets and expenditures at the branch level by bridging between the Millennium accounting system for acquiring library materials and Eden Finance system (Rokke, Johnson, Smith - Dec 2009)

275. Work to establish a core reference collection in all library branches that will ensure all locations have the basic tools needed to provide adequate information services (Rokke, Aguirre - April 2009).

276. 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).

277. Evaluate ordering and circulating inexpensive paperback copies in order to increase the number of books available at a lower cost (Rokke, Selectors - June 2009).

278. Analyze the efficiency and the economic viability of the materials selection process (PA 5-4; Landers, Rokke, branch supervisors, Atkins - Mar 2010).

Agenda Item			
Information/Action	**Board Meeting Date**	**Regular/Executive Meeting**	**Agenda Item No.**
Action	**January 22, 2009**	**Regular**	**5.1**

Sacramento Public Library Authority

Youth Services

279. Develop a team programming approach in Youth Services that allows staff to save time and money through the collaboration of ideas and resources that will create programs internally instead of hiring outside performers (Brown, Youth Services staff - Oct 2009).

280. Create a database of programs for use throughout the system that will allow for the efficient distribution of economically viable ideas to staff in all branches (Brown, Youth Services staff, Shaffer, Strange, Wilde, Benson - Dec 2009, ongoing).

281. Establish programming guidelines that will help ensure equitable programming throughout the Library and the efficient use staff (Brown, Programming team - June 2009).

282. Evaluate the "Ready to Read" areas, materials, and programs in all library branches to develop a consistent system-wide early literacy service (Brown, Landers, Ross, Youth Services staff - April 2010).

283. Explore the feasibility of purchasing additional projectors for each branch to ensure that the necessary equipment will be available to provide needed services and training for all age groups (Brown, Miranda - June 2009).

284. Explore putting podcasts for Dial-a-Story, Dial-a-Book and Telecuento online in order to offer another access option for the patrons (Calderon, Brown, Strange, Wilde, Hernandez - Dec 2009).

285. Track Dial-a-Story, Dial-a-Book and Telecuento calls to evaluate whether the services are well used and should be kept as is, changed, or eliminated (Calderon, Brown, IT staff - Nov 2009).

Community Services

286. Examine the Homebound Books-by-Mail service as to cost effectiveness and consider the potential for providing this service in the future (Cantin, Feuling - Jan 2009).

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

288. Explore the feasibility of adjusting schedules to enhance library outreach of the bookmobiles to make them available to attend community events and activities on weekends (Cantin, Denton, Lewis - Jan 2009).

289. Develop and implement a plan that includes individual counseling for students and job seekers for College and Career programs (that have funding support from the Sacramento Public Library Foundation) for FY 2008/09 and FY 2009/10(Cantin, Verdon - Feb 2009).

290. Explore the development of a standardized process to hire tutors (Cantin, Verdon, Bagdassari - June 2009).

291. 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).

292. Review and evaluate the Naygrow Learning Center's (homework center), methods of reporting student success, calculate the operational costs, determine if the Center meets current educational and community needs and is in line with the desires of the donor (Cantin, Blood - April 2009).

293. Develop a plan to raise awareness of the library and provide outreach through utilizing a partnership of library staff, volunteers, Library Friends and other library activists to attend or speak at events or other activities and to act as liaisons within the community (Cantin, Rondeau, Dentan, Freeman - April 2009).

294. Prepare and implement a system-wide plan for standardized utilization of volunteers (Cantin, Hernandez, Rondeau - June 2009).

295. Study the feasibility of deploying a bookmobile with Spanish materials to Spanish speaking communities on weekends (Cantin, Denton, Lewis, Esparza - Feb 2009).

The Central Library

296. Conduct a feasibility study to determine the most efficient and effective way to reorganize the operations, service points and facilities to best implement the new Model of Service in the Central Library by:
   a) Completing the third floor redesign that includes placement of all public internet computers for adults on the third floor, creating a Technology Lab by utilizing the former microfilm reader room using grant funds from

the Gates Foundations, and reducing the size of the large Periodicals Desk to develop a single-point periodical service area (Biddle, Tucker, Calderon - Jan 2009);

b) Redesigning the first floor Circulation services/self-check stations (Biddle, Tucker, Calderon, Garcia, Higgerson - June 2009);
c) Adding face-out display shelving units in Central Express to support improved access and circulation (Biddle, Tucker, Higgerson - June 2009);
d) Downsizing the second and third floor information desks to promote staff mobility and efficiency (Biddle, Tucker, Calderon, Higgerson - June 2009);
e) Removing the large service desk on the fourth floor and replacing it with furniture for a comfortable seating area (Biddle, Tucker, Calderon - June 2009);
f) Consolidating reference service from two service points to one on the second floor, and combining the print reference collections on the second and third floor into a single collection on the second floor (Biddle, Tucker, Calderon, Higgerson, Trawick - June 2009);
g) Enhancing the I Street entrance to the Central Library to create a more welcoming street presence (Biddle, Tucker - Sep 2009);
h) Evaluating existing space to determine the feasibility of creating study room space (Biddle, Higgerson - Oct 2009); and
i) Creating a space uniquely devoted to teens as seen in branch libraries (Biddle, Ross, Higgerson, Borelli, Crume - Sep 2010).

297. Restructure TELIS (Telephone Information Service and Circulation help line) to better serve patrons in a timely manner with the appropriate level of staff by:
a) Changing the balance of paraprofessional and professional hours in TELIS to develop a more cost-effective service and provide the paraprofessional staff with enhanced opportunities for service (Biddle - May 2009);
b) Developing and providing training for the paraprofessional staff in TELIS (Biddle, Higgerson, Owens, Weekley - April 2009);
c) Exploring instant messaging in TELIS for support for branch staff and evaluating the utility of the service to patrons (Biddle, Higgerson, Owens - June 2009) and
d) Reducing the number of abandoned calls to less than 5% (Biddle - Dec 2009).

298. Update the Sacramento Room services by:
a) Developing a phased digitization plan for the Sacramento Room resources, with partial funding from the Sacramento Public Library Foundation (Biddle, Ellis, Scott, Tolley - May 2009); and

b) Establishing the Digital Stories program, funded with a grant from the California State Library, as an integral part of the Library's operations (Biddle, Ellis, Scott, Hernandez - July 2009).

299. Strengthen and maintain positive community relationships by:
   a) Attending Board meetings of the Downtown Sacramento Partnership and continuing to participate in shared projects (Biddle - Dec 2009).
   b) Fostering relationships with downtown area schools and services through outreach/visits to and from the schools (Biddle, Higgerson, Trawick, Crume, Borelli - June 2009).
   c) Developing Central Library's Volunteer Program into a well-coordinated program that can be replicated in other branches (Biddle, Higgerson, Hernandez - Feb 2009).
   d) Participating in the California State Library's initiative – "Get Involved: Powered By Your Library" – designed to attract Baby Boomers to volunteering in library service (Biddle, Hernandez - July 2009).

300. Develop an arts and crafts-related program series and purchase related collection materials with funding from the Friends of the Library (Biddle, Higgerson - Feb 2009).

301. Update Central Library's assistive technology features to ensure access to library resources by patrons that are visually or hearing challenged (Biddle, Higgerson, Crume - July 2009).

302. Assess space utilization of the third and fourth floor storage areas and organize these areas to make optimal use of the space (Biddle, Higgerson, Ward, Tolley – Dec 2009).

Approved By

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Phil Batchelor, Interim Library Director