



July 23, 2009

Agenda Item 5.0: Internal Assessment Progress

TO: Sacramento Public Library Authority Board Members

FROM: Phil Batchelor, Interim Library Director

RE: Internal Assessment Update

Introductory Note

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 more than 300 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 fifth 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 June 30, 2009, except for those included elsewhere on the agenda.

- 1. 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). Recommendation 7**

Completed Tasks: The Authority Board authorized the selection of The Hawkins Company with lead recruiter June Garcia as the executive recruiting firm to assist with the Authority's search for a permanent Library Director. After an extensive nationwide search for candidates who met the minimum qualifications outlined in the Authority Position Description for Library Director, the qualifications delineated in the Joint Exercise of Powers Agreement, and the qualifications for a County Librarian as defined in the California Education Code, four candidates were interviewed by the Search Committee of the Board on May 7, 2009. Two were then selected to interview with the full Authority Board on May 8, 2009. At the conclusion of those interviews, the Board authorized Mr. Batchelor to negotiate a contract with the first choice candidate, and should terms not be reached, to negotiate a contract with the alternate candidate. At the Authority Board meeting on May 28, 2009 it was announced that Rivkah Sass, the current Director of the Omaha Public Library, will become the new Library Director



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

and will start on August 24, 2009. Ms. Sass has worked in public libraries in Washington State (Spokane, Olympia - Timberland Regional Library), Oregon (Multnomah County), and Omaha, Nebraska; the state libraries in Washington and Maryland; in a think tank; and as a product manager for the Thomson Corporation. She is committed to continuing efforts to foster an environment of trust and respect, stating "I strive every day to be open, collaborative, honest and interested in the work we do. I appreciate being part of an organization where people are honest, accountable and one that supports authentic action."

- 2. 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). Recommendation 8**

Completed Tasks: At the May 28, 2009 Authority Board meeting, staff presented orally item 5.3 Agreement for Legal Counsel Services. As presented at that meeting, the Authority Board has contracted with the City Attorney's Office of the City of Sacramento to provide legal services, and a staff attorney will serve as Authority Counsel.

- 3. 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; Library Board, Library Director, Library Authority Counsel - June 2009). Recommendation 18**

Completed Tasks: Qualifications for the Library Director position are outlined in the in the Authority Position Description for Library Director, the Joint Exercise of Powers Agreement, and the qualifications for a County Librarian as defined in the California Education Code. Modifying the management oversight to create a Chief Executive Officer position would require changes to both the Joint Powers Agreement and the state code. The latter would require new legislation authorizing a change that is unlikely to occur at this time. In addition, professional library associations would most likely oppose such a change in management oversight. Staff therefore believes that this recommendation is impractical at this time.

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

Completed Tasks: The Courtland Community Library was a 1,365 square foot double wide modular building purchased in 2003 with funds provided by a Community Development Block Grant. The library is co-located with the Bates Elementary School and serves both the community and the students of the River Delta Unified School District. On October 23, 2007



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

the County Board of Supervisors approved the Sacramento Housing and Redevelopment Agency's Community Development Block Grant in the amount of \$375,010 for the library expansion, site improvements, and a new parking lot. The expanded Courtland Community Library opened on Saturday June 27, 2009. Rearrangement of the interior spaces created flexible space for adult and children's programs, a teen space, kids' corner, and additional technology. A new ADA-compliant ten space parking lot, the off street path of travel for library customers and landscaping that enhances the newly expanded facility was also completed.

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

Completed Tasks: Saturday hours were implemented effective Saturday June 27th, and Courtland is now open from 12-5pm on Saturdays.

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

Completed Tasks: Library Administration met with the business representatives of Local 39 on Wednesday June 10, 2009 to discuss the library's 2009-2010 budget. Library Human Resources received and responded to an information request from Local 39 in preparation for bargaining. The current contract was extended to September 30, 2009.

Next Steps: Staff has established a meeting date with the Local 39 Library Unit bargaining team, and will negotiate the contract renewal.

- 7. 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). Recommendation 96**

Completed Tasks: Six policies were approved by the Board in May 2009 and additional policies are included in the July Board packet for approval. The Board approved policies are located on the Human Resources homepage. Human Resources staff has requested the Marketing Department's assistance in publishing the Employee Handbook on the library's intranet once it has been finalized. The Administrative Services department managers held a meeting on Thursday, June 18 to develop a common format and numbering scheme for all Policies and Procedures. Staff will continue to develop policies following this new format, and make them available once they are approved.



8. Develop a recognition and rewards program to acknowledge meritorious performance (Batchelor, Landers, Teichert, Bagdassari – May 2009). Recommendation 1h

Completed Tasks: At its April 2009 meeting, the Authority Board approved establishing a staff recognition program to recognize and reward meritorious performance. The supervisors and the managers of the Library have been asked to take the time to ensure that all individuals that work with them are commended for the positive contributions they make to the organization and to see that they are recognized and rewarded for their noteworthy accomplishments. All of the branch and circulation supervisors have been trained regarding the importance of recognizing good performance among their employees as one component of the ongoing Management Skills training initiative, on April 21 and 28 and May 15.

Next Steps: Roll-out of a formal recognition program that will include a “toolkit” for management and supervisors to use to ensure that recognition is timely, meaningful and ongoing.

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

Completed Tasks: Five additional branches were identified for surveillance cameras in FY 2008-09: Del Paso Heights, Arden-Dimick, Arcade, North Highlands, and Rancho Cordova. A formal RFP process was implemented and Network Management Corporation was selected to install camera systems in these branches. Work is scheduled to be substantially complete by June 30, 2009. In addition, surveillance camera systems are included in the capital project budget for each new library.

Next Steps: Staff will continue to seek funding for systems in additional branch libraries based on incident report histories. Staff will also explore system upgrade options at the Central Library; the current system is old and does not meet the Library’s 30 day standard for archived video data.

10. Work with the Friends Groups and the Library Foundation to clarify and articulate the roles and relationships between the Library and the partners: Sacramento Public Library Foundation and the Friends of the Sacramento Public Library (Landers, Butcher, Murphy – June 2009). Recommendation 263

Completed Tasks: A committee of representatives from the Library, the Friends (System and Branch members) and the Foundation have been meeting monthly since November 2008 with the goal of clarifying roles and relationships among the groups (and for the community) as well as



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

improving communication and eliminating tensions. Organizational missions were reviewed and the Mission for the Friends of the Library revised (by the Friends) in order to focus on primary activities. Information has been sent to staff directly in memo form or in the e-newsletter, Friday Finale. Members of the committee report progress to their constituencies, as well as provided an update to the broader group of Friends at the "All Friends" meeting on June 27th. These meetings will continue and progress will be shared with staff, Friends and the Foundation Board.

**11. Update Sacramento Room services by:
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).
Recommendation 298a**

Completed Tasks: On January 28, 2009 the Sacramento Public Library Foundation approved \$25,000 of funding to support digitization of the Sacramento Room Collection. Library staff has procured the services of the Online Computer Library Center (OCLC) through a competitive process conducted in April and May. Services will be provided in June through September 2009 and include:

- Implementation Services: Project management services at project start-up to include an evaluation of materials and formats in the Sacramento Collection, assistance and recommendation in regard to prioritization, identification of tasks, development of an implementation plan incorporating best technical specifications and practices, metadata production, access development, and sustainability.
- Training: An overview of how to administer remote management of digital library software as well as ongoing user support network.
- Conversion Services: Conversion of content from print to digital format.
- Software for Digital Collection Management
- Access Services: Provision of the means to persistent and continuous Web-based access to digitize content for members of the public.

Next Steps: During the first phase of the project, OCLC will digitize approximately 3,000 historic black and white photographs, 50 historic menus, and 1,000 historic postcards

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

Completed Tasks: The Board accepted the FY 2007/2008 Financial Audit of the Sacramento Public Library at the May 28, 2009 meeting of the Board.



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

Management is pleased to report that issues associated with the 2008 audit have been addressed or are being addressed in association with the Library's Internal Assessment. The Library is now solely operating from its own internal financial system and is able to produce regular and accurate financial reports.

Next Steps: Staff will implement the new controls and monitor existing controls associated with the FY 2007-08 audit. The FY 2008-09 financial audit will be completed by October 2009.

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

Completed Tasks: Self check machines have been installed in 18 branches as of the July 2009 Sacramento Public Library Board meeting. The remaining branches will receive self check machines as ongoing remodels and location moves are completed. This item was budgeted and approved by the Board in the March 2009 mid-year budget. Staff will complete self-check placement in branches with ongoing or upcoming remodeling projects (Rancho Cordova, Belle Cooleage, Valley Hi-North Laguna, and Central libraries).

14. Improve key control for all Library access doors: Create key schedules for each branch by door number and master key scheme (Tucker, Wallace, Dahlberg - June 2009). Recommendation 196b

Completed Tasks: All library location exterior doors have been rekeyed to a unique and secure key structure. New branches are designed with additional controls on internal doors as well, providing a master/sub master keying scheme that allows specific staff to carry only the keys necessary to perform their job functions. Staff will expand the established keying system at new branches to be incorporated into existing branches as special projects and remodels move forward.

15. Implement the new model of service at all library branches by: Expand the implementation plan to incorporate suggestions from the Performance Audit (PA 5-8; Dentan, Biddle, Model of Service Committee- June 2009). Recommendation 245a

Completed Tasks: The Model for Service Implementation Plan was expanded to incorporate suggestions from performance audit to maximize staff buy-in, and included the following elements: Introduction (at supervisory meetings); training and initial brainstorming (at branch level, with Model for Service trainer); brainstorming and branch performance plan



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

draft (at branch level); branch-specific plan review and approval (branch supervisor and Branch Services Manager); branch performance plan implementation (branch supervisor and staff). Branch Services Managers will monitor implementation of branch-specific plans on a quarterly basis, holding Supervisors and branch staff accountable.

- 16. Implement the new model of service at all library branches by: Analyze branch usage, staffing levels and patterns of service (Barber, Dentan, Freeman – June 2009). Recommendation 245b**

Implement the new model of service at all library branches by: Provide meaningful branch staff workload measures to Branch Services Managers (PA 5-7; Barber, Dentan, Freeman – June 2009). Recommendation 245c

Implement the new model of service at all library branches by: Improve ability to identify and analyze differences across branches related to factors that impact circulation (PA 5-2B; Barber, Dentan, Freeman – June 2009). Recommendation 245d

Completed Tasks: Staff met several times in May and June to review patron usage data collection, branch usage data, and branch workload data. Staff has provided branch staff with detailed circulation data from FY 2007-08 that highlight busy periods by day of the week and hour of the day. An updated report for FY 2008-09 will be produced and distributed to branch staff by August 2009, after the end of the current fiscal year. Staff will also provide additional detailed branch data, highlighting usage differences and workload measures, to Branch Services Managers and branch staff by August 2009.

- 17. Implement the new model of service at all library branches by: Develop branch performance plans with strategies for branch improvement and measurable outcomes (PA 5-2c; Dentan, Freeman– June 2009). Recommendation 245e**

Completed Tasks: All Libraries' staff has received initial training on Model for Service, including planning frameworks that incorporate measureable outcomes and due dates: 88% of branch plans have been submitted and approved by Branch Services Managers to date.

Next Steps: All libraries are scheduled to have plans approved by July 31. Branch Services Managers will continue work with supervisors to implement improvement plans, a schedule to discuss and review the plans will be established quarterly.

- 18. Implement the new model of service at all library branches by:**



Analyzing staffing allocation based on usage, coverage, implementation of Model of Service and implement changes within budget constraints (PA 5-1; Landers, Dentan, Freeman, Mijares – June 2009). Recommendation 245f

Completed Tasks: The new model of services has been implemented in all libraries, including training for branch staff; branch plans, tailored to the individual branches, have been developed and submitted to Branch Services Managers for review and subsequent implementation; review of plans, evaluation of effectiveness and revision is scheduled on a quarterly basis.

Next steps: As part of the implementation and review of branch plans, staffing, coverage, and scheduling practices will be evaluated. It is highly unlikely that significant changes to staffing allocation will be made to a branch/library until the budgets improve to allow growth.

19. 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:

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 - June 2009). Recommendation 296f

Completed Tasks: Over 90% of the print reference collection has been moved to the second floor. Reference service, staffed by Librarians, has been consolidated on the second floor.

Next Steps: The federal, state and local government documents are being reviewed and selected documents will be added to the second floor reference collection. This review of the large federal documents collection has been an ongoing process and will be completed by the end of calendar year 2009. Staffing of the third floor, which houses public access internet, the technology lab, the fiction collection, magazines and newspapers, will be evaluated to maximize efficiency. The goal is to better align staffing with the newly-focused service areas, and staff the third floor accordingly, with paraprofessional Technology Services Assistants.

20. 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:



Redesigning the first Floor Circulation services/self-check stations (Biddle, Tucker, Calderon, Garcia, Higginson - June 2009). Recommendation 296b

Adding face-out display shelving units in Central Express to support improved access and circulation (Biddle, Tucker, Higginson – June 2009). Recommendation 296c

Downsizing the second and third floor information desks to promote staff mobility and efficiency (Biddle, Tucker, Calderon, Higginson – June 2009). Recommendation 296d

Removing the large service desk on the fourth floor and replacing it with furniture for a comfortable seating area (Biddle, Tucker, Calderon – June 2009). Recommendation 296e

Completed Tasks: Design services provided by Stantec Architecture were procured in May. A staff design team has participated in several hours of programming and design meetings in May and June, working with the Stantec designers in developing the plans to:

- Replace 2 self-check stations with 5 stations and redesign the Circulation service desk for greater staff mobility and efficiency on the first floor
- Redesign and enhance Central Express-- the popular library-- with more face-out display units and an appealing design to improve access and usage
- Reduce the second and third floor desks for more staff mobility and access
- Remove the fourth floor desk and create a wi-fi seating area
- Create a teen center on the second floor
- Create a flexible programming area in Kids Place

Staff is currently reviewing design plans, and a great deal of progress has been made in laying the foundation to move forward with Central's redesign.

Next Steps: A Teen Advisory group will meet in early July to provide planning input. The schematic design for the above areas is scheduled for completion by mid-July, and the Design Development phase is scheduled for completion by late July 2009.

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

Completed Tasks: The new model for service has been implemented in all libraries. Branch plans, tailored to the individual branches, were developed



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

and submitted to Branch Services Managers for review. On a quarterly basis, staff will review these plans, evaluate effectiveness and make revisions as needed.

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

Completed Tasks: Human Resources created a performance evaluation spreadsheet for supervisors to rate on-call performance in seven key areas: Customer Service; Reference; Understanding of Millennium; Reliability (e.g. attendance, punctuality); Communication; Relationship with other staff; Understanding and willingness to learn SPL policies and procedures. These key areas were developed in collaboration with public services supervisors and were initially used to rate on-call librarians. Human Resources also distributed a survey to public services supervisors in April 2009 in order to assess the need for more on-call library services assistants for certain branches and/or hours, and also sought recommendations for book shelvers to be considered, as this is a promotional opportunity for them.

Next Steps: Human Resources will collaborate with supervisors to determine the process specifics and guidelines, such as the frequency of evaluations, whether additional training is required, and the criteria for determining on-call retention, to ensure that the library is providing high quality performance in its service to the public. These guidelines will be integrated with the future performance management system. Human Resources also plans to include on-call library services assistants, book shelvers and other on-call employees in this process by the beginning of the fourth quarter.

23. 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). Recommendation 93e

Completed Tasks: Meeting management has been identified as a much-needed training area and was reported to the Authority Board at the April 23, 2009 meeting in item 4.2 Staff Training Initiative. Training has been scheduled for June and July 2009.

24. Revise the Memorandum of Understanding (MOU) with Natomas Unified School District and Los Rios Community College to update hours, staffing and operations responsive to the changed funding, budget constraints of the Library, School District and Community



**College (Landers, Batchelor, Freeman – May 2009).
Recommendation 251**

Completed Tasks: Staff has set up a meeting with Steve Farrar, Superintendent of the Natomas Unified School District, and David Viar, President of the Los Rios Community College District to discuss the FY 2009-10 budget as recently approved by the Authority Board. Staff will continue to work through issues and commitments in the current MOU that have to be amended due to economic changes for all of the partners. A revised MOU will be submitted to the boards of all partner organizations before January 2010.

**25. Evaluate and amend as needed cardholder policies regarding such subjects as limiting the number of customer holds, establishing a maximum number of items checked out, and reviewing library card expiration schedule (Landers, Garcia, Nichelini – May 2009).
Recommendation 261**

Completed Tasks: Staff from around the Library met to review Circulation and cardholder policies and procedures. Changes were recommended and approved by the Authority Board in April 2009 to lower the maximum number of items checked out at one time from 50 items to 30, as well as similarly lowering the number of holds (reserves) a cardholder may have simultaneously from 50 to 30. The card expiration schedule, two years, was not changed at this time. Staff will continue to make changes and updates as issues arise as part of the ongoing review of circulation policies and procedures.

26. Review and update the Circulation policies and procedures by: Developing and implementing a plan to ensure that the Circulation manual is updated and kept current on the intranet (Landers, Garcia, Nichelini – May 2009). Recommendation 262a

Completed Tasks: Staff from around the Library met to review Circulation and cardholder policies and procedures. In addition to full review and discussion of current policies and procedures, a mechanism was put into place for ongoing updates and staff assigned to ensure the Circulation Manual, a web-based document available to all staff on the Library's intranet, is kept current and accurate. This process will be reviewed in January 2010 to determine if any amendments need to be implemented.

**27. Restructure TELIS (Telephone Information Service and Circulation Help Line) to better serve patrons in a timely manner with the appropriate level of staff by:
Changing the balance of paraprofessional (LSA) and professional (Librarian) hours in TELIS to develop a more cost-effective service**



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

and provide the paraprofessional staff with enhanced opportunities for service (Biddle – May 2009). Recommendation 297a

Completed Tasks: After the initial round of training was provided (see the April report for Item 297b) our TELIS core planning group identified additional individualized training for eight staff (still in progress through June 11). We established ongoing monthly Q&A sessions for the Circulation staff specifically about TELIS. Recognizing that it takes time and experience to successfully handle the wide variety of questions that come over the phone, the expectation is that the Circulation staff will continue to absorb this new responsibility, and will at all times be supported by a librarian to handle the more involved and difficult reference questions. In May, as part of the ongoing training, TELIS Coordinator Ann Owens developed a TELIS blog for staff for training and informational purposes.

Beginning the week of May 18, we increased the number of paraprofessionals working in TELIS (from one person to two) for 21 of its 60 hours of operation. Ann Owens has reprogrammed the phones for more flexible functionality. She has also drafted a new automated message for the callers to hear, to be implemented once we are able to fully shift the balance of staff.

Next Steps: Beginning in June we have reduced the number of librarians when there are two LSAs assigned. Our plan is to track this monthly and continue to shift the balance as the paraprofessional staff become more adept and comfortable with the responsibility, and as our staffing allows. Progress has been incremental but steady; this major transition is on its way to success, and the paraprofessional staff are adapting well to this more efficient provision of service.

28. 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). Recommendation 253

Completed Tasks: Staff conducted an analysis of the cost of providing community room space to the public at no charge and report that virtually all costs of such service are absorbed by current budgeting. Staff also analyzed current trends in community room use as well as how such use impacts the equitable access to the Library's community rooms by all members of the community. It is not recommended that the Library implement a fee for the use of community rooms at this time. It is estimated that the revenue would not be sufficient to warrant the change that would eliminate access to the only free community room available in most neighborhoods. Staff will monitor both the costs for providing community room space to the public and the on-going trend of such usage.



At any point, should staff feel it practical to institute a usage fee, such a recommendation would be forthcoming.

- 29. Develop and adopt a formal Information Technology (IT) governance structure (PA 3-1; Calderon, Teichert, Worthy, Smith – May 2009). Recommendation 120**

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

Completed Tasks: The Information Technology Steering Team (ITST) was established to serve as the primary governance and oversight body for the Library's Information Technology (IT) department. The ITST informs and advises Library executive management about policy, budget, project and strategic opportunities regarding investment and deployment of information technology. The ITST directs the Library's technology vision and has oversight of strategic technology planning in an effort to move technology use into alignment with the Library's mission and service objectives. The ITST is a cross-functional team with member representation from public and administrative support units who are technology savvy and inquisitive about IT service and related issues. The ITST includes Library personnel who have a vision of what IT can and should do for their departments and customers. The ITST chair conducts and organizes meetings. The chair works with the Deputy Director of Administrative Support and the IT Manager to plan meetings, establish agendas and set regular meetings. The agendas are planned in cooperation with the chair of the Innovation Task Force.

Next Steps: The ITST will review current and future IT projects, including the potential purchase and use of internal blogging software for staff, to ensure these are based on justifiable business cases. The ITST will also adopt IT project management methodologies and best practices, and implement IT procurement policies and procedures to ensure effective allocation of IT resources

- 30. Evaluate and redesign the structure of the staff intranet to insure accurate navigation and storage of staff documents (Calderon – May 2009). Recommendation 134**

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). Recommendation 145



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

Completed Tasks: A committee was formed and met several times. Staff was surveyed. The committee evaluated the survey responses and took action based on staff feedback. It was determined that the current intranet software met the needs of the organization. Changes were made including the reorganization of all departmental sections, rearranging content, and developing guidelines for content. A point person has been designated as responsible for content for each department. The software was upgraded to the latest version, which includes full text search capabilities, active directory integration, and an SQL framework. The latest software also includes increased functionality, such as blogs and optional advanced reporting tools.

31. 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 uncollectable accounts (Teichert, Johnson – May 2009). Recommendation 75

Completed Tasks: Staff is continuing to analyze and improve the Library's policies, procedures and results related to collection of Library fines and fees. Since late 2008, the Library Board has reduced the level at which a customer's account is locked to \$5; reduced the maximum number of items a customer may have checked out from 50 items to 30 items; reduced the balance owed at which point the customer is referred to collection from \$50 to \$25; and approved an amnesty week to encourage customers to return books and materials while having their fines/fees waived. Although these efforts have had some positive effect, the trend of continuous growth in amounts owed continues, and staff is continuing to analyze and return with additional steps to reverse the trend of growing amounts owed.

Next Steps: Staff will prepare and present a comprehensive plan and analysis that reduces the balance and growth of customer amounts owed by:

- Recommend writing off significantly old amounts as bad debt and present a policy for Board approval to write off aged accounts annually.
- Recommend implementing a new approach to collection agency process to more aggressively collect amounts owed from delinquent customer accounts, including establishing a date after which books and materials cannot be returned.
- Present changes in operating approach that will modify the culture to one that establishes an importance in paying library fines and supports collections of amounts owed. Implement changes in written materials when issuing a library card, collection messages and collateral material for branch staff to use when customers have questions about the collection process.



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

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

Completed Tasks: Staff has worked closely with County staff to detail and track the process of recording of property tax revenues in County Fund 11 and the subsequent transfer of Library Property Tax funds to the Library. Staff has documented the current process and will recommend improvements to County staff, including implementing wire transfer of funds to accelerate the receipt of the funds by the Library.

Next Steps: Staff will work with the County Finance Director and County Tax Collector to establish the direct disbursement of funds to the Library and avoid the need to record the receipt of the funds in County Fund 11. This should direct the funds to the Library about a month sooner than the current process. Staff will establish the feasibility and set this process up by September 30, 2009. The City of Sacramento Treasurer has invited the Library to evaluate the possibility to participate in Revenue Anticipation Notes each year in the future, when fund balances may go negative and make borrowing a viable option. This cash flow projection will become a regular part of the Library process beginning in FY 2010/11.

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

Completed Tasks: The Library has posted all normal, year end and post closing adjusting journal entries associated with financial audits performed up to and including fiscal year 2007/2008. Financial records are now current allowing fiscal managers to pull 'up to date' financial information as needed. Monthly, quarterly and annual closing policies brought to the Board on February 26, 2009 coupled with the commitment of staff to comply with these policies will help to assure that the general ledger is maintained. Staff will continue to monitor compliance with monthly, quarterly and annual closing processes.

34. Post process information on staff intranet (Johnson, Puerner – May 2009). Recommendation 52

Completed Tasks: Finance staff has received training on how to post process information to the staff intranet to make it available to all staff quickly. Beginning in May 2009, new processes are uploaded to the Finance website as they are released. Many of the previously released documents and forms associated with new policies and procedures are posted and available on the intranet. Staff is working to identify those



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

processes that are missing to assure that employees have a complete and accurate resource for policy and procedural information. Those processes under revision are being updated and will be posted as they are released.

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

Completed Tasks: Finance staff avails themselves to one week of Eden System training provided with the annual maintenance contract and additional training is provided periodically through offsite and onsite opportunities. Additionally Finance supervisors endeavor to give staff at least two staff development opportunities each year. Management recognizes the importance of staying informed on system upgrades and changes that may affect accounting functions and is committed to ensuring that staff has the resources they need to perform those functions.

Tyler Technologies, the software provider, does not provide online tutorials and it is cost prohibitive for the Library to undertake the independent development of an online tutorial at this time. However, the Library is committed to providing online resources through the staff intranet and has put systems in place to assure that new and revised processes are posted to the site as they are released. There are currently step by step instructions available to staff on the intranet for a number of processes related to financial reporting, the preparation of budget documents, payment requests, branch procedures for entering cash receipts, including all associated forms. Refinements to the site are ongoing.

Next Steps: Finance staff will work with Information Technology to refine the subject indices on the Finance site to help staff identify documents quickly. Staff will also post documents associated with previously release policies and procedures, establish a management system for documenting policy revisions, provide an index of all documents including site locations, and provide a section for Monthly Financial Updates.

36. Develop a Disaster Recovery (Business Continuation) Plan by: Establishing a contact list of NIMS-trained staff and methods in order to be able to communicate with them in the event of an emergency (Tucker, Dahlberg – May 2009). Recommendation 5e

Completed Tasks: The National Incident Management System (NIMS) process and training is accepted as the best way for organizations to respond to emergencies. FEMA has established excellent Web-based



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

training tools and several SPL employees have been identified for training and implementation:

- Rick Teichert, Deputy Director, Administrative Services
- Don Tucker, Director of Facilities
- Reed Dahlberg, Security Supervisor (Int.)
- TBD, Safety Coordinator, currently recruiting
- Rebecca Higginson, Central Library
- Kelvin Nash, General Services Supervisor
- Alan Worthy, Information Technology Supervisor

Next Steps: Most of these team members have completed SIMS training, but all training will be verified and documented. Staff will also identify specific locations at Central Library and key branches that may serve as Emergency Operations Centers.

37. Conduct tool inventories and quarterly tool audits (Wallace, Tucker, – May 2009). Recommendation 172

Completed Tasks: A list of tools in lots and as separate pieces has been completed. Lots are used to identify inexpensive groups of tools, i.e., one lot of screwdrivers, while individual tools with a value of \$50 or more are inventoried separately. Staff will perform quarterly tool audits to verify tool quantities and to investigate any shrinkage as necessary.

38. 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 while recognizing the value of the space for the Galleria reporting purposes (PA 4-6; Tucker, – May 2009). Recommendation 184

Completed Tasks: The Library/Galleria team has been meeting regularly since February. The team developed several basic understandings and recommendations about the relationship between the Library and the Galleria:

1. The Galleria is an integral part of the Central Library and exists primarily to benefit the Library
2. Annual revenue after expenses from the Galleria should be designated to help fund the collection for the Central Library. This is essential to developing a partnership in Galleria event booking and event management.
3. Event booking data will be made available to key Library staff to aid in seeking available space and in tracking existing event data.
4. All space requests for Library events will be routed through a manager or department head.
5. Meeting space in the Central Library will be expanded to accommodate small Library staff and committee meetings, to reduce the need for East/West meeting room space.



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

6. Galleria staff will act as a resource for Library staff in terms of event planning and event management.

Next Steps: Training on the new web-based event data system will be expanded to include more Central and Administrative staff. Staff will also continue to seek funding strategies from Galleria revenue to benefit the Central Library.

- 39. Review possible projects that would enhance the value and use of the Galleria meetings spaces and determine the cost benefit. Develop more efficient storage systems for event furniture and equipment (Tucker, Nash, Bennett – May 2009). Recommendation 185c**

Completed Tasks: Staff has reviewed storage areas and worn or broken furniture has been discarded or recycled. Additional equipment has been purchased for the new meeting areas (as noted in update #19) to reduce the need to rely on limited Galleria furnishings. Staff will continue to seek lightweight and/or stackable furniture and equipment to improve efficiency and reduce injuries.

- 40. Establish comprehensive system-wide policy and procedures manuals to assist in Authority operations (GJ11; Batchelor, Teichert, Landers, Johnson, Bagdassari, Baer, Barber, Library Authority Counsel, Branch Supervisors, Department Heads - June 2009). Recommendation 13**

Completed Tasks: Staff met in June to agree upon a standard format for policies and procedures and a consistent numbering format. New policies and procedures will follow the newly created template and numbering system. Staff is also exploring the feasibility of purchasing policy and procedures software that will aid in the production, dissemination and maintenance of policies and procedures manuals.

- 41. 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). Recommendation 22**

Completed Tasks: As reported to the Authority Board at the May 28, 2009 meeting in item 4.1 Internal Assessment Update, staff has conducted a number of staff surveys that address a variety of issues including morale, respect, and a culture of excellence. The results have been quite favorable. In a staff survey from February 2009, 60.5% of the respondents agreed with the statement that "employee morale is currently improving." In addition, 71.1% of respondents agreed with the statement "employees have the opportunity to do what they do best every day." More importantly, 89.5% of respondents agreed with the statement that "most



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

employees feel they are treated with respect by their co-workers." In a staff survey of four administrative services departments (Facilities, Finance, Human Resources and Information Technology) from April 2009, 77.1% of respondents agreed with the statement that staff members in these departments "are courteous and helpful." Additionally, 78.2% of respondents agreed with the statement that these staff members "treat me with respect." Staff has been able to use these survey data to develop work plans and generate goals for the coming year. These surveys also serve as a model and baseline for future surveys that are planned to be conducted on a regular annual basis.

- 42. 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). Recommendation 283**

Completed Tasks: Staff determined that adding projectors to three branches that currently have a meeting room but no projector could increase programming and lessen delivery time and wear on the existing projectors. Staff purchased three additional projectors and placed them at the Martin Luther King Jr., Del Paso Heights, and Southgate libraries.

- 43. Establish programming guidelines that will help ensure equitable programming throughout the Library and efficient use of staff (Brown, Programming Team – June 2009). Recommendation 281**

Completed Tasks: In June a team of three programming specialists was created to plan, create and deliver equitable teen and adult programs throughout the library system. They will be in place by the end of July and begin to develop a plan of service and deliver programs in the fall Of 2009. The new team, in conjunction with the Programming Committee, will establish guidelines for service for all ages.

- 44. 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). Recommendation 258**

Completed Tasks: Staff had preliminary conversations with vendors that work with public libraries all over the country to provide access to online customer satisfaction surveys. It was determined that insufficient time and staff was available to focus on the project in the current fiscal year. Funding has been carried over to the next fiscal year to allow the library to develop and implement a customer satisfaction survey. Support will be solicited from the new Library Director for this project, and an RFP will be developed for a product that will ensure that customer satisfaction provides useful information regarding the value of services.



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

Completed Tasks: Staff met several times in May and June to review patron usage data collection, branch usage data, and branch workload data. Staff has recommended that the “Count Week” data collection process - four weeks held once a quarter in which key usage statistics such as visits and reference questions are counted at each branch – be revised to capture only the most important information and lessen the burden on branch staff.

46. 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). Recommendation 1i

Completed Tasks: Employee Suggestion Programs can be very beneficial to an organization, and must be well structured and equitably administered. A concise process must be developed to evaluate the suggestions, determine their benefit to the library, and identify the type of incentive to be awarded to the employee. A poorly structured program can be detrimental to an organization. In April the Authority Board approved \$1800 to launch a pilot employee recognition program. Thus far over 20 staff members have been recognized for their contributions to the library, including cost savings measures. Staff will continue to focus on employee recognition and review the feasibility of an Employee Suggestion Program as the budget permits.

47. 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). Recommendation 81

Completed Tasks: In 2006, Library Human Resources met with the manager of the City of Sacramento’s Organizational Development Department as well as HR managers from other Joint Powers Authorities to explore the feasibility of implementing a Succession Planning initiative. The initiative was very time and resource intensive for the City and involved management and staff at various levels. The library’s HR staffing would not be able to undertake a complex initiative such as this, at this time. Through its Assessment, the library has committed to develop and provide an expanded training program for supervisors and staff throughout FY2009-2010. Part of the proposal, which was presented to the Authority Board in April, was to expand the supervisory training program and include a greater variety of subjects. Through this effort the library hopes to build staff’s



skills, knowledge and abilities and continue to provide opportunities for advancement.

- 48. 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). Recommendation 98**

Completed Tasks: Human Resources staff has developed 15 Standard Operating Procedures and has implemented departmental checks and balances to ensure accuracy of changes made to employee records and the library's enterprise system. Staff has also drafted a Segregation of Duties process between Human Resources and Payroll. Staff will review and finalize the draft Segregation of Duties with the Finance department and make any necessary changes.

- 49. 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). Recommendation 104**

Completed Tasks: The renewal process with the current carrier starts May 1, 2009 with the contract beginning July 1, 2009. As a result of the lengthy process in issuing a Request for Proposal and selecting a Worker's Compensation carrier, Human Resources postponed the selection process to January 2010. In order to be proactive and manage claims properly, Human Resources has held quarterly Claim Analysis reviews with the current carrier. These meetings were extremely helpful in managing claims as well as improved communications. Additionally, Human Resources has partnered with Occupational Health Services of Mercy Medical Group, one of the Medical Provider Network of the current carrier as well as developed a relationship with Mercy Account Executives of each location to increase communications and understanding of the Library's positions resulting in substantial cost savings for the Library, fewer claims, and better quality service for employees. Staff will review the feasibility of issuing a Request for Proposal in January 2010.

- 50. 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). Recommendation 105**

Completed Tasks: Human Resources met with prospective brokers in January 2009. Based on the number of Library employees eligible for



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

benefits, number of enrollments, number of employees waiving coverage, as well as employee demographics, obtaining separate health and welfare benefits would cause premium rates to rise.

Next Steps: The Library will remain with the City benefits and periodically meet with vendors to research the feasibility of health benefits specifically for Library employees. Staff will also determine the feasibility of offering a consumer driven health care /high deductible plan that may be advantageous to some employees, especially those working on a part-time basis.

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

Completed Tasks: Due to economic uncertainty and the current budget situation, the Library's Broadband structure will remain unchanged. Library Administration will discuss the Broadband structure with the new Director and will take action as appropriate.

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

Completed Tasks: Human Resources staff issued a survey to the branches regarding the knowledge, skills, abilities and availability of the current on-call LSA employees. Based on the results of the survey, the current group of employees is available to meet the branches' needs and has the necessary skills required to be quality on-call LSAs.

Next Steps: Human Resources will issue surveys to determine if specific branches are experiencing difficulty finding on-calls due to location and/or schedule. Staff will also evaluate the performance of current on-call employees to ensure they meet performance standards based on the seven key areas.

53. 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). Recommendation 117

Completed Tasks: Human Resources staff has implemented checks and balances to ensure the accuracy of this information. This process will be documented in the department's Standard Operating Procedures.



54. Strengthen and maintain positive community relationships by: Fostering relationships with downtown area schools and services through outreach/visits to and from the schools (Biddle, Higgeson, Trawick, Crume, Borelli – June 2009). Recommendation 299b

Completed Tasks: Starting in January of 2009 and continuing through June, the Youth Services staff at Central have visited 9 area schools or other organizations, providing story times, craft programs, and promoting our services to the downtown community. These efforts are ongoing and will continue as a regular part of our increased outreach efforts. Below are select highlights, demonstrating the types of activities in which the staff have been engaged:

- Washington Elementary School: a meeting with principal and art teacher to arrange for children's artwork to be displayed in Kids' Place.
- Planned Parenthood Teen Mothers Group: Youth Services Librarian met with a local group of teen mothers inside the library and discussed the importance of early childhood education, and resources to help the mothers finish high school.
- Milestones Child Development Center: visit by Youth Services Librarian and management of a library card drive with the school's director.
- Father Keith B. Kenny Elementary: two story times and discussion of the Library's summer reading program with three different grade levels.
- Downtown Boys & Girls Club: visit to brainstorm with the director on ways to collaborate.
- River Oak Family Resource Center at Dunlap House: baby Lapsit Storytime given to introduce pre-reading activities to new English and Spanish-speaking parents.

55. Restructure TELIS (Telephone Information Service and circulation help line) to better serve patrons in a timely manner with the appropriate level of staff by: Exploring instant messaging in TELIS for support for branch staff and evaluating the utility of the service to patrons (Biddle – June 2009). Recommendation 297c

Completed Tasks: Staff has begun to explore text-based service provision in general by agreeing to participate in a nationwide, six-month cooperative trial of the SMS (text message) Reference service, being coordinated by the Alliance Library System in Illinois.

Next Steps: This trial begins July 15, and the TELIS Coordinator, Ann Owens, is the lead on this project. As we gain insight into the feasibility



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

of the service we will be able to judge its value as both an internal and external tool.

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

Completed Tasks: Each year, volunteers provide the Sacramento Public Library the equivalent of 12 to 13 full-time staff. To better shepherd that resource and to provide additional assistance to branch libraries, standardized practices and procedures have been developed in all levels of volunteer service – particularly with regard to recruitment methods, training and recordkeeping. The following steps have been taken or are in process:

- Recruitment – the Library has begun participating in a national volunteer recruitment service (VolunteerMatch) that allows each branch library to post volunteer opportunities;
- Standardized applications – Volunteer applications have been redesigned and will be implemented by the end of July 2009. The new forms provide standard information in a format that allows branch libraries to insert job descriptions and hours that volunteers are needed;
- Volunteer Handbook – A volunteer handbook has been developed and will be implemented by the end of July 2009. The handbook provides standard information about library practices, rules and regulations in a format that may be easily modified so to accommodate individual branch needs;
- Database – a centralized database of all volunteers and volunteer information has been developed and implemented. Prior to this database, records of volunteers, their start dates, hours worked, and emergency information had only been at individual branch libraries.

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

Completed Tasks: Tutors are key components in providing service to the at-risk children participating in the Sacramento Public Library's Homework Centers at the Colonial Heights Library and the Martin Luther King, Jr. Library. Currently, as the tutors working in the Centers are paid through an employment agency, the Library has not been fully involved in the process. To provide the highest level of service to the children of these neighborhoods, a standardized method of recruitment; hiring; evaluation and retention will be developed and implemented at both locations.

Next steps: Development and implementation of a standardized process to hire tutors will be the responsibility of the Literacy and Homework Center Supervisor for completion by October, 2009. The position is currently



vacant but is in the process of being filled. The new staff is anticipated to begin by August, 2009.

- 58. Establish discussion information distribution standard and a policy for recording the decisions and action of the management and supervisory meetings and distributing them to staff (Dentan, Management – June 2009). Recommendation 257**

Completed Tasks: A proposal for recording, storing and distributing minutes for Supervisory meetings has been drafted and evaluated by key stakeholders. Key components of the proposal include: training for all staff taking minutes on the principles of Action Minutes; use of a laptop for taking minutes; and developing a timeline for making minutes available.

Next Steps: The proposal will be finalized and implemented in Branch Supervisor and Circulation Supervisor meetings effective September 1, 2009. The procedures for Management Council meetings will be finalized after the arrival of the new Library Director.

- 59. 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 – June 2009). Recommendation 239**

Completed Tasks: The Marketing Department has created a folio which details many of the great resources the Library currently offers to businesses. This folio may be used by staff and Library support groups when they are meeting with area business people in their offices, at chamber meetings, or while attending business fairs. This professional folio presents the Library as a great resource for business.

- 60. 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). Recommendation 244**

Completed Tasks: The Marketing Department has created a library style manual for use by branch staff when creating in-branch publicity pieces, outreach pieces, signage, and the posting of information on the Library Web site. The style manual is currently posted on the Marketing Department's staff intranet page.

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



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

Completed Tasks: A review of the suggestion found that popular titles develop sizable queues of people waiting to read them upon publication. While paperback copies are occasionally available at the same time as hardcover books, it is usually months later that the paper version becomes available. The Library then buys more copies if there is still a need, although demand may have waned by then.

FY 2009-10 ordering will include information on the most popular authors that will serve as a guideline for how many copies to order at the outset based on the popularity of and demand for an author. This method will save time for selectors because they will not need to determine quantity or assign branches for those titles. It will save time for Collection Management, reducing the need for subsequent orders to meet the demands of the holds queues. This change improves service to customers by providing adequate copies of a new title when demand is high.

Next Steps: This process will be reviewed after six months, and revisions will be made as necessary.

62. 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, Smith, Worthy - June 2009). Recommendation 121

Completed Tasks: The development of a comprehensive framework of Information Technology (IT) policies and procedures started by conducting a thorough review of industry related Frameworks for IT. The IT Infrastructure Library® (ITIL) is a cohesive best practice framework, drawn from the public and private sectors that describes the organization of IT resources to deliver business value, and documents processes, functions and roles in IT service management. The first phase of for developing the framework is a review of day-to-day operations and documentation of procedures has been completed. Formatted templates have been created for this purpose.

Next Steps: Staff will examine the commonalities of major service and support areas, such as acquisition of technology, operations, network security, monitoring and reporting requirements. The framework will be presented to the Information Technology Steering team for review and acceptance.

63. Establish measures and monitoring procedures for Information Technology projects (PA 3-1; Calderon, Smith, Worthy - June 2009). Recommendation 121c

Completed Tasks: The purpose of this procedure is to establish the measures and monitoring procedures of information technology (IT)



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

projects. The procedure establishes careful review of project activities to ensure successful completion of Information Technology projects by adhering to existing policies, procedures and standards. The Information Technology Steering Committee (ITSC) will be briefed regularly on the progress of major or critical IT projects and investments. This can be done through submission of regular reports of measurable objectives reached and progress of project activities.

Next Steps: The procedure will be presented and reviewed by the Information Technology Steering Committee and will become a part of the Project Management Standards for IT Projects.

64. Develop an Information Technology procurement procedure to ensure effective utilization of resources (PA 3-9; Calderon, Smith, Worthy - June 2009). Recommendation 121d

Completed Tasks: The Information Technology procurement procedure adheres to the Library's Procurement and Contracts Policy for hardware and software purchases. The procedure directs staff to adhere to technical requirements from vendors preceded from a cost/benefit analysis in accordance to Project Management methodology for IT Projects. Purchases of new or equipment refresh will be based on current equipment refresh lifecycle.

Next Steps: Staff will adhere to procurement procedures for purchases of hardware, software and support services.

65. 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). Recommendation 121e

Completed Tasks: The Library is addressing MGT Performance Audit Recommendation 3-3 by implementing Information Technology project management best practices, aligning itself with industry standards through the principles of project management, as established by the Project Management Institute. Guidelines for project size and complexity categories will be used to determine organizational, technology and staffing impacts and costs. The Project Lifecycle includes documentation guidelines, phase and deliverables, roles and success criteria to ensure expectations are clear and understood by project members and stakeholders. To assist, example documents, based on concepts by the Project Management Institute are provided as a guide and template to create specific and detailed documentation of the system or software project for the organization. The



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

draft of the methodology document is being reviewed and will be finalized by July 17, 2009.

Next Steps: Staff will initiate implementation by identifying key projects to introduce IT Department staff and stakeholders to the new methodology. The recently formed IT Governance oversight team will use the project management methodology to evaluate, prioritize, project approval, and to ensure best practices and timely implementation is followed.

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

Completed Tasks: The Library currently offers eighteen lists featuring eighteen collections of book, video, audiobooks, DVDs and music in various categories, including, fiction, non-fiction for adults, teens and children. These lists are readily available for customers wishing to be made aware of new changes with an RSS subscription. Creating additional lists in Word languages require the purchase of additional Review lists from the vendor at a cost of approximately \$6,000. Ideally, various lists can be created and categorized by language on the online catalog.

Next Steps: Staff will further analyze the impact on staff to create and categorize the lists by language and material type. In addition, an impact analysis for required resources of the Integrated Library System will follow.

67. 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). Recommendation 137

Completed Tasks: A number of changes have been made to improve software imaging and technical support while reducing cost and effort through constant evaluation of procedures and use of new tools. Computers need to be current with software releases, and one way to keep these computers updated is by using imaging. In the past, staff used a set of DVD's for each computer type and function. Now, high capacity flash drives are used resulting in a reduction of 145 FTE hours annually. In addition, push technology is used to remotely install anti-virus and other security updates, plug-ins and operating system patches. The use of push technology allows for the central distribution of software after hours.

Next Steps: Staff will continue their efforts with the goal of reducing the number of public computer images from three to one by using profiles. This effort will result in time savings of 50 FTE hours annually.



- 68. 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). Recommendation 142**

Completed Tasks: Remote access to Library resources is currently limited to a select group of users with specific needs to access Library network resources after work hours or on weekends. This access is limited to a few managers and members of the Library Executive team, who often need to access these resources after work hours or on weekends. Information Technology personnel responsible for the administration of core network resources are also granted access in to promptly respond and resolve high priority technical problems. The current VPN uses client software that is configured by IT personnel, but lacks authentication tools, authorization control and limited ability to keep track of usage and resources accessed.

Next Steps: Staff will acquire additional software to monitor and control user access to the network, services and devices by restricting user functions and to track user activities on the network.

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

Completed Tasks: Staff has created a rough draft of the Injury and Illness Prevention Plan, and the final review and dissemination will be completed after the appointment of the new Safety Coordinator. Interviews for the Safety Coordinator position were held on July 10, 2009 and the recruitment process is proceeding on schedule.

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

Completed Tasks: For the FY 2008-09, staff reports that of 728 available slots, the Galleria rooms were used for 428 bookings (59% room utilization). Revenue events account for 295 of the 428 bookings, and Library-related events account for 133 of the 428 bookings.

Next Steps: Staff will begin marketing week-day corporate events in the Galleria with the potential for utilizing the 2 meeting rooms as break-out space. In addition, the utilization of the new Central Library meetings spaces (on the 2nd and 4th floors) will make meeting rooms available for larger groups of paying clients.



71. 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). Recommendation 189

Completed Tasks: Staff is pursuing a number of approaches to begin marketing to corporations for week-day meetings.

- New audio systems were installed in the East and West meeting rooms and on the main floor of the Galleria on June 25, 2009. The only remaining installation will be a larger automated screen.
- Staff is in negotiation with photographers, art directors and business magazine representatives to produce and place advertisements targeting the business community.
- Staff is in negotiation with caterers to design a complete meeting package that includes food and beverage.
- Staff recently concluded an agreement for the Sacramento Metro Chamber of Commerce to hold their annual December Holiday Mixer for 500 business members in the Galleria.

72. Update the Library's Disaster Preparedness Plan by: Developing Standardized Incident Management Systems (SIMS) training to prepare for possible natural or man-made disasters (Tucker, Dahlberg, HR staff - June 2009). Recommendation 4c

Completed Tasks: The Library's SIMS team has been assembled and FEMA Web training has been completed by most members. The Safety Coordinator, currently being recruited, will be a key member of this team as the Library prepares to meet a number of different disaster scenarios including natural or man-made disasters, civil disturbances or pandemics.

Next Steps: Staff will complete FEMA training and certification for all members. The hiring of the new Safety Coordinator is on track to be completed by the end of July 2009.

73. 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). Recommendation 183

Completed Tasks: People counters placed at the main entrance of each library could provide accurate counts of customers on an hourly, daily, weekly and monthly basis. This data could be collected automatically via the Library's computer network and used to fine-tune staffing needs and operating hours. The total equipment cost for these devices is \$45,000,



plus an additional cost of \$13,500 to install the needed network jacks at each main entrance.

Next Steps: Staff will continue to examine this type of system as the use of security gates declines and the capabilities of data collection decreases.

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

Completed Tasks: The storage areas at the Central Library were purged in May 2009, freeing up needed space for incoming equipment and furnishings at the new Libraries.

Next Steps: Staff will continue to monitor and control the accumulation of surplus items or items that are beyond economical repair. Staff will also seek ideas for a revised surplus property policy that will permit the sale of surplus items when appropriate.

75. Evaluate existing internal controls and develop those needed to provide proper Board-level oversight of Authority operations (GJ10; Library Director, Teichert - June 2009). Recommendation 24

Completed Tasks: The Board adopted an Internal Control Policy at the February Board meeting. This policy establishes the framework for establishing and monitoring internal controls over SPL operations and business systems. Internal controls are evaluated as staff is bringing forward Assessment Reports and policies on an ongoing basis.

Next Steps: Staff will continue to bring policies to the Board as identified in the Assessment Report schedule.

76. 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). Recommendation 41

Completed Tasks: The FY 2008/09 Budget was presented at the May 28, 2009 Board meeting and approved by the Board. The budget included an easy to read and understand format that will be modified based on changes in economic and other impacts to Library revenue streams.

Next Steps: Staff will update and present the Library's September Final Budget for FY 2009/10 for approval at the September 2009 Board meeting, including changes to revenue streams from State and Local sources. Staff is preparing a comprehensive budget document that will be submitted for the



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

California Society of Municipal Finance Officer's annual excellence in budgeting award.

- 77. 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). Recommendation 67**

Completed Tasks: Staff is completing the documentation to implement the requisition system. This includes internal controls over purchase requests and approval queues for requisitions and purchase orders. Staff is preparing the training materials for all branch and administrative staff involved in the purchasing process.

Next Steps: Staff will complete the system and process documentation by August 31, 2009. Staff training will begin in September and be completed by October 2009.

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

Completed Tasks: Library staff has worked with County staff to ensure that all Library property taxes are transferred to the Library at the end of the fiscal year. Minimal fund balance will be retained in County Fund 11 to provide for County cash flow requirements.

Next Steps: Staff will complete the review of Fund 11 transactions as the County's books are closed for FY 1009/10 and transfer any remaining available funds to the Library by August 31, 2009.

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

Completed Tasks: Library staff and County staff have reviewed the complex details off the Pension Obligation Bond agreement between the Library and the County. Library and County staff had previously agreed to reserve \$3.5 million to address the Library's liability for outstanding issued POB's through 2022. Both parties have reached agreement, based on an actuarial study completed for the period ending June 30, 2006 calculating the liability at just over \$3.4 million. Staff will recommend a settlement agreement to the County Board of Supervisor's and the Library Board by September 30, 2009.



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

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

Completed Tasks: Staff has secured the necessary information for the affected retirees from PERS staff. This information is not normally provided by PERS and it was difficult to work through the PERS structure to secure this information. Staff has retained the services of an actuary that is in the process of recalculating the correct retirement amounts. Staff will develop a recommendation to resolve the retirement issue for each person once the actual amounts are known.

Next Steps: Staff will present settlement options to the Library Board by September 30, 2009 to resolve all remaining pension issues related to the PERS contract discrepancy. Current estimates are that the total settlement amount will be about \$100,000. Final numbers will be available when the actuary completes the recalculations in late July 2009.

81. Complete the implementation of the new JPA Financial Structure through implementation of the Board-approved recommendations of the Finance Advisory Committee, including: Transfer remaining fund balance in Fund 11 to the Library consistent with JPA Agreement Section 11.c.iv (Teichert, Johnson - June, 2009). Recommendation 229b

Completed Tasks: Library staff has worked with County staff to ensure that all Library property taxes are transferred to the Library at the end of the fiscal year. Minimal fund balance will be retained in County Fund 11 to provide for County cash flow requirements.

Next Steps: Staff will complete the review of Fund 11 transactions as the County's books are closed for FY 1009/10 and transfer any remaining available funds to the Library by August 31, 2009.

82. Complete the implementation of the new JPA Financial Structure through implementation of the Board-approved recommendations of the Finance Advisory Committee, including: Establish the direct transfer of Library property taxes to the Library from the County Tax Collector (Teichert, Johnson - June, 2009). Recommendation 229c

Completed Tasks: Staff is meeting with County staff to discuss the feasibility of implementing the direct distribution of Library property taxes to SPL without deposit into County Fund 11 first. The systems are in place



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

to allow the Library to directly receive the property tax distribution from the tax collector. Staff will report the progress on this effort to the Library

Next Steps: Staff will implement the direct distribution of property taxes for the FY 2009/10 property tax receipts. Complete the process by October 2009.

- 83. Complete the implementation of the new JPA Financial Structure through implementation of the Board-approved recommendations of the Finance Advisory Committee, including:
Enter into contracts for services provided for system-wide benefit by member agencies (Teichert, Johnson - June 2009).
Recommendation 229f**

Completed Tasks: Staff has identified the services provided by the member agencies, and is proceeding to update and implement cooperative agreements as needed. Staff will prepare agreements for cooperative services and present to the Library Board by December 2009.

- 84. 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). Recommendation 13**

Completed Tasks: Staff has drafted the overriding policy manual structure. The structure provides for all of the policies and procedures identified by the Assessment Process, and many others. The structure is being reviewed by the management team during July 2009. All Library management staff and supervisors are working to complete the manual. Staff will continue to present administrative and Board policies as committed in the Assessment Process and within the stated time frames.

- 85. 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). Recommendation 29c**

Completed Tasks: The accounting treatment of books and materials inventory is a fairly new requirement for the Library. Accounting standards require that assets which individually do not meet the capitalization threshold (\$5,000) should be capitalized if applying the threshold to individual items would effectively eliminate a significant portion of the agency's capital assets (e.g. library books for a library district). To be able to appropriately capitalize books and materials the Library must be able to



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

identify, by fund; materials purchases and dispositions as well as determine an average useful life for materials in order to depreciate them.

Finance has worked with auditors and the Collection Development Department to determine that the Millennium system used for managing the Library's books and materials collection does have the ability to produce an overall summarized inventory of library materials by library area, type of collection and cost. Any particular category can be further delineated to lists of specific materials within select libraries throughout the Sacramento Public Library system. This important characteristic allows auditors to test the accuracy and effectiveness of the Library's materials management system and allows Finance to make reasonably sound estimates as to the overall value of the collection at year end.

The value of the collection can be determined by using the following formula: Beginning balance of the collection plus purchases minus dispositions and accumulated depreciation equals ending balance of the collection. Millennium's inventory balance for the collection at year end, will vary only by the accumulated depreciation amount.

In the past for purposes of insuring the collection, the Library used an average book value estimation to determine the value of the Library's collection. Since the summarized inventory list (mentioned above) was not available at the end of fiscal year 2008, Finance will use the average book value method until the end of fiscal year 2010 when the new inventory list can be pulled and more accurate comparisons can be made.

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

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

Completed Tasks: The Finance Department has developed a monthly allocation for investment income to each fund based on the average daily balance of each fund's cash and investment accounts. The allocation method recognizes cash flows in and out of each fund to determine daily balances which are added together and divided by the number of days in the month to determine the average daily balance. Investment income is then allocated based on the proportionate share of the average daily balance within each fund.



Within a fund, investment income is allocated to respective restricted gift funds which are material in size and where appropriate based on cash flows and average daily balances within the gift fund. Interest allocations to gift funds are posted to the organizational code associated with the Library Branch that received the gift. Gift funds are tracked through the Project Accounting Module in the Eden financial system.

The investment allocation began in March with an allocation posting which effectively and appropriately recognized all cash changes from July through February of fiscal year 2009. Subsequent monthly allocations have been made with normal monthly closing processes in March, April and May of 2009. All fund allocations are applied to the shared public organization code within each fund. Staff will monitor compliance and perform regular review of monthly closing processes to assure that interest allocations are performed accurately and in a timely manner.

87. 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). Recommendation 29o

Completed Tasks: In June of 2009 the Finance Department in coordination with Information Technology staff and bank service representatives developed a system for branches to request cash orders to support branch change funds and reimbursements to petty cash funds via armored courier directly from the bank. The system has been established and processes have been documented. It is anticipated that due to the infrequency of armored courier service associated with some smaller branches, the check process for reimbursing petty cash funds may still be used.

Due to the number of revisions to cash handling processes over the last half of fiscal year 2009 and the current effort underway to update documentation associated with various revisions to cash handling processes, management determined that this new service will be rolled out to branches through direct onsite training throughout July and August 2009.

Next Steps: Staff will complete documentation associated with cash and handling revisions, and establish onsite training dates with each Library branch by August 31, 2009.

88. Develop and standardize process for identifying all balances and changes to Temporarily Restricted Net Assets (Johnson, Espinoza - June 2009). Recommendation 29q



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

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

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

Completed Tasks Accounting guidelines require that donations may only be spent as designated by the donor. Donations unspent at the end of the fiscal year become restricted in the fund balance for use in future periods. Midway through fiscal year 2008, staff recognized that the Project Accounting Module of Eden, which is used for tracking revenues and expenditures associated with major grants, gifts and donations, had not been fully utilized to track smaller temporarily restricted net assets (TRNA).

By the beginning of fiscal year 2009 staff reached the conclusion that an additional segment string in the general ledger accounts was needed to track revenues and expenditures of large and small donation types by donor source enabling branch staff to track these revenues and costs at the branch level. As a bonus, the new segment string would provide the added functionality of tracking other types of program costs and activities. In January 2009 the new 4 digit segment string was added.

Donations are now tracked by type and donor in the Eden financial system. Branches are able to code payments using the new segment codes and track expenditures associated with their donation receipts. Throughout the latter part of fiscal year 2009 management and Finance staff have provided training on the new donation tracking system. Staff should be fully converted to the new system by the end of July. The new accounts will help staff to delineate between normal SPL appropriations and those appropriations associated with Board accepted gifts and donations. The new account codes, which include the 4 digit segment code, will be in place by the end of July 2009. Staff is also considering a document management module that will allow Finance to push reports out to managers on a monthly basis instead of requiring managers to pull reports from the system.

Next Steps: Staff will provide training throughout July and August on the use of the new segment code. Staff will also purchase and implement the document management module to save time and provide flexibility and ease of reporting.

89. Establish greater delineation in payroll liability accounts associated with employee benefits to improve account reconciliation process (Salvador - June 2009). Recommendation 29g



Completed Tasks: The initial setup of Eden's payroll module funnels many benefit withholdings types through relatively few liability accounts. This setup makes the payroll reconciliation process cumbersome and therefore time consuming. Staff has successfully established new system parameters and accounts in the test database to allow for various benefit withholdings to flow to separate liability accounts. Test reports have been reviewed and staff is in the process of setting up the new parameters and accounts in the live database. Staff expects this to be completed by end of July 2009.

- 90. 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). Recommendation 29e**

Completed Tasks: In fiscal year 2009 the Finance Department obtained a scanner with automatic document feeder and the software to support continuous scanning. Finance worked with the Information Technology Department to establish permanent folders for archiving scanned documents through permanent data lines, and staff has been successfully scanning documents for several months. Staff has also developed plans to phase in electronic approval of account payable invoices beginning with the Facilities Department in July 2009, at which time accounts payable will begin scanning and attaching invoices for managerial review.

Next Steps: Staff will develop electronic approval queues for the Facilities Department, and provide training to Facilities staff on the electronic approval of invoices. Staff will also phase in electronic queues and training for other departments through 2010.

- 91. 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). Recommendation 29m**

Completed Tasks: The Finance and Human Resources departments have drafted a Separation of Duties (SOD) administrative policy to insure that the internal controls necessary to maintain the integrity of the library's enterprise system are established and followed. The Separation of Duties policy will also ensure the timely and accurate maintenance of employee records and information, as well as timely and accurate issuance of payroll. The Director of Finance and the Director of Human Resources have met to discuss the draft and review the input provided by their staff. Standard Operating Procedures (SOPs) have been developed for new employee processing, leave integration and step increases, and a number



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

of other transactional processes. The two departments will continue to improve and augment SOPs over time.

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

Completed Tasks: The Library has reviewed yields associated with some other investment options and is not recommending a change in investment policy at this time. The City Treasury, where Library funds currently sit, has consistently exceeded yields of the Local Area Investment Funds (LAIF) by 50 basis points or more during the past year. City yields exceed LAIF even after investment fees are considered. To offset banking fees, one other option considered was a sweep type account offered by some banks that roll excess funds to an investment account similar to LAIF. Staff determined that the Library's current investment practices already maintain slim margins of excess daily operating cash and that yields were not sufficient to offset banking fees. The gains did not offset the added cost in banking and investment fees. Staff will continue to perform periodic review of investment options.

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

Completed Tasks: The subject of including Sacramento County Fund 11 transactions on the Library's trial balance has been a subject with the auditors for the past three fiscal audits. The determination of legal oversight and direction of the funds is crucial to this debate. Currently the Library provides significant, though not total direction as far as the use of these funds and in developing an annual budget. Sacramento County bears legal oversight, holding the funds in trust to ensure they are appropriately dispensed. The County lists Fund 11 on its own trial balance along with its other special district funds and it is included in the County's budget each year. However, the Library is not a component unit of the County and listing these funds on the Library's general ledger would not cause a misstatement of assets.

At this time the Library has chosen not to list Fund 11 on its trial balance, but to recognize the cash disbursements as they are received from the fund. The Library's auditors may choose to continue the discussion this year, but it should be noted there has been no disagreements with them about the recognition of these funds to date. Staff will continue to maintain communications with auditors and County staff concerning Fund 11.



- 94. 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). Recommendation 70**

Completed Tasks: The Account Receivable Module has been established in the Eden financial system. However, this module does not record outstanding customer amounts owed for books and materials. It is used to create invoices to external entities for regularly scheduled contributions, reimbursements due to the Library for system services, or other amounts due to the Library. In June staff produced the first system generated invoice; a customized invoice form was created by staff and is integrated into the system. The payment receipt function appropriately lists outstanding invoices when customer account codes are entered and the system can now produce invoice aging reports. Staff will complete documentation and desk procedures associate with the accounts receivable processes.

- 95. 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). Recommendation 29p**

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

Completed Tasks: The Library has developed a comprehensive plan and timeline to establish a grant process which identifies the necessary steps to properly apply, obtain authorization, record, and report grants. The plan includes steps to document all processes with flow charts, check lists and written procedures and to provide staff training. The timeframe for this process has been extended with process components scheduled to be in place by August 2009 and training to be completed over the course of September and October 2009.

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



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

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

Completed Tasks: In fiscal year 2008 staff setup and established the fixed asset module in the Eden system. The Eden Fixed Asset Module has the ability to track assets which are managed but not depreciated as well as depreciated (capitalized) assets. To date, in addition to setting up the module, the Library has worked with an inventory specialist to determine what type of digital inventory listing could be provided once a full inventory of Library assets is commissioned. Staff has worked with Eden specialists to be able to import a comprehensive listing into the Fixed Asset Module. The Eden specialist has provided training to procurement staff and Director of Finance on certain aspects of the system, which allow for procured fixed assets to migrate as unposted assets into the fixed asset module from the original purchase order. The new timeframe for this project complete with staff training has been extended to December 2009.

97. Explore the feasibility of establishing a mandatory vacation policy for finance personnel and cross train the 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 (ML 12 Johnson, Espinoza). Recommendation 54

Completed Tasks: In the 2006 Management Letter from the Library's auditors it was noted that the Library had no mandatory vacation policy and that lack of duty rotation (cross-training) caused a significant back-up and delay of financial information. Management has determined that a system-wide policy requiring a minimum of one week mandatory vacation for all full-time Library staff will not violate labor agreements and will insure adequate oversight and controls in all critical Library processes. This policy should be perceived as a matter of wellness to the individual employee as well as to the organization. In response to the need for duty rotation, the Finance Department has sufficient staff and has reached an adequate level of cross-training to provide that all critical functions are covered in the absence of key members. Finance staff will also draft a mandatory vacation policy by September 2009.

98. 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). Recommendation 265

Completed Tasks: The Library's current account setup is undergoing changes to facilitate donations and gifts reporting to both internal and



July 23, 2009

Sacramento Public Library Authority

Agenda Item 5.0: Internal Assessment Progress

external customers. In a recent discussion with Eden representatives, staff investigated the ability of the system to push reports to managers and external parties rather than requiring managers to pull this information from the system. No single reporting function of the system appears to have the ability to provide exactly what is needed, but there is a high probability of creating a hybrid process that can push reports. This issue is important to all customers in light of internal accounting changes requiring all Library activities to be funded through the Library's general ledger. The Library values our relationship with our partner non-profit organizations that handle and forward gifts and donations, mainly the Sacramento Public Library Foundation and the Friends of the Sacramento Public Library and all their various branch groups. Though more cumbersome, alternative reporting methods are available and Finance recognizes the need to open these discussions soon.

Next Steps: Staff will arrange meetings with external customers to discuss reporting restricted gifts and donations by August 2009.