



March 26, 2009

**Agenda Item 3.1: Internal Assessment Update**

**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 the 302 recommended actions items contained in the assessment and requested that monthly status reports be provided to indicate the progress of meeting the objectives. This is the second 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 February 28, 2009, except for those included elsewhere on the agenda.**

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

Completed Tasks: At the Authority Board meeting of February 26, 2009, the Board approved the actions recommended in Agenda Item 3.5, whereby the above assessment recommendation was completed.

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

Completed Tasks: The Library Director has completed small group meetings with several branch staff groups and individual business units. Each branch has received a site visit on at least one occasion as of this date. Based on feedback received at larger group meetings, there is high interest in having regular small group meetings with the Director to receive information, ask questions, and brainstorm solutions to organizational challenges. The Director will continue to organize meetings to further facilitate the cultural transition already in process at the Library.



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

Completed Tasks: The Library Director has visited all branches and business units, has met with employees and has launched the change process. On Friday, January 16, the Library Director, Deputy Director of Public Services and Deputy Director of Administrative Services met with staff at three regional meetings to discuss the Assessment, solicit input, and invite involvement in the change process.

On Wednesday, February 18, Library management discussed the importance of establishing a culture and foundation built upon the core values of Integrity, Respect, Courtesy and Excellence. The Library's overarching philosophy will be "to create a culture of service that is built upon integrity, trust and excellence." Each manager established specific goals to embody the new philosophy and create momentum in establishing the new culture.

All branch, unit and circulation supervisors were invited to and participated in a training session on Friday, March 6 to promote the establishment of a culture that is built on Integrity, Respect, Courtesy and Excellence. Additionally, a recognition component has been added to the performance appraisal process as part of the committee's charge.

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

Completed Tasks: Central Library's TELIS staff moved from offices on the second floor to available space on the fifth floor in April, 2008. The vacated space was utilized as the new location for the Human Resources Department. This space was modified by Library Facilities staff and contains office space for the staff including a work station for the Trainer position, and a conference room that will be used for staff meetings, interviews and oral examinations. This space will be furnished with existing components, with additional furnishings from the County Corporation yard at no cost to the Library. The new space will provide significant improvements in access for applicants and candidates and will provide a more secure and confidential environment for the Human Resources functions.



- 5. Strengthen and maintain positive community relationships by: Developing the Central Library's Volunteer Program into a well coordinated program that can be replicated in other branches (Biddle, Higginson, Hernandez - Feb 2009). Recommendation 299c**

Completed Tasks: Central's volunteer program has been redesigned and includes a new vision to build and strengthen positive community relationships while fulfilling the Library's goal *to maximize public and private financial resources and support for the Library*. Lynnette Hernández has been assigned the role of Volunteer Coordinator at the Central Library, and has successfully developed the necessary structure and documentation for coordinating the work of volunteers. Tasks completed under Lynnette's oversight include the development of volunteer job descriptions and Volunteer Coordinator Training materials, the development of an Orientation Program, the establishment of Service Days, and the creation of an online presence.

Next Steps: Future actions will include promoting the Volunteer Program on the Library's website by registering it with online search engines and volunteer matching websites, by participating in the Baby Boomer Volunteer initiative of the California State Library, through building partnerships with the local AmeriCorps campus, and participating in regional training for branch staff.

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

Completed Tasks: Staff has developed a process and procedure to implement a Job Rotation Program. Procedures and forms were developed and posted on the Library's staff intranet, and the program was announced in the Director's Bulletin. A number of applicants have applied and been approved, and rotations have been scheduled for several staff members.

Next Steps: Applications will be considered as they are submitted. All participants are required to submit an evaluation of the program after their rotations. Management will continue to evaluate the merit of this program on a quarterly basis. Reminders about the Job Rotation program will be publicized through internal channels.



March 26, 2009

**Agenda Item 3.1: Internal Assessment Update**

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

Completed Tasks: The Spanish language brochure has been developed and disseminated to all branches, with a greater number of brochures being distributed to branches that have a high index of Spanish speaking customers.

Next Steps: Future actions include purchasing Spanish radio advertising; working with local Spanish radio stations to record Spanish stories for the library's *Telecuento* service; offering online, self-paced English courses for Spanish speakers; and exploring the creation of additional Spanish print pieces and online information.

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

Completed Tasks: A Federated Search tool is a web-based software product available to Library staff and customer, that offers simultaneous searching of multiple online databases or web resources. This search tool can reduce the burden of having to have knowledge of each individual search interface, or knowledge of the existence of all the individual data sources that need to be searched in order to perform a successful search. The Information Technology staff identified several viable products, including WebFeat and Research Pro that are available to perform this function.

Next Steps: If this software can be funded in the FY 2009/10 budget, the Information Technology staff will develop and issue a Request for Proposal (RFP) to determine the cost of acquiring this search tool. Responses will be evaluated and if the price quotations are within the approved budget parameters, then a vendor will be selected with a possible implementation date anticipated for the Fall of 2009.

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

Completed Tasks: On February 26, 2009 the Authority Board approved the development and release of a Request for Proposal (RFP) to seek the services of a collection agency to assist in collecting overdue accounts owed to the library. The draft of the RFP is being reviewed to ensure desired service features are carefully outlined. The RFP will be finalized upon review and implementation of operational procedures associated with collection of fines and fees. It will be finalized and released to collection



March 26, 2009

**Agenda Item 3.1: Internal Assessment Update**

agency vendors with a recommended selection of a collection agency anticipated to be presented at the May or June Authority Board meeting.

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

Completed Tasks: Staff from the Information Technology Department and the Human Resources Department developed a plan to upgrade from Microsoft Office 2003 to Microsoft Office 2007. This new software has been installed on several staff workstations as a pilot program in order to obtain feedback useful for deployment and development of training materials to the remainder of the Library organization.

Several training sessions were held between February 25 and March 13, 2009. These sessions were designed to give library staff a 90 minute overview of Microsoft Office 2007. The sessions focused on the differences between Office 2003 and Office 2007, as well as explaining the additional features included in the new version. Additional hands-on classes will be offered to staff on an as needed basis.

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

Completed Tasks: Utilizing a \$5,000 donation from the Friends of the Library, Rebecca Higginson coordinated an arts and crafts program series for the Central Library. Ms. Higginson developed the individual programs, including digital photography, watercolor painting, sketching, mosaics, bookbinding, calligraphy, knitting and crochet. Each program will be facilitated by a different librarian from Central Library. Ms. Higginson also developed publicity materials in conjunction with the Marketing Department, and coordinated the purchase of needed materials through Collection Management Services. The \$5,000 was utilized to purchase materials for the programs and books that will be added to the Library's collection to augment existing resources for these very popular programs. It is anticipated that one or two classes will be offered each month through November 2009.

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



March 26, 2009

**Agenda Item 3.1: Internal Assessment Update**

Completed Tasks: Nine workshops have been scheduled for customers seeking assistance with their job search and/or getting into college. Additionally, two "Train the Trainer" workshops for teen librarians have been scheduled to expand the Library's ability to serve teen customers searching for jobs. After training, teen librarians will be able to provide workshops and training in job search techniques for teens. One-on-one counseling for job seekers and students seeking to get into college is currently available at the Central Library's Schwab-Rosenhouse College & Career Center.

Next Steps: During the next fiscal year, the career counseling efforts can be expanded to provide one-on-one counseling for students if the necessary funding can be identified in the FY 2009/10 budget.

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

Completed Tasks: A study was conducted to determine the feasibility and desirability of deploying a bookmobile on the weekends that is supplied with Spanish language materials for Spanish speaking communities. The decision was made to utilize existing bilingual staff to assist in this program, allocate a portion of the materials budget for Spanish language materials and to use one of the existing bookmobiles to make this program work. This program will be implemented in the next 45 days as soon as schedules can be prepared and materials collected.

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

Completed Tasks: Public Services staff have completed a review of the process used to follow up on and resolve customer complaints. It was discovered that complaints are received in a variety of formats, and are often addressed by the person receiving the complaint, or are passed on to the most appropriate staff member or department manager to identify a solution for the customer. While most complaints are addressed expeditiously and to the customer's satisfaction, it would be useful to implement a tracking process that would provide the ability for staff to follow-up on complaints, track progress of resolution, and identify possible patterns or trends. Staff will be working with the Information Technology department to develop a searchable electronic database, and develop guidelines or procedures for follow up on customer complaints. Both the database and procedures will be made available on the staff intranet by May 2009.



March 26, 2009

**Agenda Item 3.1: Internal Assessment Update**

- 15. Develop a comprehensive review of the Collection Management Department in order to improve productivity and efficiency by: eliminating the use of dual barcodes to save processing time (Rokke, Welsch - Feb 2009). Recommendation 271i**

Completed Tasks: There is a comprehensive study of the Collection Management function in process that will provide for some sweeping changes in this department. However, at this time there is one change that can be implemented immediately and that is to replace worn barcodes with a single new barcode that is more customer-friendly for self-check use. This practice was implemented on February 2, 2009. This change will be reviewed and evaluated again in six months.

- 16. Develop a comprehensive review of the Collection Management Department in order to improve productivity and efficiency by: Studying the return on investment of redesigning the department to improve workflow and productivity (Rokke, Facilities - Feb 2009). Recommendation 271e**

Completed Tasks: This is part of a larger comprehensive study and reconfiguration of the Collection Management Department that will be reported in more detail in June 2009.

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

Completed Tasks: A task force of Library employees from the branches and administration have accepted the challenge of developing a Code of Ethics for the Library. They are reviewing the code of ethics statements from a variety of other agencies and are striving to formulate a document that will represent the needs of Sacramento Public Library. Once a draft Code of Ethics has been developed, it will be sent to all employees for feedback. When the input from the employees has been received and analyzed, a final Code of Ethics will be prepared and presented to the Authority Board for approval.

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

Completed Tasks: A meeting was held on February 20, 2009 with Elk Grove staff to discuss their experiences and insights into the RFID system, as they were the first (and so far only) branch to implement its use. Staff shared helpful information to make future conversions work more smoothly and be less time-consuming. They also provided information about



March 26, 2009

**Agenda Item 3.1: Internal Assessment Update**

customer feedback, which has been positive, and areas for improvement that will enhance customers' experience with this technology.

Next Steps: Funding is being sought for RFID systems and conversions at the Valley Hi, North Natomas and Pocket libraries. Conversion to RFID is also being planned at the Rancho Cordova library using funds from a customer bequest. The process to tag items as they circulate through the Elk Grove branch will be continued, and the dual bar code/RFID capability will be maintained at all branches.

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

Completed Tasks: The Board approved the new Contract and Procurement Policy at the February 26, 2009 Board meeting. A process map and internal control documents have been prepared to ensure clarity, compliance and appropriate control of the process. The Authority relies on a central repository for all contracts to provide access to parties responsible for contract oversight and management. The restructuring of the Procurement-Contract Coordinator position provides for regular reporting of contract status, including alerting management to contract termination and renewal dates. Training materials are being prepared to train all managers on the revised Contracts and Procurement Policy, including contract oversight responsibilities.

Next Steps: Train managers on the new contract policy, process, controls and monitoring on March 18, 2009. Issue and review regular contract status reports and review with the Management Team quarterly beginning April 15, 2009.

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

Completed Tasks: A comprehensive review of the Authority's insurance coverage and risk management approach was completed on March 16, 2009. The Authority works through an insurance broker, Robert F. Driver Insurance Services, originally selected through a piggyback process with the City of Sacramento. Recently, the firm has merged with Alliant Insurance Services and is now Alliant Insurance.

Each year, staff works with the broker to review coverage levels, rates and opportunities for cost savings. The property insurance is provided through



March 26, 2009

## Agenda Item 3.1: Internal Assessment Update

a risk pool with about 600 other public agencies through a program called the Public Entity Property Insurance Program (PEPIP). The General Liability is provided through a program called the Special Liability Insurance Program (SLIP), which is also insurance that is packaged with a number of other public agencies. The Authority also maintains Officer's and Director's coverage, auto liability, and employment practices coverage through the SLIP program. In July, 2008 the Authority added a policy for crime coverage at a cost of \$2,189.

After this review, staff is confident that the insurance coverage currently maintained is comprehensive and cost effective for the Library. Following is a list of actions necessary for continuous improvement of the Library's risk management practices:

- Establish a formal review team to review annual insurance coverage proposals from the Authority's broker and as needed to review proposed claim settlements within Board approved settlement limits by April 30, 2009.
- Review the broker services used by Library Authority member agencies and determine if a piggyback contract is still in the Library's best interest or consider an alternative; determine the appropriate bid period to formally bid the Authority's broker service needs by September 30, 2009.
- Prepare a separate report on Worker's Compensation risk management and strongly consider alternatives to State Fund as an insurance provider by September 30, 2009.
- Receive quotes for appraisal of the Sacramento Room Collection, including art works on loan. Select an appraiser and complete the appraisal by September 30, 2009.
- Staff has seen the value of the books and materials collection increasing based on current valuation methods and would like to review other valuation methods to cross check the data and verify that we are not over-valuing the collection for risk purposes; therefore, staff will review the method of valuing the collection for insurance valuation purposes by December 31, 2009.

**21. Develop an efficient method to confirm that all charges on Travel Agency invoices are correct and appropriate (Boerman - Feb 2009). Recommendation 29f**

Completed Tasks: Desk procedures to confirm approved travel expenses (see Attachment A) have been developed and written to ensure that all payments for overnight travel have been confirmed against the Approved Travel and Training Budget. The process is separated between two desks in the Finance Department to satisfy appropriate segregation of duties. The process requires the Accountant/Budget Analyst to receive approved



March 26, 2009

**Agenda Item 3.1: Internal Assessment Update**

travel/training requests and update the Approved Travel and Training Budget file. Accounts Payable will review the file and notate on payment vouchers that the approved travel has been confirmed. The process is supported with monitoring controls by management who review travel expenditures on monthly financial reports and provide regular periodic review of the Approved Travel and Training Budget.

Next Steps:

- A "Travel Confirmed" stamp will be obtained for Accounts Payable.
- Obtain regular updates from Human Resources and department managers concerning changes to the list of employees approved for travel.
- Provide regular reporting of the approved travel list to all managers
- Provide for each manager to receive and review travel budgets associated with their departments on a regular basis.

**22. Update the Library's Disaster Preparedness Plan by: Acquiring an evac-chair for Elk Grove and Central to permit wheelchair-bound evacuations from upper floors (Tucker, Dahlberg – Feb 2009). Recommendation 4d**

Completed Tasks: Two Evacu-Trac chairs were ordered and arrived on March 3 – one for Central to be stored on the fifth floor, and one for Elk Grove to be stored in the second floor staff break room.

Next Steps: Hooks will be installed for storage of the chairs in their permanently assigned locations. Hands-on training with staff on the proper use of the chairs will also be scheduled.

**23. Develop a Disaster Recovery (Business Continuation) Plan by: Developing a list of disaster recovery scenarios and response mechanisms that will provide a business continuation response with 24 hours from the point of a service interruption (Tucker, Dahlberg, Calderon – Feb 2009). Recommendation 5a**

Completed Tasks: The disaster recovery business continuation plan is primarily a plan for storing and restoring the Library's information systems so that the core functions can carry on with as little disruption as possible. The core information services have been identified in order of importance as: materials circulation, financial and payroll services, governance and policy data, and other operational records.



March 26, 2009

## Agenda Item 3.1: Internal Assessment Update

The Library's complex computer network structure and unique materials circulation services do not readily suggest typical disaster response plans of data storage, retrieval and restoration. It is possible, however, to create a hybrid of redundant and virtual systems that would allow a continuation of core services within 24 hours. This ability comes at a cost and decisions must be made as to the priorities of such a system, and at what speed these systems must be restored. (See Attachment B for a Business Continuation Plan overview.)

### Next Steps

1. Evaluate the cost and feasibility of conversion to a VMware environment;
2. Evaluate the cost and feasibility of maintaining a redundant ILS server;
3. Evaluate the cost and feasibility of locating redundant network hardware and circuits at an offsite data center;
4. Review the existing backup protocols and services for thoroughness and access.

The following recommendations were part of a larger list of actions by the Facilities Department to decrease waste and identify efficiencies that would provide cost savings to the Authority. Each task has been satisfactorily completed and changes implemented as necessary to accomplish these goals:

- 24. Educate Library staff on energy saving practices such as 68/78 degree set points, turning off lighting in workstations, etc. (Tucker, Wallace, Nash – Feb 2009). Recommendation 153**
- 25. Complete the implementation of recycling systems for paper, cardboard, books, cans and bottles at all feasible branches (Wallace, Tucker - Feb 2009). Recommendation 156**
- 26. Improve custodial services and related processes to better serve branch customers by posting an update of all custodial schedules and daily task lists on SPL@ for branch staff review and information (Wallace, Tucker, Moore Feb 09). Recommendation 161**
- 27. Implement rotation schedule for floor project cleaning utilizing the new custodial floor specialist (Wallace, Tucker - Feb 2009). Recommendation 163**
- 28. Implement staff rotation at the branches to vary the time of day cleaning (Tucker, Wallace - Feb 2009). Recommendation 164**



March 26, 2009

Agenda Item 3.1: Internal Assessment Update

29. Expand the Central Library custodial hourly task list to include all branch custodial duties, listed by hour. (Tucker, Wallace - Feb 2009). Recommendation 166
30. Coordinate schedules with Galleria staff to share labor resources and increase custodial staffing flexibility (Wallace, Tucker, Bennett - Feb 2009). Recommendation 168
31. Continue to track daily and major maintenance expenditures at all branches (Tucker, Wallace - Feb 2009). Recommendation 174
32. Utilize the features in the new event management software to accurately plan and track event details (Tucker, Bennett - Feb 2009). Recommendation 193
33. Improve hours tracking methods for security guards at branches to ensure the appropriate service levels (Tucker, Dahlberg, BRS staff - Feb 2009). Recommendation 197

**ATTACHMENTS:**

Attachment A: Travel Cost Approval Process

Attachment B: Business Continuation Plan



# Sacramento Public Library

## FINANCE DESK PROCEDURES – Accounts Payable

### CONFIRMATION OF APPROVED TRAVEL

#### **PRELIMINARY PROCEDURES**

1. The Budget Analyst compiles the approved travel and training budget for the next fiscal year into a formal list and assigns trip numbers;
2. Employee completes form 720-1a, Travel/Training Request and submits to Supervisor for approval. Supervisor forwards to related Branch Services Manager;
3. Branch Services Manager forwards signed form 720-1a to Budget Analyst.
4. Budget Analyst records all approved travel requests on the formal approved Travel and Training budget list and forwards copy to the Technology Trainer

#### **ACCOUNTS PAYABLE CONFIRMATION**

1. Travel vouchers are forwarded to Accounts Payable for processing
2. Accounts Payable reviews updated travel and training list
3. Accounts Payable stamps or writes “Travel Confirmed” on the voucher
4. Voucher is processed.

**THIS PAGE INTENTIONALLY LEFT BLANK**



## Sacramento Public Library Authority

### Disaster Preparedness Business Continuation Plan

#### **Sacramento Public Library's Network Infrastructure**

For the purposes of scenario planning, a complete destruction of the Central Library and server room is envisioned as the worst-case for business continuation. Sacramento Public Library's network is currently built so that all network connections to all branches physically terminate at the Central Library. These connections are configured under four independent circuit configurations available from telecommunication vendor's service territory:

- Fiber Optic (AT&T)
- AVPN (ATT&T and SureWest)
- Frame relay (AT&T)
- Frame relay with DS3 (Frontier, via Elk Grove branch)

Since these four systems operate independently but terminate together at the Central library, it is very expensive to maintain a redundant system at an offsite location that can be activated after a disaster. It would take weeks to rebuild this physical infrastructure at a new location.

In addition to the network configuration challenges, the existing server room design relies on 27 separate machines, most of which have a unique function. If any one of these servers goes down it takes several other related services with it. For example, if the server that controls Internet filtering goes down then all Internet services for the Library, staff and public, go down with it. Recovering this server room infrastructure would require the acquisition of new machines with identical specifications, a restoration and configuration of the application software, and finally data restoration from backup sources.

#### **VMware**

Virtual machines, or VMware, offer a new technology for server rooms that addresses this vulnerability. This business continuation plan is based on the assumption that a conversion to VMware will take place at the Library during the 09/10 fiscal year.

VMware offers several crucial improvements over the existing server system:

- It runs on a much smaller number of servers
- It allows full restoration of both application software and data within hours
- It does not require acquisition of identical hardware for restoration
- It can operate as a redundant system at an offsite location at a much lower cost
- It saves energy, reducing cooling costs
- It is flexible, allowing additions or changes to servers, usually without adding hardware



## Sacramento Public Library Authority

The Library's core business of materials circulation and online catalog operates through a specialized turnkey system. The Integrated Library System (ILS from Innovative Interfaces, Inc.) server hosts modules for material acquisitions, inventory control, circulation and on-line catalog. The Encore system enhances the online catalog with Google-like keyword search and results display. These two "black box" systems are technically managed by the vendor so all of the configuration and maintenance of operating system and software installation must be done by the vendor to be in compliance with the licensing agreement. IT Staff does set functional parameters in adherence to Board established policies. The ILS server cannot run on a virtual machine, so effective redundancy can only be achieved by establishing a second ILS server at an offsite location. The ILS server costs \$100,000. The Encore system is furnished by the vendor as part of the service.

### **Data Backup**

All business continuation plans rely on a thorough and efficient data backup and restoration plan. The Library currently uses both online and tape backup systems which follow industry standard protocols for offsite storage. Currently that storage is provided by Iron Mountain and does provide access and restoration capabilities with 24 hours, provided the server hardware and network connections are in place.

### **Core Services**

#### **1. Materials Circulation**

Because of the unique configuration of the ILS server, full restoration of circulation services within 24 hours can only take place if a fully configured redundant server is mirrored at an offsite data center. This redundant server would need:

- Real time mirroring of circulation data
- Redundant network connections that duplicate the existing circuits
- Hardware and software updates installed in conjunction with the primary server
- 

Without this redundant server the Library would have to resort to offline circulation, meaning materials could be checked out but not back in. Also, no holds or customer account information would be accessible at checkout. After-hours data uploads could be sent to a hosted ILS server, but the data would be for outgoing materials only. After a few days the backlog of returned books would overwhelm branch staff and facilities, ending the feasibility of offline circulation.

#### **2. Eden financial and payroll records**

All Eden data is backed up nightly and sent offsite weekly. Restoring that data to a server is easy if the application data is present on the server. True 24 hour recovery in a worst-case scenario can only be accomplished in a VMware environment. A limited number of workstations with network access to a data



## Sacramento Public Library Authority

center or located physically close to the restored server could be used for financial transactions.

### **3. Governance and policy data**

As with Eden data, these documents are backed up and stored offsite on a regular basis. Restoration is easier than Eden because the application software is basic and readily available.

### **4. Other data (Incident Reports, Service Order History, Event Booking Data, contracts, project records, etc.)**

As with above, this data is backed up regularly and is accessed via common applications or SQL software.

**THIS PAGE INTENTIONALLY LEFT BLANK**